

Notice of Meeting

CABINET

Tuesday, 19 June 2018 - 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 Evelyn Carpenter, Cllr Cameron Geddes, Cllr Syed Ghani, Cllr Margaret Mullane, Cllr Lynda Rice and Cllr Maureen Worby

Date of publication: 11 June 2018

Chris Naylor
Chief Executive

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

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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 March 2018 (Pages 3 - 12)**
- 4. Revenue and Capital Outturn Report 2017/18 (Pages 13 - 39)**
- 5. Parsloes Park 'Parklife' Football Hub (Pages 41 - 61)**

Appendix 2 to the report is in the private section of the agenda at Item 17.

6. **Allocation of Community Infrastructure Levy to Strategic Projects (Pages 63 - 88)**
 7. **Children's Social Care Annual Self-Assessment 2017/18 and OFSTED Focused Visit of Children's Social Care (Pages 89 - 132)**
 8. **Treasury Management Annual Report 2017/18 (Pages 133 - 152)**
 9. **Pen To Print Project (Pages 153 - 192)**
 10. **Procurement of Cashless Catering and Online Payment Supplies and Services (Pages 193 - 202)**
 11. **Corporate Plan 2017/18 - Quarter 4 Performance Reporting (Pages 203 - 284)**
 12. **Debt Management Performance and Write-Offs 2017/18 (Quarter 4) (Pages 285 - 304)**
 13. **Urgent Action - Barking Abbey School Longbridge Road Site Sub-Station Lease (Pages 305 - 311)**
 14. **'Made in Dagenham' Film Studios Land Assembly (Pages 313 - 319)**
- Appendix 2 to the report is in the private section of the agenda at Item 18.
15. **Any other public items which the Chair decides are urgent**
 16. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

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

17. **Appendix 2: Parsloes Park 'Parklife' Football Hub (Page 321)**
18. **Appendix 2: 'Made in Dagenham' Film Studios Land Assembly (Page 323)**

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

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Our Vision for Barking and Dagenham

One borough; one community; 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 March 2018
(7:00 - 8:09 pm)

Present: Cllr Darren Rodwell (Chair), Cllr Saima Ashraf (Deputy Chair), Cllr Dominic Twomey (Deputy Chair), Cllr Sade Bright, Cllr Evelyn Carpenter, Cllr Cameron Geddes and Cllr Maureen Worby

Apologies: Cllr Laila M. Butt, Cllr Lynda Rice and Cllr Bill Turner

102. Councillor John White

The Leader of the Council expressed his sincere condolences to the family of Councillor John White, who sadly passed away on Friday 16 March following a long illness.

103. Declaration of Members' Interests

There were no declarations of interest.

104. Minutes (19 February 2018)

The minutes of the meeting held on 19 February 2018 were confirmed as correct.

105. Budget Monitoring 2017/18 - April to January (Month 10)

The Cabinet Member for Finance, Growth and Investment presented a report on the Council's revenue budget monitoring position for the 2017/18 financial year as at 31 January 2018.

The General Fund showed a projected year-end overspend of £6.23m against the budget of £145.13m, which represented an improvement of £0.579m on that reported for the end of December 2017 (Month 9). The Cabinet Member alluded to the pressures and risks which affected a range of service areas and commented that it was unlikely that the position would improve much further by the end of the financial year.

The Cabinet Member referred to a number of proposed carry forwards and virements relating to General Fund revenue budgets and the provision of a working credit facility of up to £2.5m to the Barking and Dagenham Trading Partnership, primarily to assist the company with liquidity / cashflow issues in its first year of operation starting 1 April 2018. The Cabinet Member also advised on proposed delegations to the Chief Operating Officer to facilitate the closure of the Council's accounts by the deadline of 31 May 2018, as the Cabinet would not meet again until June 2018 due to the forthcoming Local Elections.

The Cabinet **resolved** to:

- (i) Note the forecast outturn position for 2017/18 of the Council's General Fund revenue budget as detailed in section 2 and Appendix A of the report;

- (ii) Note the financial risks and the suggested mechanisms for resolving them, as detailed in section 3 of the report;
- (iii) Approve the carry forward requests into the 2018/19 revenue budget, as detailed in the table at paragraph 4.1 of the report;
- (iv) Approve the transfer of up to £1.0m “Procurement Gainshare” into the Core Infrastructure reserve to fund future investment in ICT and other core services;
- (v) Approve the virements within 2017/18 revenue budgets, as set out in paragraph 5.1 of the report;
- (vi) Note the overview of the HRA for 2017/18, as detailed in section 6 and Appendix B of the report;
- (vii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Growth and Investment, to take decisions in respect of the following matters as part of the process for the closure of the Council’s accounts for 2017/18:
 - Carry forward of monies allocated or received for specific purposes where expenditure has not been incurred in the financial year;
 - The making of revenue contributions to capital;
 - The financing of redundancies and associated pension costs.
- (viii) Approve a working capital facility of up to £2.5m for the Barking and Dagenham Trading Partnership on the terms set out in section 8 of the report; and
- (ix) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Growth and Investment and the Director of Law and Governance, to agree the terms, including the rate, duration and security regarding the working capital facility to Barking and Dagenham Trading Partnership.

106. Barking and Dagenham School Improvement Partnership - Update

Further to Minute 21 (20 June 2017), the Cabinet Member for Educational Attainment and School Improvement presented an update report on the creation of the new School Improvement Partnership (SIP), a not-for-profit company wholly owned by the Council and participating Borough schools.

The Cabinet Member stressed the importance of maintaining the improvement in educational standards in the Borough and the pivotal role of the SIP, alongside the Borough’s family of schools, in that aim, despite the real-term cut in Government funding and the significant increase in pupil numbers within Barking and Dagenham.

To date, 56 of the 60 Borough schools had signed up to receive the range of statutory and priority services to be provided by the SIP on behalf of the Council.

To enable the formal establishment of the SIP and the involvement of Local Authority maintained schools, it was noted that the Council must comply with certain statutory requirements. The Cabinet Member outlined the process and the intention to provide the SIP with a working capital facility of up to £200,000, to assist with cashflow for services that would be provided in advance of the structured payment system agreed with schools.

The Cabinet **resolved** to:

- (i) Approve the formal establishment of a school company on the terms set out in the report, to which the Council shall have membership and directorships of the company;
- (ii) Give formal permission for Local Authority maintained schools to become members of the Barking and Dagenham School Improvement Partnership, in accordance with School Companies regulations;
- (iii) Approve a working capital facility of up to £200,000, only to be drawn as necessary, to cover payments for services provided in advance; and
- (iv) Delegate authority to the Strategic Director for Service Improvement and Integration, in consultation with the Cabinet Member for Educational Attainment and School Improvement, the Chief Operating Officer and Director of Law and Governance, to enter into all arrangements and agreements necessary to implement the above arrangements.

107. Corporate Plan 2018 - 2022

The Leader of the Council introduced the Council's Corporate Plan for 2018 - 2022, which set out the Council's vision and priorities for the next four years together with the corporate performance framework.

The Corporate Plan took into account the Council's current position, its transformation programme (which stemmed from the LGA Peer Review and the independent Growth Commission report), the aspirations and targets within the Borough Manifesto and other initiatives such as the Good Neighbour Guide.

The Leader referred to several of the Council's key achievements since the 2014 Local Elections and stressed that the principle of "No One Left Behind" was the golden thread that ran throughout the new Corporate Plan. The document also reflected the Council's increasing role as a commissioning body and how it would support the local community in leading independent, healthy, safe and fulfilling lives.

Cabinet Members spoke in support of the document and the ambitions for the future. In respect of the Corporate Performance Framework, it was suggested that there should be a distinction within both the document and the monitoring regime between the areas for which the Council was directly responsible and those delivered in partnership or by other bodies.

The Cabinet **resolved to recommend the Assembly** to approve the Council's Corporate Plan 2018 - 2022 as set out at Appendix 1 to the report, subject to

officers reviewing the Corporate Performance Framework appended to the document to differentiate between the aspects under the direct control of the Council and those provided by other bodies and where the Council has only an influencing role.

108. Delivering the Work and Health Programme in Barking and Dagenham

The Cabinet Member for Economic and Social Development introduced a report on the successful bid by the Council's Community Solutions service to become part of Maximus UK's supply chain to deliver the Work and Health Programme (WHP) in Barking and Dagenham.

The WHP was jointly funded by Department for Work and Pensions and the European Social Fund and Maximus UK had been appointed at a contracted provider following a tendering exercise on behalf of the Local London Partnership. The WHP service provided employment support for a those in receipt of Employment Support Allowance, Job Seekers Allowance for more than two years, as well as some early entrants from disadvantaged groups e.g. ex-offenders, ex-armed forces or homeless persons, and the Cabinet Member remarked that, by joining the arrangement,, the Council would be reinforcing its commitment to the "No One Left Behind" principle.

It was noted that discussions were ongoing with Maximus UK regarding the detailed arrangements for the new service which would run from April 2018 to March 2023 and, subject to performance, was predicted to generate up to £1.4m income to fund the Job Shop Service within Community Solutions.

The Cabinet **resolved** to:

- (i) Agree that the Council enters into a contract with Maximus UK to deliver the Work and Health Programme service in the Borough, in accordance with the Council's Contract Rules and the strategy set out in the report; and
- (ii) Delegate authority to the Strategic Director for Service Development and Integration, in consultation with the Director of Law and Governance, to enter into the contract and all other necessary or ancillary agreements with Maximus UK to effect the arrangements.

109. Pan London Care Impact Partnership Framework for Edge of Care Services

The Cabinet Member for Social Care and Health Integration presented proposals for the Council to establish a Social Impact Bond, building on an existing pan-London Care Impact Partnership with five other London boroughs, to deliver Edge of Care services in Barking and Dagenham.

The Cabinet Member explained that Edge of Care services were aimed at preventing children and young people from entering the care system through a range of innovative, social investment services. The service was already operating successfully in the other five London Boroughs and had been designed so that payments to the contractor were directly linked to the achievement of successful outcomes for the individual.

The Cabinet Member commented that, as an early intervention programme, the new service was expected to offer a real opportunity to improve outcomes for children and young people. The Council could also expect to achieve long-term savings over the five-year contract period through avoiding the considerable costs associated with placing a child into care. With regard to the projected savings and the potential risks identified within the financial comments in the report, the Cabinet Member acknowledged the importance of identifying the correct cohort of children and young people for inclusion in the new service.

The Cabinet **resolved** to:

- (i) Agree that the Council enters into a contract with the Positive Families Partnerships, via the Pan London Care Impact Partnership Framework Agreement, for the provision of Edge of Care Services via a Social Impact Bond, in accordance with the Council's Contract Rules and the strategy set out in the report;
- (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 Chief Operating Officer and the Director of Law and Governance, to enter into the contract and all other necessary or ancillary agreements in accordance with the strategy set out in the report; and
- (iii) Delegated authority to the Strategic Director for Service Development and Integration to enter into all necessary agreements to enable the Council to become a new member of the Pan London Care Impact Partnership.

110. Revised Local Discretionary Business Rate Relief Scheme

Further to Minute 52 (17 October 2017), the Cabinet Member for Finance, Growth and Investment reported on a proposed increase to the rate of relief applied under the 2017/18 Local Discretionary Business Rate Relief Scheme, together with arrangements for 2018/19 to 2020/21.

The Cabinet Member advised that in order to fully utilise the grant funding allocation for 2017/18 and support local businesses impacted by the Government's revaluation of business rates which came into effect on 1 April 2017, it was intended to increase the level of rate relief from 5% to 8.5% in the current financial year.

The arrangements for 2018/19 would mirror those for 2017/18, albeit that the rate of relief would reduce to 3.5% to reflect the reduced grant funding allocation from the Government. It was further noted that the same principles would apply to the arrangements for 2019/20 and 2020/21, with the Chief Operating Officer making the final determination based on the relevant charges and grant funding available at the time.

The Cabinet **resolved** to:

- (i) Approve an increase in the rate of relief applied under the 2017/18 Local Discretionary Business Rate Relief Scheme from 5% to 8.5% to ensure that the grant funding is fully utilised to the benefit of local businesses in the

current financial year;

- (ii) Approve the Local Discretionary Business Rate Relief Scheme for 2018/19, as set out at Appendix A to the report; and
- (iii) Authorise the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Growth and Investment, to finalise the Local Discretionary Business Rate Relief Schemes for 2019/20 and 2020/21, including determining the rate of relief to be applied, in line with the principles within the current policy.

111. Vicarage Field Development Proposals - Use of CPO Powers

Further to Minute 88 (23 January 2018), the Cabinet Member for Economic and Social Development presented a report on the next steps in respect of the redevelopment of the Vicarage Field site in Barking Town Centre.

The developer Lagmar (Barking) Ltd (an entity of Benson Elliot Real Estate Partners IV LP who held the lease of the shopping centre) intended to start construction of the consented redevelopment scheme in autumn 2019. As part of the preparations, the developer had been assembling the site ready for redevelopment through the acquisition of the various third-party interests within the site. The Cabinet Member explained that, in common with other development schemes the size of Vicarage Field, the exercise of compulsory purchase and appropriation powers was likely to be necessary to fully enable the timely delivery of the project.

Reference was made to the properties that could potentially be the subject of compulsory purchase and the case that would need to be made jointly by the Council / Be First and the developer before the powers could be applied. The Cabinet Member confirmed that the negotiation process would be exhausted before seeking to apply compulsory purchase powers.

Issues were raised regarding the need to ensure that existing retailers were properly supported during the major redevelopment project, that they should be able to return once the project had been completed and the importance of attracting the right businesses and retailers to the Town Centre. The Cabinet Member advised that although he could not offer any guarantees to existing businesses and retailers who may be displaced while Vicarage Field was redeveloped, it was clearly in the best interests of Benson Elliot to have all units filled in the new development as soon as possible.

The Cabinet **resolved** to:

- (i) Agree in principle to the use of the Council's compulsory purchase order (CPO) powers pursuant to Section 226(1)(a) of the Town and Country Planning Act 1990 (in respect of the area provisionally identified in Appendix 2 to the report) to acquire all third party rights and interests, subject to a detailed land referencing exercise, in order to facilitate delivery of the Vicarage Field regeneration proposals;
- (ii) Delegate authority to the Chief Operating Officer, in consultation with the

Director of Law and Governance, to undertake and/or secure the carrying out of appropriate land referencing work to identify all third parties likely to be affected by the proposed CPO;

- (iii) Agree in principle that, where required to assist in the delivery of the Vicarage Field regeneration proposals, the Council shall appropriate land for planning purposes pursuant to Section 122 of the Local Government Act 1972 to enable Section 203 of the Housing and Planning Act 2016 to be utilised to override any third-party rights; and
- (iv) Delegate authority to the Chief Operating Officer, in consultation with the Director of Law and Governance, to negotiate the terms of and enter into any necessary indemnity agreement(s) to ensure the Council was indemnified against all costs associated with the use of CPO and appropriation powers, including compensation properly payable to third parties affected by the CPO.

112. Development of former Sacred Heart Convent, Goresbrook Road, and former Weighbridge Site, Cook Road, Dagenham

Further to Minute 102 (13 February 2017), the Cabinet Member for Finance, Growth and Investment presented a report on revised development proposals in respect of the former Sacred Heart Convent site and the inclusion of the former DVLA Weighbridge site in Cook Road into the redevelopment plans for the area.

The project approved in February 2017 related to a conversion and new build scheme at the Sacred Heart site to provide approximately 60 temporary accommodation units. The Cabinet Member explained that due to the time that had elapsed and subsequent changes to Local Housing Allowance rates, Be First had been asked to undertake a review of the capacity at the site and the marginal financial benefits associated with the original project. As a result of that review, an alternative proposal had been put forward that would deliver 96 temporary accommodation units at the nearby former Weighbridge site while the locally listed Sacred Heart Convent site would be refurbished to provide 9 affordable-rent apartments and a further 17 affordable-rent houses in the surrounding grounds.

The Cabinet Member commented that the modular design of the temporary accommodation units would significantly reduce construction time, enabling those who had fallen on hard times to be housed quicker and, more importantly, for them to stay within Barking and Dagenham. The financial modelling assessment and options appraisal for the new project also reflected the benefits of the new scheme over the original proposal.

The Cabinet **resolved** to:

- (i) Agree the conversion of the former Sacred Heart Convent site to provide circa 9 apartments and the construction of circa 17 new build houses in the surrounding grounds with associated car parking and amenity areas;
- (ii) Agree to use an existing entity within the Barking and Dagenham Reside structure (or the establishment, if required, of a new Special Purpose Vehicle within that structure) to hold the properties at the former Sacred

Heart site;

- (iii) Approve borrowing of up to £6.1m within the General Fund to fund the refurbishment and construction costs of the affordable housing project;
- (iv) Agree to allocate £2m restricted Right to Buy receipts, if required, to fund the construction and professional fees to support the financial viability of the affordable housing project;
- (v) Approve the development of the former DVLA Weighbridge site to provide circa 96 homes for use by the Council's Temporary Accommodation service as licenced accommodation, to be held in the General Fund;
- (vi) Approve borrowing of up to £7.714m within the General Fund to fund the development costs for the temporary accommodation project;
- (vii) Delegate authority to Chief Operating Officer, following endorsement by the Procurement Board, to approve the final procurement strategy for the project works;
- (viii) Delegate authority to the Chief Operating Officer, in consultation with Director of Law and Governance and the Cabinet Members for Finance, Growth and Investment and Economic and Social Development, to negotiate terms and agree the contract documents to fully implement and effect the proposals set out in the report; and
- (ix) Authorise the Director of Law and Governance, or an authorised delegate on her behalf, in consultation with the Chief Operating Officer, to execute all the legal agreements, contracts and other documents on behalf of the Council.

113. Sale of Land at New Enterprise House, 149 - 151 High Road, Chadwell Heath

The Cabinet Member for Finance, Growth and Investment introduced a report on the outcome of negotiations with the owner of New Enterprise House regarding the purchase of a strip of Council-owned land at the site.

It was noted that, following the redevelopment of New Enterprise House, the site owner had approached the Council to purchase the land which provide access to the ground floor units. The strip of land measured approximately 960m² and was used for landscaping with a number of low rise planters, maintained by the Council. The Cabinet Member referred to the financial implications detailed in an exempt appendix to the report, which set out the level of capital receipt that the Council would receive, based on an independent valuation, and the revenue saving associated with no longer being responsible for the maintenance of the land.

The Cabinet **resolved** to:

- (i) Approve the disposal of land at New Enterprise House, 149-151 High Road, Chadwell Heath as shown edged red on the plan at Appendix 1 to the report, on the terms set out in Appendix 2 to the report; and

- (ii) Authorise the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Growth and Investment and the Director of Law and Governance, to enter into all necessary agreements to facilitate the sale of the land to the owner of New Enterprise House.

114. Travelodge Dagenham - Investment Proposal

The Cabinet Member for Finance, Growth and Investment presented details of an investment proposal in respect of the new Travelodge hotel development at the former Sanofi site, Rainham Road North, Dagenham.

The Cabinet Member referred to the principal regeneration objectives in terms of facilitating the wider regeneration of the former Sanofi site, bringing forward a key development site with planning permission for hotel use and A3 retail use, as well as contributing to the Council priority of 'Growing the Borough' through the creation of new jobs and amenities. The proposal was also in line with the Council's Investment and Acquisition Strategy, approved by Cabinet under Minute 72 (15 November 2016).

The proposal had been negotiated by Be First on behalf of the Council and would involve entering into a Forward Funding Agreement with the owner of the site, Berkeley Square Developments, as well as development agreements and leases which would help to protect the Council's construction and investment position. The Cabinet Member referred to the options appraisal and the financial appraisal, detailed in an exempt appendix to the report, and suggested that the proposal was supported by a sound business case. He also commented that having a stake in the development would enable the Council to add further impetus to the regeneration plans for the site and the wider area.

Cabinet Members spoke in support of the proposal and the Leader observed that the latest plans, together with the other initiatives such as the new film studios and London's largest data centre, meant that the area now had the highest investment per acre in real estate in the country.

The Cabinet **resolved** to:

- (i) Agree to the acquisition of the freehold interest at Yewtree Avenue, Dagenham RM10 7XS (the Property, as shown in Appendix 1 to the report), subject to completion of further due diligence and to the principle of borrowing up to £940,000 plus stamp duty of £36,500 and fees of £110,500 within the General Fund from the Public Works Loan Board;
- (ii) Agree to the principle of borrowing up to £5,711,000 within the General Fund from the Public Works Loan Board to fund the development costs of the Travelodge development;
- (iii) Agree, subject to completion of further due diligence, to enter into a Development Agreement with Berkeley Square Developments to construct the development scheme on the Property;
- (iv) Note that the acquisition of the Property shall be subject to an extant

agreement for lease which, upon acquisition, the Council would be bound to grant and agree, subject to completion of due diligence, a 25-year lease to Travelodge Hotels Limited on the terms set out in the report;

- (v) Agree to hold the Travelodge investment within a Special Purpose Vehicle (if legal advice indicated that to be appropriate);
- (vi) Agree that Be First, as agent for the Council, be authorised to lead the negotiations, including appointment and management of property, financial and legal advisors as required;
- (vii) Delegate authority to the Chief Operating Officer, in consultation with Director of Law and Governance and the Cabinet Members for Finance, Growth and Investment and Economic and Social Development, to scrutinise the due diligence reports, negotiate terms and agree the contract documents to fully implement and effect the proposals set out in the report (including a decision as to utilising a SPV); and
- (viii) Authorise the Director of Law and Governance, or an authorised delegate on her behalf, in consultation with the Chief Operating Officer, to execute all the legal agreements, contracts and other documents on behalf of the Council.

115. Anne Bristow, Strategic Director of Service Development and Integration

The Leader placed on record the Cabinet's appreciation to Anne Bristow, Strategic Director for Service Development and Integration, who was attending her last meeting of the Cabinet before retiring from the Council in June.

The Leader spoke of Anne's professionalism and support which had helped the Council to realise its aspirations and vision for the future and paid tribute to Anne's tireless commitment to improving the lives of the residents of Barking and Dagenham.

CABINET**19 June 2018**

Title: Revenue and Capital Outturn Report 2017/18	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Katherine Heffernan, Group Manager – Service Finance	Contact Details: Tel: 020 8227 3262 E-mail: katherine.heffernan@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>This report provides an update on the outturn position for 2017-18. The draft Statement of Accounts has now been completed and published. This is now being audited and until this is completed the outturn position is technically still draft and could be subject to correction if errors are uncovered. No change is expected but any such changes will be reported to Cabinet as appropriate.</p>	
<p>The revenue budget outturn position is an overspend of £5.6m. This includes overspends of over £10.66m across a range of departments (£5m in Care and Support, £1.1m in Community Solutions, £2.1m in Public Realm, £0.7m Elevate/Customer Services, £0.6m Leisure, £0.4m Enforcement) offset by a large surplus in Traded Services (£0.9m) and underspends in Core, Commissioning and Central Services. Most of these overspends are the result of long standing structural budget deficits and many have been corrected in the 2018-19 budget – either by the provision of growth funding or by Transformation programme activity or a combination of the two. This is the case for Public Realm, Customer Services, Leisure and the Homelessness pressure in Community Solutions.</p>	
<p>The final reported forecast to Cabinet (at the end of month 10) was an overspend of £6.2m – the final position therefore represents an improved position overall. However, within that total some service overspends have worsened and this has been offset by larger underspends in Central Services. The detail is shown in Appendix A.</p>	
<p>This report also includes information on further grant and corporate budget carry forwards and transfers to and from reserves that have been assumed in this provisional outturn (in addition to those approved by Cabinet in March.)</p>	
<p>HRA income was in total £0.293m less than originally budgeted for and total expenditure was £0.964m less than budgeted resulting in a net additional £0.671m surplus that will be transferred to reserves.</p>	
<p>The outturn on the Dedicated Schools Grant budget was £210.713m against a budget of £211.386m which will result in a net transfer to the reserve of £0.673m after final adjustments.</p>	

The final Capital Programme for 2017-18 was £199.678m of which £125.408m was General Fund and £74.270m was HRA. Expenditure in 2017/18 was £170.329m in total of which £101.698m was General Fund and £68.631m was HRA as there was slippage against a number of schemes.

This report also shows the position on the reserves as at 31st March 2018.

Recommendation(s)

The Cabinet is recommended to:

- (i) Note the provisional outturn position for 2017/18 of the Council's General Fund revenue budget as detailed in section 2 and Appendix A of the report;
- (ii) Approve the carry forwards and transfers to/from reserves as detailed in section 4 of the report;
- (iii) Note the overview of the HRA for 2017/18, as detailed in section 5 and Appendix B of the report;
- (iv) Note the overview of the Dedicated Schools Grant budget as detailed in section 6 of the report;
- (v) Note the overview of the Capital Programme as detailed in section 7 and Appendix C of the report;
- (vi) Note the overview of the Transformation programme as detailed in section 8 and Appendix D of the report; and
- (vii) Note the position of the reserves as detailed in section 9 and Appendix E of the report.

Reason(s)

As a matter of good financial practice, the Cabinet should be informed about the Council's spending performance and its financial position. This will assist in holding managers to account and in making future financial decisions.

1 Introduction and Background

- 1.1 This report provides a summary of the forecast outturn for the Council's General Fund and HRA. In addition, it provides a summary of year end carry forwards and transfers to/from reserves and the current expected reserves position.

2 Overall Position

- 2.1 The provisional outturn position for the Council General Fund after all transactions, adjustments and transfers to/from reserves is an overspend of £5.6m – a reduction of £0.7m from the last reported forecast of £6.2m. This will be met by drawing down from the Council's budget support reserve.

- 2.2 Within the overall outturn total there were significant overspends for Care and Support, Community Solutions, Leisure Services, Public Realm, Enforcement, Customer Access/Elevate and Growth and Homes Commissioning. This is offset by surplus income in Traded Services and underspends in Core, Commissioning and Central Budgets.
- 2.3 The overall pattern of spend is similar to mid-year forecasts but the variance on some services was much greater than previously forecast. This may have implications for the 2018/19 budget where pressures are likely to continue into the new year.

3. **Commentary on variances**

Adults Care and Support

- 3.1 **Adults Care and Support** is showing a relatively small overspend (>1%) of £164k which is in line with the forecast position of £201k at month 10. Within this total the only area of significant overspend is Mental Health which has an overspend of £0.172m relating mainly to increased activity in Supported Living. This is offset by staffing underspends on the and increased client income in some establishments.
- 3.2 It should also be noted that the service witnessed an increase in home care hours, from an average of 18,000 at the beginning of the year to 20,000 in March 2018. There has also been an increase in crisis intervention activity which needs close monitoring in 2018-19. Within residential and nursing care, activity has been relatively consistent, however there has been an increase in unit costs as well as reduction in client income. The bulk of this pressure has been met through using iBCF grant leaving an overspend of £0.037m. This meets the grant condition of protection of Social Care services. Without this additional funding there would have been a significant overspend and this pressure may well continue to increase and will need careful monitoring.

Children's Care and Support

- 3.3 The final position **for Children's Care and Support** is an overspend of £3.3m. The last reported outturn forecast was a net overspend of £2.055m. The forecast has been increasing throughout the year as demand and costs have continued to rise and climbed especially steeply in the last quarter.
- 3.4 Although the forecast has risen from the position reported in period ten the distribution of pressure is still broadly similar. There is an overspend of £1.568m across placements especially for Leaving Care, Residential and Secure (with underspends in fostering) although this is partly offset by an underspend of £527k on Asylum.
- 3.5 The overspend on staffing and running costs is £2m. This reflects the continuing dependency on high cost agency staff in some teams as a result of the shortage of qualified social workers and also the need to maintain higher staffing numbers to meet the level of demand.
- 3.6 Some progress has been made in recruiting permanent staff but these pressures

are likely to continue into the 2018/19 financial year and the outturn position is therefore extremely concerning.

Disabilities Care and Support

- 3.7 There have been severe pressures within **Disabilities Care and Support** that have been increasing month on month throughout the year. This trend continued to the year end with the final position being around £529k greater than the last reported forecast
- 3.8 Pressures exist for care purchasing (placements, packages and direct payments) for both Children and Adults with Disabilities (especially Learning Disabilities). A large spare of the new ASC/iBCF grant funding was allocated to meet this pressure but the final position was in excess of this resulting in an overspend. The overspend on support for Children with Disabilities includes respite care and a high level of costs associated with the legal process such as court fees (which reflects the increase in case numbers) and court approved care packages.
- 3.9 The outturn position of the Out of Borough School Transport is an overspend of **£0.317m**. The service started the year with an inherent base budget pressure of £0.180m carried over from the previous financial year. In addition to this there has been an increase in the demand for transport by new families with disabled children moving into the Borough. The service is having to redesign its routes and third-party providers to meet the complexities and requirements of the children.
- 3.10 There are also overspends across staffing budgets linked to use of agency (and £30k for additional staff to complete EHC plans.) However, there are underspends in the centres and an over achievement of income in Psychology.

Community Solutions

- 3.11 Community Solutions throughout the year was reporting an overspend of around £1m which included an increased bad debt provision on Temporary Accommodation. Early in the year it was agreed that this would be met from Corporate Provisions reducing the service overspend to around £0.5m. However, the final outturn was £1.1m even after the cost of TA bad debt had been met centrally. (Although the actual bad debt requirement was in fact slightly less – at £0.478m not £0.6m.)
- 3.12 The final overspend was affected by a number of factors that had not been previously factored into the forecast. This included the net in year cost of the rental deposit scheme (£0.3m), and increased pressures on legal costs for work with families with No Recourse to Public Funds (£0.155m - only transferred towards the end of the year) and some one-off costs associated with service set up. In addition, the HRA recharge for Housing Management was £95k less than budgeted reflecting decreased use of HRA voids for Temporary Accommodation.
- 3.13 Now the service is fully established forecasting should be more stable next year. Further work will be carried out to ensure that the cost of the rental deposit scheme is fully funded (and also to ensure that deposits are returned where possible and appropriate.)

Enforcement

- 3.14 The final position on Parking was a net shortfall of £1m which is a worse position than previously forecast and reflects disappointing results from the action plan. However, this has been offset by underspends on other Enforcement services including Street Lighting, Housing standards and Street Enforcement.

My Place

- 3.15 The final outturn on My Place was a greater than forecast underspend mainly arising from staffing vacancies. This underspend has been shared between the General Fund and the HRA.

Leisure

- 3.16 The final overspend on the Leisure centres reflects both a shortfall against the income expectations and also overspending across a number of expenditure lines. These issues will not be relevant in future years following the transfer of the centres to a new operator.

Culture and Recreation

- 3.17 The final outturn was £0.175m which had not been previously forecast. This includes some grants erroneously accounted for during the financial year as having associated expenditure - £66k relating to the Enhancing Heritage in the Abbey and Barking Town Centre Conservation Area capital project and £21k Big Local Trust programme. The cost of grounds maintenance for the parks was also higher than anticipated.

Other Services

- 3.18 Public Realm have been forecasting an overspend in the region of £2m to £2.2m all year and the final outturn fell in this range. This overspend was largely on staffing. Core support and Care and Support Commissioning services as a whole underspent by £0.5m – about £0.1m more than forecast – mostly as a result of staffing vacancies. The exception was Growth and Homes Commissioning which overspent as a result of unfunded posts although the final position was in line with forecasts.
- 3.19 Traded Services made significant surpluses which had only been partially reflected in previous forecasts.

Central Budgets

- 3.20 Central budgets include provisions for corporate costs such as MRP, interest, insurance provisions, bad debt and various other costs that are managed by the Finance department rather than attributed to individual services. A number of these budgets and provisions were underspent. A review of the forecasting methodology in these areas will be carried out.

4. Carry Forward Requests

4.1 The following year-end adjustments – carry forwards and transfers to/from reserves are included in the forecast (in addition to those approved in March.)

	Service	Description	Amount
1)	Grants Carried Forward/Income received in advance		
	Com Sol	Pen to Print grant	£12,721
	Adults C&S	Carry forward of health portion of IBCF. The IBCF is a pooled budget and this funding is held by the Local Authority on behalf of its NHS partner.	52,149
	Children's C&S	Mockingbird project grant funding. Grant funding for a new model of foster care support.	38,700
2	Corporate Carry Forward of Underspends/(Transfers to reserves)		
	EYC - Trewern	Trewern is an income generating establishment. Surplus income from this year will be carried forward to be used to invest in service development	60,000
	EYC - Adult College	The Adult College is transferring to ComSol. In year underspends in Education will be carried forward to support the transition to a new model.	150,000
	Elevate/Core	Taxicard refunds – smoothing of income and expenditure between years.	436,800
	Strategy	As an incentive to increase income it has previously been agreed that the Film Unit may carry forward a proportion of their surplus.	20,000
	Strategy	Carry forward of this year's funding for a specific one-off photography project.	25,000
3	Other Transfers to/(from) reserves		
	Enforcement	Private Rented Sector Licensing Reserve- most landlord fees were incurred in year one of the scheme and the funding is carried forward in a reserve to meet costs in years two and three. This is this year's draw down requirement.	- 167,668
	Enforcement	Earmarked Market Reserve- Reserve Draw Down to offset revenue Vat payments to market traders	- 39,192
	Enforcement	Proceeds of Crime- Reserve Draw Down to fund Prosecution Team staffing costs	- 50,864
	ESCO	carry forward of in year surplus to meet future costs	600,000
	Investment Strategy	carry forward of in year surplus - smoothing IS savings	368,000
	Public Health	carry forward of unspent Public Health grant in line with the regulations	72,000
	Education PFI	Private Finance Initiative adjustment	979,892

Housing Revenue Account

- 5.1 The HRA outturn shows an overall increase in HRA resources of £293k. The main area of adverse variation is in Rent Income collectable because of lower than expected New Build additions in year – this is income foregone and will have a longer impact on resources in the HRA Business plan.
- 5.2 The main areas which mitigate the loss of income are the additional income from Leaseholders (actualisation), underspends in Repairs and Maintenance, Supervision and Management and unused HRA borrowing headroom as a result of capital slippage (lower interest).
- 5.3 Full details of the HRA outturn are shown in appendix B to the report.

6. Dedicated Schools Budget

- 6.1 The table below shows a high-level summary of the outturn on the Dedicated Schools Grant budget after final adjustments and DfE clawback.

DSG Block	2017-18 DSG Grant	2017-18 Outturn (after adjustments and clawback)	Year End Variance (before drawdown)	Planned drawdown from reserves	Variance against budget
	£'000	£'000	£'000	£'000	£'000
Early Years Block	19,681	17,210	(£2,471)		-2,471
High Needs Block	26,190	28,558	£2,368	-756	1,612
Schools Block	165,515	164,945	(£570)	-119	-689
TOTAL	£211,386	£210,713	(£673)	-£875	-£1,548

- 6.2 As the table shows there will be a net transfer to the DSG reserve of £0.673m after final adjustments and DfE clawback. This is the position after As the DSG budget was based on a planned drawdown from the reserve of £0.875m then this represents a net underspend against the budget of £1.5m. This was the net result of underspends on Early Years (largely the result of lower numbers of children accessing Childcare/Early Education), Central Services and a large overspend on the High Needs block.
- 6.3 The High Needs block has been under pressure for a number of years as funding has not kept pace with the growth in population and the increasing complexity of need for a small number of children with high levels of special educational needs. This is resulting in overspends in out of borough placements and top up funding. The balance on the DSG reserve is now £3.658m. This is a ring-fenced reserve.
- 6.4 The overall movement on balances held by Local Authority schools was a £3.996m drawdown. This has reduced the total balances to £8.004m. Schools may choose to draw down on their balances as part of their own local financial management plans and are not expected or encouraged to hold large surpluses. However,

drawing heavily on reserves to meet day to day costs can indicate financial pressure and we know that the funding regime for schools is becoming more difficult both nationally and locally.

- 6.5 There are currently nine schools that have a deficit (negative) balance. The council is meeting with the Headteachers and Governing bodies to ensure that there is a recovery plan in place.

7. Capital Outturn

- 7.1 Total expenditure on the General Fund capital programme was £101.698m against a programme of £125.405m. The programme has been adjusted by removal of the Reside Gascoigne scheme and the Land Acquisitions approved in January and February which should have been added to later years of the programme. Over half of the variance is from the Street Purchasing scheme which has spent £17.516m against a budget of £30m.

- 7.2 Overall the outturn position on the Education Capital Programme was a variance of £0.151m. As the borough has a very large capital programme of over £25m this is a small variance of around 0.6%. Progress has overall been good with few schemes falling significantly behind profile and some (Gascoigne and Robert Clack) showing accelerated progress. The variance will be covered by reprofiling from future years.

- 7.3 There has been slippage against a range of other schemes. These include:

• Barking Learning Centre Work	£0.214m
• Street Lighting Column Replacement	£1.609m
• Winter Maintenance Equipment	£0.421m
• Youth Zone	£0.334
• Riverside Transport Links	£0.325
• Boundary Road Hostel	£0.235m
• Abbey Green	£0.278m
• BMX Track	£0.213m
• Chadwell Heath Cemetery	£0.298m
• Demountable Swimming Pool	£1.990m

- 7.4 Expenditure across both the Disabled Adaptations schemes was £0.371m lower than budget. As this is partly funded by a revenue contribution this forms part of the Central budgets revenue underspend. The service is currently reviewing how these schemes operate to ensure that the allocation can be fully spent in future years.

- 7.5 There was accelerated spend against the following programmes:

• Footways and Carriageways	£0.569m
• Bridges	£0.166m
• Gascoigne West	£0.311m
• Knightsbridge	£0.680m
• Becontree Heath New Build	£0.933m

- 7.6 Expenditure on the HRA capital programme was £68.631m against a budget of £74.271m. Within this overall total the main variances are £9.055m of accelerated spend on Estate Renewal and £14.935m slippage on New Build.
- 7.7 Within the Estate Renewal programme the increased spend is driven by the CPO process. Agreed values are now higher and acceptances are being received earlier. This may require additional budget to be reallocated from within the overall programme (from the New Build programme.)
- 7.8 A large proportion of the New Build underspend (£8.716m) was not in fact allocated in year. There was also slippage on Ilchester Road (£1.175m) and the two Leys schemes (£3.492m.) Slippage on the scheme may result in delays in rent becoming payable with an impact on the revenue account.

8 Transformation Programme 2017/18

- 8.1 Overall, the programme has progressed well. The programme now includes a total annual savings / income target of £50m to be delivered in 2020/21 (cumulative target 2016/17 to 2020/21 is £127m) – further details are set out in Appendix D.
- 8.2 The original £48m savings / income target was agreed by Cabinet in February 2017 with additional 2018/19 savings agreed in November 2017 and £3m savings write-offs agreed in February 2018. A further adjustment has also been made to reflect the agreed Be First Business Plan.
- 8.3 This is an ambitious and challenging programme and the substantial risks underpinning delivery of these savings are monitored and reported monthly to CPG. All saving / income initiatives are categorised as either delivered, low, medium or high risk and this approach enables management attention to be focussed on high risk items to ensure timely mitigating actions are agreed and implemented.
- 8.4 Overall, the programme progressed well during 2017/18 and temporary resources are now being steadily reduced as the programmes are being closed and delivery of the remaining savings / income is being embedded into business-as-usual activities.
- 8.5 In 2017/18, the programmes delivered savings of £7.7m against a target of £8.1m (95%). Savings shortfalls have been dealt with as part of the budget outturn position reflected in this report and these shortfalls and any required mitigating actions are explained further below.
- 8.6 **Redesign Adult's Social Care - 2017/18 Savings shortfall: £1.6m**
Savings of £1.9m were delivered in 2017/18 against a target of £3.5m. Work is currently in progress to identify additional initiatives to close this gap in 2018/19 and deliver the additional £3.4m 2018/19 savings target.
- 8.7 **Enforcement - Parking Services - 2017/18 Savings shortfall: £188k**
Parking Services underachieved the £302k MTFs target by £188k in 2018/19. Work is in progress to identify, agree and implement further schemes to close this gap in 2018/19 and deliver the additional £250k 2018/19 savings target.

8.8 Leisure - 2017/18 Savings shortfall: £171k

The MTFS included an original savings target of £114k in 2017/18, related to the transfer of Leisure. However, costs of £57k were incurred resulting in £171k shortfall. This gap will be offset in future years when income from the Leisure provider exceeds the agreed MTFS target.

8.9 Disability Service - 2017/18 Savings shortfall: £162k

Savings of £251k were achieved in 2017/18 against a target of £412k. Work is currently in progress to identify additional initiatives to close this gap in 2018/19 and deliver the additional £488k 2018/19 savings target.

8.10 Core Support services - 2017/18 Savings shortfall: £143k

The savings target in the MTFS assumed that support services could be downsized when Leisure was transferred out. However, these savings have not been realised and work is in progress to identify replacement savings initiatives.

8.11 The above savings shortfalls were largely offset by other programmes which exceeded agreed savings / income targets in 2017/18, most significantly, the Investment and Acquisitions strategy which exceeded its 2017/18 income target by £1m.

8.12 Over the next few months, further work will be undertaken to review the 2017/18 outturn position, identify any structural deficits included in budgets and adjust the programmes with any additional savings initiatives required to address this and ensure the forecast 2020/21 MTFS is achieved.

8.13 Cabinet agreed an implementation budget of £24m and the programme is currently forecasting an underspend of £1.8m. Expenditure within 2017/18 was £8.5m - £1.8m of which is funded by the HRA, £2.3m is capital expenditure funded from borrowing and £4.4m that will be funded from Capital Receipts under the Flexible Use of Capital Receipts policy.

8.14 Underspends within the programme have also been used to fund additional activities that were not originally in scope of the programme, but support the Council's transformation agenda, including: implementation of New Ways of Working; design of the Core Support Services programme (additional funding will be required for the delivery / implementation phase); programme management support within Inclusive Growth; and implementation of the Information Asset Register to comply with GDPR requirements.

9. Reserves

9.1 The Council maintains a budget support reserve which is used in the first instance to fund any in-year overspends on the General Fund. There is sufficient funding in this reserve to meet this. The balance on the unearmarked General Fund reserves therefore can be maintained at the same level and so remains above the current target minimum of £15m as shown in Appendix E.

10. Financial Implications

10.1 This report details the financial position of the Council.

11. Legal Implications

- 11.1 Local authorities are required by law to set a balanced budget for each financial year and to report the financial position.

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

List of Appendices

- Appendix A - General Fund Outturn
- Appendix B - Housing Revenue Account
- Appendix C - Capital Programme
- Appendix D - Transformation Summary
- Appendix E - Reserves

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APPENDIX A

REVENUE OUTTURN 2017/18

Function & Block	REVISED BUDGET 17/18	Provisional Outturn	Variance	Mth 10 Forecast	Movement
BE FIRST 2017/18	-130	-130			
CARE & SUPPORT 2017/18	73,104	78,023	4,918	3,160	1,758
ADULT'S CARE & SUPPORT	22,082	22,246	164	201	-37
CHILDREN'S CARE & SUPPORT	33,264	36,585	3,321	2,055	1,266
DISABILITIES 2017/18	17,759	19,192	1,433	904	529
CENTRAL 2017/18	-3,065	-5,866	-2,801	-500	-2,301
COMMUNITY SOLUTIONS	13,297	14,455	1,158	525	633
CONTRACTED SERVICES	9,545	10,274	730	1,005	-275
CORE 2017/18	8,767	8,232	-535	-112	-423
ELEVATE CLIENT TEAM	6,008	6,248	240	186	54
FINANCE 2017/18	1,112	761	-351	-286	-65
LAW & GOVERNANCE	-154	-446	-292	-102	-190
STRATEGIC LEADERSHIP	838	1,034	197	90	107
STRATEGY & PROGRAMMES	771	442	-329		-329
TRANSFORMATION 2017/18	192	192			
EDUCATION, Youth, Childcare	14,754	14,754			
ENFORCEMENT	10,483	10,894	411	445	-34
GROWTH & HOMES	-268	398	666	77	589
ASSETS & INVESTMENT	-1,607	-1,614	-6	-330	324
COMMISSIONING – G&H	-1,173	-676	497	407	90
CULTURE & RECREATION	2,512	2,687	175		175
MY PLACE 2017/18	-58	-441	-383	-234	-149
PUBLIC REALM 2017/18	6,909	9,101	2,192	2,042	150
SDI COMMISSIONING 2017/18	11,386	11,575	189	163	26
ADULTS COMMISSIONING	5,945	5,751	-193	-130	-63
CHILDRENS COMMISSIONING	4,287	4,083	-204	-297	93
HEALTHY LIFESTYLES LEISURE	1,226	1,813	586	590	-4
PUBLIC HEALTH	-72	-72			
TRADED SERVICES	406	-537	-943	-300	-643
Grand Total	145,130	150,730	5,601	6,271	-670

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HOUSING REVENUE ACCOUNT 2017/18						
	Budget	Forecast P10	Outturn	Change	Variance	Comments
Dwelling Rents	(89,270)	(88,622)	(88,521)	101	749	Lower than expected New Build additions and reduction in HRA TA lets
Non-Dwelling Rents	(807)	(706)	(705)	1	102	Higher voids than expected
Other Income	(19,624)	(19,436)	(20,182)	(746)	(558)	Higher than budgeted Water and Sewerage Charges (offset by cost), Leasehold actualisation higher than budget
	(109,701)	(108,764)	(109,408)	(644)	293	
Repairs and Maintenance	16,481	16,309	16,062	(247)	(419)	Greater than originally planned capital works allocation. The overall underspend is returned to HRA resources//offset by rent income
Supervision and Management	41,838	41,504	41,645	141	(193)	Higher than budgeted Water and Sewerage Payment (offset by income), Redundancy costs unbudgeted. HRA share of My Place underspend offset the overspend. The overall net underspend is returned to HRA resources/offset by lower rent income.
Rent, Rates and Other	350	350	323	(27)	(27)	Lower Voids than budgets resulting in lower Council Tax liability
Bad Debt Provision	1,046	1,046	1,018	(28)	(28)	Lower Former Tenants Arrears than originally anticipated due to lower turnover of tenancies resulting in a lower provision contribution being required.
Corporate Democratic Core	685	685	685	0	0	
Interest Charges	10,059	10,059	9,692	(367)	(367)	Borrowing lower than HRA limit therefore lower interest charges
Interest Receivable	(400)	(400)	(330)	70	70	Interest rates lower than budgeted
Revenue Contribution to Capital	39,642	39,211	40,313	1,102	671	Balance of net resources transferred to Major Repairs Reserve higher than budgeted
	109,701	108,764	109,408	644	(293)	

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2017/2018 CAPITAL PROGRAMME

Project No.	Project Name	Revised Budget	Actual Expenditure	Over / (Under) spend to date
Care & Support				
FC00106	Disabled Facilities Grant	1,390,570	1,263,645	(126,925)
FC02888	Direct Pymt Adaptations	400,000	155,032	(244,968)
FC03049	Adult Social Care Capital Grant	79,000	173,158	94,158
Total for Care & Support		1,869,570	1,591,834	(277,736)
Community Solutions				
FC03060	Barking Learning Centre Works	447,000	232,593	(214,407)
FC03092	Dagenham Library Foyer			
FC03095	BLC void areas			
FC04021	Libraries Library Management System Tender	10,000		(10,000)
FC04036	Upgrade & enhancement of Security & Threat Management	75,000		(75,000)
FC04049	Community Solutions	3,154,400	1,146,300	(2,008,100)
Total for Community Solutions		3,686,400	1,378,893	(2,307,507)
Core				
FC02738	Modernisation & Imp Cap Fund		(197,066)	(197,066)
FC03068	ICT End User Computing		(58,714)	(58,714)
FC03052	Elevate ICT investment	443,126	336,090	(107,036)
FC02877	Oracle R12 Joint Services	147,866	57,593	(90,273)
FC03059	Customer Services Channel Shift	336,991	230,107	(106,884)
FC02565	Implement Corporate Accommodation Strategy	6,780,486	7,102,967	322,481
FC04009	New Ways of Working (Smarter Working) Programme	1,494,000	356,912	(1,137,088)
Total for Core		9,202,469	7,827,889	(1,374,580)
Customer Access & Technology				
FC04007	Cross Cutting: Technology	1,280,482		(1,280,482)
FC04008	Customer Access Strategy (CAS)	2,711,500	1,740,176	(971,324)
Total for Customer Access & Technology		3,991,982	1,740,176	(2,251,806)
Education, Youth & Childcare				
Primary Schools				
FC02736	Roding Primary School (Cannington Road Annex)	129,789	133,772	3,983
FC02745	George Carey CofE (formerly Barking Riverside) Primary	22,926		(22,926)
FC02784	Manor Longbridge (Former UEL Site)	150,000	330,758	180,758
FC02861	Eastbury Primary Exp			
FC02865	William Bellamy Infants/Juniors (Expansion)	442,676	367,085	(75,591)
FC02919	Richard Alibon Expansion			
FC02920	Warren / Furze Expansion	374,111	21,522	(352,589)

Project No.	Project Name	Revised Budget	Actual Expenditure	Over / (Under) spend to date
FC02921	Manor Infant Junior Exp			
FC02923	Rush Green Expansion			
FC02924	St Joseph's Primary(Barking) Extn 13-14	15,072		(15,072)
FC02956	Marsh Green Primary 13-15	277,709	86,580	(191,129)
FC02957	John Perry School Expansion 13-15	12,110		(12,110)
FC02960	Sydney Russell (Fanshawe) Primary Expansion	68,895	48,238	(20,657)
FC02979	Gascoigne primary	400,000	333,161	(66,839)
FC02998	Marks Gate Junior Sch		(757)	(757)
FC03014	City Farm Phase II		1,675	1,675
FC03041	Village Infants - additional pupil places	211,511	60,775	(150,736)
FC03053	Gascoigne Prmy 5forms to 4 forms	600,000	316,709	(283,291)
Secondary Schools				
FC02953	All Saints Expansion 13-15	112,233	112,233	
FC02954	Jo Richardson expansion	168,626	178,088	9,462
FC02959	Robert Clack Expansion 13-15	1,200,000	2,722,814	1,522,814
FC03054	Lymington Fields New School	450,000	975,943	525,943
FC02977	Riverside Secondary Free School	1,861,078	1,962,488	101,410
FC03018	Eastbury Secondary	648,254	55,794	(592,460)
FC03019	Eastbrook School	582,230	711,129	128,899
FC03020	Dagenham Park	168,573	2,890	(165,683)
FC03022	New Gascoigne Secondary School	5,600,000	8,180,106	2,580,106
FC03078	Barking Abbey Expansion 2016-18	5,000,000	2,545,001	(2,454,999)
Children Centres				
FC03063	Extension of Abbey children's centre nursery	125,842		(125,842)
FC03033	Upgrade of Children Centres	7,970	8,199	229
Other Schemes				
FC02906	School Expansion SEN projects	130,315	109,243	(21,072)
FC02909	School Expansion Minor projects	500,000	478,742	(21,258)
FC02972	Implementation of early education for 2 year olds	300,000	290,809	(9,191)
FC02975	Barking Abbey Artfcl Ftbl Ptch		10,612	10,612
FC02929	Schools Modernisation Fund 2012-13		204	204
FC02978	Schools Modernisation Fund 2013-14	62,128	3,625	(58,503)
FC03010	SMF 2014-16	93,794	31,150	(62,644)
FC03051	SMF 2015-17	691,809	251,182	(440,627)
FC03085	School Conditions Allocation 2017-19	2,500,000	3,247,734	747,734
FC03042	Additional SEN Provision	615,840	740,427	124,587
FC03043	Pupil Intervention Project (PIP)	714,133	562,528	(151,605)
9999	Devolved Capital Formula	1,085,498	593,795	(491,704)
Total For Education, Youth & Childcare		25,323,122	25,474,253	151,131

Project No.	Project Name	Revised Budget	Actual Expenditure	Over / (Under) spend to date
Enforcement				
FC02873	Environmental Improvements			
FC02982	Consolidation & Expansion of CPZ	316,377	328,957	12,580
FC03030	Frizlands Phase 2 Asbestos Replacement	15,614	13,478	(2,136)
FC03065	HIP 2016-17 Footways & Carriageways	3,273,481	3,842,388	568,907
FC03064	Street Lighting 2016-2019 : Expired Lighting Column Rep	3,665,802	2,056,926	(1,608,876)
FC03066	Parking ICT System	3,537		(3,537)
FC03011	Structural Repairs & Bridge Maintenance	200,791	34,529	(166,262)
FC03012	Environmental Asset Database		16,000	16,000
FC03090	Lakes	80,000	17,882	(62,118)
FC03067	Abeey Green Restoration/Works	3,541		(3,541)
FC02542	Capital Improvements	259,106	293,351	34,245
FC02964	Road Safety Improvements Programme (Various Locatio	220,000	227,640	7,640
FC04015	Enforcement Equipment	158,423	149,773	(8,650)
FC04019	Replacement of Winter Maintenance Equipment / Gully N	640,000	218,845	(421,155)
FC04027	Car Park Improvements	130,000	83,602	(46,398)
FC04029	Engineering Works (Road Safety)	200,000	59,074	(140,926)
Total for Enforcement		9,166,672	7,342,445	(1,824,227)
Growth & Homes				
Culture, Heritage & Recreation				
FC03029	Broadway Theatre	100,000		(100,000)
FC03032	3G football pitches in Parsloes Park	150,000	73,586	(76,414)
FC03057	Youth Zone	334,000		(334,000)
FC03093	Eastbury Manor House - Access and egress improvemer	106,000	30,922	(75,078)
FC03094	Reimagining Eastbury			
FC04042	Community Halls	60,000	36,009	(23,991)
FC04043	The Abbey: Unlocking Barking's past, securing its future	25,000		(25,000)
FC04044	East London Industrial Heritage Museum	50,000		(50,000)
FC03079	Whitehouse Refurb	30,000	30,000	
Total for Culture, Heritage & Recreation		855,000	170,517	(684,483)
Investment Strategy				
FC02587	Energy Efficiency Programme	128,753		(128,753)
FC03027	Establishment of Council Owned Energy Services Comp	89,901	765,990	676,089
FC03081	Land Acquisitions 2016-18	10,000,000	9,435,349	(564,651)
Total for Investment Strategy		10,218,654	10,201,339	(17,315)
Growth & Homes & Regeneration				
FC02898	Local Transport Plans	60,000	131,044	71,044
FC02969	Creative Industry (formerly Barking Bathouse)	10,586		(10,586)
FC02985	Gascoigne West (Housing Zone)	6,500,000	6,810,682	310,682
FC02990	Abbey Phase II		322	322

Project No.	Project Name	Revised Budget	Actual Expenditure	Over / (Under) spend to date
FC02994	Renwick Road/ Choats Road 2014/15 (TfL)	367,000	407,495	40,495
FC02995	Ballards Road / New Road 2014-15 (TfL)			
FC02996	Barking Town Centre 2014/15 (TfL)	322,000	354,983	32,983
FC03055	Barking Riverside Trans link	5,350,710	5,025,689	(325,021)
FC03058	Kingsbridge Development	3,000,000	3,679,671	679,671
FC03070	Boundary Road Hostel: Critical Needs Homelessness Assessment and Support Centre	858,337	623,458	(234,879)
FC03072	Conversion & Redevelopment of Former Sacred Heart Convent, 191 Goresbrook Road, Dagenham - to convert to homeless provision	75,000	67,820	(7,180)
FC03082	Gurdwara Way - Land Rm diation	825,405	702,970	(122,435)
FC03084	Sebastian Court - Redevelop	200,000	60,974	(139,026)
FC03089	Becontree Heath New Build	5,734,819	6,667,905	933,086
FC03099	Abbey Green & Barking Town Centre Conservation Area	263,000	0	(263,000)
FC02962	Principal Road Maintenance	438,000	431,083	(6,918)
FC03086	Land at BEC - live work scheme	250,000	233,063	(16,937)
FC03096	Thames Road/River Road/Renwick Road Corridor Improvements			
FC03097	Thames View Cycle/Walking Link Improvements	156,000	47,683	(108,317)
FC03098	Cycle Schemes - Quietway CS3X	390,000	300,893	(89,107)
FC03028	Chadwell Heath CCM (TfL)		(0)	(0)
FC02926	Outer London Fund - Round 2			
FC02963	Mayesbrook Neighbourhood Improvement 2013-14		4,851	4,851
FC03000	MAQF - Green Wall Project			
FC03015	Demolition Former Remploy Site			
FC03023	Bus Stop Accessibility			
FC03025	Gale Street Corridor Improvements			
FC03050	Clockhouse Ave - Freehold Purc			
FC04051	Street Property Acquisition 2017-19	30,000,000	17,515,963	(12,484,037)
Total for Growth & Homes & Regeneration		54,800,857	43,066,547	(11,734,310)

Project No.	Project Name	Revised Budget	Actual Expenditure	Over / (Under) spend to date
Legal Services				
FC04045	Legal Services			
Total for Legal Services		0	0	0
My Place				
FC04011	My Place	1,208,724	691,610	(517,114)
Total for My Place		1,208,724	691,610	(517,114)
Public Realm				
FC03034	Strategic Parks - Park Infrastructure	90,559	31,329	(59,230)
FC03026	Old Dagenham Park BMX Track	222,836	9,845	(212,991)
FC03083	Chadwell Heath Cemetery Ext	316,979	18,725	(298,254)
FC04012	Bins Rationalisation	50,000		(50,000)
FC04013	Park Infrastructure Enhancements	20,000	2,758	(17,242)
FC04014	Refuse Fleet	84,000	44,177	(39,823)
FC04016	On-vehicle Bin Weighing System for Commercial Waste	45,000		(45,000)
FC04017	Fixed play facilities	50,000	6,895	(43,105)
FC04018	Park Buildings – Response to 2014 Building Surveys	75,000	10,342	(64,658)
FC04020	Parsloes Park regional football hub			
FC04026	Street Cleansing			
FC04028	Equipment to reduce Hand Arm Vibration	45,000		(45,000)
Total for Public Realm		999,374	124,071	(875,303)
SDI Commissioning				
FC02826	Conversion of Heathway to Family Resource Centre	2,661		(2,661)
FC03061	Social Care IT Replacement System	1,517,712	1,445,167	(72,545)
FC02870	Barking Leisure Centre 2012-14	100,661	169,128	68,467
FC03062	50m Demountable Swimming Pool	2,464,075	474,421	(1,989,654)
Total for SDI Commissioning		4,085,109	2,088,716	(1,996,393)
TOTAL GENERAL FUND CAPITAL PROGRAMME		125,407,933	101,698,290	(23,709,644)

Project No.	Project Name	Revised Budget	Actual Expenditure	Over / (Under) spend to date
HRA				
CC&D	<u>Investment In Stock</u>			
FC02939	Conversions	585,000	61,879	(523,121)
FC03039	Estate Roads Resurfacing	850,000	820,497	(29,503)
FC03045	External Fabric inc EWI- Blocks	2,465,000	2,677,501	212,501
FC03046	Decent Homes North 2017-19	5,850,000	4,898,351	(951,650)
FC03047	Decent Homes South 2017-19	5,750,000	5,238,814	(511,186)
FC02983	Decent Homes Central 2017-19	7,250,000	7,532,616	282,616
FC04001	Electrical Lateral Replacement			
Asset Management	<u>Investment In Stock</u>			
FC02934	Communal Roof Replacements	100,000	3,090	(96,910)
FC02950	Communal Heating Replacement	600,000	162,138	(437,862)
FC04003	Domestic Heating Replacement	900,000	1,485,018	585,018
FC04004	Box-Bathroom Refurbs (Apprenticeships)	50,000	4,954	(45,046)
FC03048	Fire Safety Improvement Works	1,000,000	831,812	(168,188)
FC04002	Lift Replacement Programme	50,000		(50,000)
Energy Strategy	<u>Investment In Stock</u>			
FC03037	Energy Efficiency inc Green Street	1,000,000	114,656	(885,344)
Equality Services	<u>Investment In Stock</u>			
FC00100	Aids And Adaptations	950,000	960,545	10,545
Facilities Management	<u>Investment In Stock</u>			
FC02943	Compliance (Asbestos, Tanks, Rewires)	900,000		(900,000)
FC03038	Garages	450,000	119,015	(330,985)
FC04000	Estate Environment Improvement	125,100		(125,100)
FC04005	Public Realm Improvements	500,000	173,589	(326,411)
R&M	<u>Investment In Stock</u>			
FC02933	Voids	4,000,000	3,991,380	(8,620)
FC03074	Estate Public Realm Imp		845	845
FC03075	Door Entry Systems	250,000		(250,000)
FC04006	Minor Works & Replacements	150,000		(150,000)
FC03007	Windows & Door Replacements	80,000		(80,000)
	<u>Investment In Stock</u>			

Project No.	Project Name	Revised Budget	Actual Expenditure	Over / (Under) spend to date
FC03040	Communal Repairs & Upgrades	429,000	71,190	(357,810)
FC02984	Block & Estate Modernisation		24,742	24,742
FC03003	Decent Homes (Blocks)			
FC03004	Decent Homes (Sheltered)			
FC03001	Decent Homes (North)			
FC03002	Decent Homes (South)			
FC03005	Decent Homes Small Contactors		5,000,000	5,000,000
FC04054	Decent Homes Cntl18-20 (R&M)		935,036	935,036
FC02938	Fire Safety Improvement Works			
	To be allocated			
	Total	34,284,100	35,107,667	823,567
	<u>Estate Renewal</u>			
FC02820	Estate Renewal	7,123,363	16,181,575	9,058,212
	Total	7,123,363	16,181,575	9,058,212
	<u>New Build schemes</u>			
FC02823	Council Housing Phase III			
FC02931	Leys Phase 1	1,400,000	647,527	(752,473)
FC03009	Leys Phase 2	13,222,744	10,483,665	(2,739,079)
FC03071	Modular Programme	500,000	360,398	(139,603)
FC02970	Marks Gate		(124,806)	(124,806)
FC02973	Infill Sites	500,000	71,847	(428,153)
FC02988	Bungalows (Stansgate, Mrgt Bon)		27,075	27,075
FC02989	Ilchestr Rd / North St New Build	5,021,452	3,846,049	(1,175,403)
FC02991	North St		(275,905)	(275,905)
FC03056	Burford Close	1,500,000	888,321	(611,679)
	To Be Allocated	8,715,864		(8,715,864)
FC04050	Home Services	703,000	250,380	(452,620)
	Total	30,860,060	15,924,171	(14,935,889)
FC03073	Housing Transformation	1,300,000	1,167,052	(132,948)
	Grand Total HRA	74,270,523	68,630,846	(5,639,677)
	TOTAL CAPITAL PROGRAMME 2017/18	199,678,456	170,329,135	(29,349,321)

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Transformation Programme - Forecast Costs and Savings as at 11 May 2018

	£'000	16/17	17/18	18/19	19/20	20/21	Total
Community Solutions	Delivery Costs						
	Design	384					384
	Implementation	663	1,651	3,304	350	40	6,008
	Total	1,047	1,651	3,304	350	40	6,391
	Savings / Income		243	3,224	4,101	5,071	12,639
Care & Support	Delivery Costs						
	Design	557					557
	Implementation	423	651	35			1,109
	Total	981	651	35			1,667
	Savings / Income		4,352	9,627	10,384	12,094	36,458
My Place & Street Lighting	Delivery Costs						
	Design	439					439
	Implementation	364	851	108			1,323
	Total	803	851	108			1,762
	Savings / Income		123	354	697	1,026	2,201
Be First & Investment Strategy	Delivery Costs						
	Design	504					504
	Implementation	679	3,813	1,473			5,966
	Total	1,184	3,813	1,473			6,471
	Savings / Income		1,016	6,400	8,486	12,317	28,219
Traded & Home Services	Delivery Costs						
	Design	200					200
	Implementation		491	465			956
	Total	200	491	465			1,156
	Savings / Income		172	1,264	1,396	2,271	5,103
Leisure	Delivery Costs						
	Design	49					49
	Implementation		9				9
	Total	49	9				58
	Savings / Income		114	561	787	878	2,340
Heritage & Culture	Delivery Costs						
	Design						
	Implementation						
	Total						
	Savings / Income		5	70	96	121	292
Parks Commercialisation	Delivery Costs						
	Design	165					165
	Implementation		7	16			24
	Total	165	7	16			188
	Savings / Income		33	33	433	733	1,232
Enforcement	Delivery Costs						
	Design	28					28
	Implementation	147	298				445
	Total	176	298				474
	Savings / Income	165	417	617	2,076	2,076	5,350

	£'000	16/17	17/18	18/19	19/20	20/21	Total
Public Realm	Delivery Costs						
	Design	81					81
	Implementation	261	173				434
	Total	342	173				515
	Savings / Income		180	779	955	1,119	3,033

	£'000	16/17	17/18	18/19	19/20	20/21	Total
Customer Experience & Digital	Delivery Costs						
	Design	709					709
	Implementation	10	1,318	728			2,056
	Total	720	1,318	728			2,766
	Savings / Income		462	982	1,323	1,633	4,400

	£'000	16/17	17/18	18/19	19/20	20/21	Total
Core Support Services & New Ways of Working	Delivery Costs						
	Design	305					305
	Implementation	20	477	828			1,325
	Total	325	477	828			1,630
	Savings / Income		1,134	2,937	2,799	7,080	13,950

	£'000	16/17	17/18	18/19	19/20	20/21	Total
Technology & Integration	Delivery Costs						
	Design	265					265
	Implementation	67	1,350	1,564			2,982
	Total	332	1,350	1,564			3,247
	Savings / Income						

	£'000	16/17	17/18	18/19	19/20	20/21	Total
Legal	Delivery Costs						
	Design	8					8
	Implementation						
	Total	8					8
	Savings / Income	105	105	105	105	105	525

	£'000	16/17	17/18	18/19	19/20	20/21	Total
Improving Educational Attainment	Delivery Costs						
	Design	18					18
	Implementation						
	Total	18					18
	Savings / Income						

	£'000	16/17	17/18	18/19	19/20	20/21	Total
Public Health	Delivery Costs						
	Design						
	Implementation						
	Total						
	Savings / Income			700	700	700	2,100

	£'000	16/17	17/18	18/19	19/20	20/21	Total
Financial Adjustments	Delivery Costs						
	Design						
	Implementation						
	Total						
	Savings / Income			3,800	2,600	2,600	9,000

	£'000	16/17	17/18	18/19	19/20	20/21	Total
Total	Delivery Costs						
	Design	3,713					3,713
	Implementation	2,636	11,090	8,522	350	40	22,638
	Total	6,349	11,090	8,522	350	40	26,351
	Savings / Income	270	8,355	31,455	36,937	49,824	126,840

IMPACT ON RESERVES

	1st April 2017 £'000s	In Year Use £'000s	Year End Transfers £'000s	Balance 31st March 2018 £'000s	* Further Transactions £'000s	Final Balance £'000s
Dedicated Schools Grant Reserve	-3,675		-1,702	-5,378	1,029	-4,348
Local Management of Schools Reserve	-11,936		3,996	-7,940		-7,940
Housing Revenue Reserve	-8,736			-8,736		-8,736
General Fund Unearmarked Reserve	-19,330		2,300	-17,030	-2,300	-19,330
Earmarked Reserves	-38,724	160	-3,703	-42,267	4,648	-37,619
Earmarked reserves made up of:						
Departmental Reserves	-2,766	365	-3,027	-5,428	2,348	-3,080
Public Health	-161		-72	-233		-233
Budget Support/Corporate Restructuring	-13,204		579	-12,625	2,300	-10,325
Insurance	-1,639			-1,639		-1,639
VAT Market Repayment	-211		39	-172		-172
Capital Investment Reserves	-3,576			-3,576		-3,576
Legal Reserve	-1,015	200		-815		-815
Collection Fund	-1,580		435	-1,144		-1,144
Elections Reserve	-223			-223		-223
LEP Housing Rentals reserves	-1,394	360	168	-866		-866
Other Miscellaneous	-953			-953		-953
Reside/Council Entities	-1,380	-764	-482	-2,627		-2,627
PFI reserves	-10,623		-1,344	-11,967		-11,967

Note:

* Further transactions include:

- A coding adjustment between the Unearmarked Reserves and the Budget Support Reserve,
- Reversal of year end carry forward transactions
- Adjustment of Early Years DSG by the Department of Education

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CABINET

19 June 2018

Title: Parsloes Park 'Parklife' Football Hub	
Report of the Cabinet Member for Community Engagement and Leadership	
Open Report with Exempt Appendix 2 (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972 as amended)	For Decision
Wards Affected: Parsloes, Mayesbrook and Alibon	Key Decision: Yes
Report Author: Paul Hogan, Commissioning Director for Culture and Recreation	Contact Details: Tel: 020 8227 3576 E-mail: paul.hogan@lbbd.gov.uk
Accountable Director: Paul Hogan, Commissioning Director for Culture and Recreation	
Accountable Strategic Leadership Director: Tom Hook, Director of Policy and Participation	
<p>Summary</p> <p>Parsloes Park is a critically important part of the Borough's urban infrastructure due to its size, location and catchment area and has regional significance for its football pitch provision; however, the quality of the grass pitches is poor, and the associated changing facilities are life expired.</p> <p>The Council has been working for the past two years with the Football Foundation, Sport England and the Essex County Football Association to develop a new football hub in the park as part of the Parklife programme, which is a national scheme that provides capital investment at sites of strategic importance.</p> <p>The total construction cost of the new facilities is estimated to be c£6 million and it is expected that the major funder for the scheme will be The Football Foundation.</p> <p>It is a condition of funding from The Football Foundation that the new facilities are leased to a charitable trust that has been specifically created for this purpose, that a specific framework is used for the procurement of the proposed design and build contract for the new facilities and that a leisure operator is procured to manage the facilities on a day to day basis.</p> <p>This report provides background information about the scheme and seeks approval for the proposed leasing and procurement arrangements for the football hub and authorisation to implement the scheme if the necessary funding and associated arrangements can be finalised.</p>	

Recommendation(s)

The Cabinet is recommended to:

- (i) Approve the creation of a football hub of regional significance to replace and greatly enhance the life-expired sports facilities in Parsloes Park, as set out in the report and the site plan at Appendix 1 to the report;
- (ii) Note that the delivery of the c£6 million scheme to the proposed specification shall be dependent on a significant level of external capital funding that has yet to be confirmed, although decisions are pending;
- (iii) Note that there shall be no additional revenue cost to the Council from the operation of the new facilities;
- (iv) Authorise the Director of Law and Governance, or an authorised delegate on her behalf, to enter into a 30-year lease, on a full repairing and insuring basis at a peppercorn rent, for the new Parsloes Park football hub facilities with the London Football Trust, subject to satisfactory negotiation of the lease requirements set out in the proposed funding agreement with the Football Foundation;
- (v) Approve the procurement of a design and build contract for new sports facilities at Parsloes Park (to be funded as part of the Parklife programme) utilising the existing 3G AGP Framework and the Modular Supplier Framework for Changing Rooms used by The Football Foundation and its funding partners, in accordance with the strategy set out in the report;
- (vi) Delegate authority to the Commissioning Director of Culture and Recreation, in consultation with Cabinet Members for Community Engagement and Leadership and Finance, Performance and Core Services, the Chief Operating Officer and the Director of Law and Governance, to conduct the procurement and enter into the contract and all other necessary or ancillary agreements with the successful bidder(s) in accordance with the strategy set out in the report; and
- (vii) Note the intention of the London Football Trust to undertake a single stage tender process to procure the services of a leisure operator to manage the new sports facilities at Parsloes Park via a Service Concession Contract.

Reasons

To assist the Council in achieving its corporate priorities in relation to:

Encouraging civic pride

- *Promoting a welcoming, safe, and resilient community:* Strengthen partnership arrangements for the borough; Support the development of the community and voluntary sector.
- *Promote and protect our green and public open spaces:* Adoption of a masterplan for Parsloes Park

Growing together

- *Support investment in housing, leisure, infrastructure, the creative industries and public spaces to enhance our environment.*

1.0 Introduction and Background

- 1.1 Parsloes Park is a critically important part of the Borough's urban infrastructure due to its size, location and catchment area and has regional significance for its football pitch provision; however, the quality of the grass pitches is poor, and the associated changing facilities are life expired.
- 1.2 The importance of the park is recognised in the Borough Manifesto:
- Theme – Environment ...we have many parks and spaces such as Barking and Parsloes Park, and Abbey Green, and our river fronts contain some of the most stunning environment in London. Maintaining and enhancing these community assets, as well as making full use of them for activities and events, is a key priority essential to improving our health and wellbeing.
 - Theme – health and social care...we will enable residents to lead healthy lifestyles, with ample access to exercise facilities and healthy food options.
- 1.3 Improvements to the quality of formal and informal sport and recreational facilities in Parsloes Park is a cornerstone of both the Borough Playing Pitch and Parks and Open Spaces strategies, which were adopted in 2016 and 2017 respectively.
- 1.4 The master plan for Parsloes Park (adopted as part of the Parks and Open Spaces Strategy) includes the aspiration to develop with the community and local partners a modern, sustainable, functional, well-used community sports facility that is managed in partnership with the community, for the community.

2.0 Proposals and Issues

Parklife

- 2.1 The Football Association, Premier League and Sport England through their delivery partner, The Football Foundation, have launched a national funding scheme called Parklife, which provides funding for capital investment at sites of strategic importance.
- 2.2 The Council has been working for the past two years with the Football Foundation, Sport England and the Essex County Football Association to develop new facilities in the park as part of the Parklife programme.
- 2.3 The development of the proposed new facilities has been informed by extensive consultation with local football clubs and leagues, residents and Members and through a rigorous demand and needs analysis and robust business planning process. In brief the proposed facility mix will comprise:
- New changing facilities incorporating 8 team changing rooms (suitable for use by children and adult teams) and changing rooms for officials;
 - 55 station gym, dance studio and gym change;
 - Bar and café and social space
 - Public toilets and disabled toilets (to changing places standard)

- 3 artificial grass pitches with floodlighting that can be used for 11-a-side football matches and compartmentalised to accommodate multiple mini, junior and five-a-side games being played simultaneously.

- 2.4 If funding allows, one of the pitches will be to stadia standard (National Ground Grading Category F criteria), which allows for football to be played up to step 5 level.
- 2.5 Currently within the Borough only Barking F.C. at Mayesbrook Park and Dagenham and Redbridge F.C. have a facility to accommodate football at this level, with Mayesbrook Park fully booked and the Dagenham and Redbridge not feasible for a ground share at this level.
- 2.6 The stadia will allow for clubs within the Borough such as May and Baker F.C. to gain promotion within the football pyramid, whilst also engaging the community further by giving them a football offer locally that they can spectate.
- 2.7 This facility will not just be used for the step level teams on a Saturday afternoon and a Tuesday evening, but will be available for community hire throughout the week and we will a great venue for schools' finals, Essex FA representative fixtures and finals, as well as local leagues cup final days.
- 2.8 The latest version of the site plan and internal facility layout plan is attached at Appendix 1.

Decision making process and timescale

- 2.9 It is proposed to secure authority for the implementation of the scheme at this Cabinet meeting (19 June 2018).
- 2.10 A planning application is now being developed and it is expected it will be submitted in time to allow planning approval to be given by the Council's Planning Committee in September 2018 or as soon as possible thereafter.
- 2.11 It is planned that operator and construction procurement will be finalised in the final quarter of 2018.
- 2.12 Subject to Cabinet approval, planning permission and the necessary funding for the scheme is confirmed, it is anticipated that the new facilities will be operational in time for the start of the 2019/20 football season in September 2019.
- 2.13 As Parsloes Park is classed as Metropolitan Open Land it will be necessary to secure approval for the scheme from both the Council and the GLA. Experience with the Youth Zone development suggests that the involvement of the GLA could delay the implementation of the scheme; however, steps are being taken to try to minimise the likelihood of this happening.

Governance

- 2.14 It is a condition of funding from the Football Foundation that a pan-London charitable trust (The London Football Trust) is established to manage the new facilities in Parsloes Park via a long-term lease (30 years) from the Council with full

repairing and insuring responsibilities. A further condition is that the lease will be at a peppercorn, which is contrary to current custom and practice for Council leases, which are let at a commercial rent but with the potential for a rent subsidy to be provided.

- 2.15 There are currently four Parklife schemes in development in London, although the Barking and Dagenham scheme is by far the most advanced and it is expected it will be the first to be implemented. Ultimately there may be as many as eleven such projects across London. The Football Trust will appoint an established leisure operator to run the facilities on a day to day basis. This will be undertaken via a bespoke operator procurement framework probably covering all eleven potential sites.
- 2.16 A soft market testing exercise was undertaken in December 2017 and showed that there is substantial interest from the established leisure operator market for the proposal.

Funding - capital

- 2.17 The build cost for the new facilities is estimated to be c£6 million; however, this will only be confirmed once the facility mix and design scheme has been finalised and the scheme has been tendered.
- 2.18 A funding package to meet the anticipated costs for the scheme has been identified (but not all secured) and is set out in the table below.

Description	£'000s	Notes
LBBB capital funding	400	Committed
London Marathon Charitable Trust	500	Stage one bid successful. Stage 2 final bid decision expected in August 2018
Football Foundation	3,600	Earmarked. Formal funding application to be submitted in July 2018. Decision expected when planning permission is granted (estimated to be September 2018).
GLA	500	Earmarked by Football Foundation. Will be confirmed once planning permission is granted
LBBB Community Infrastructure Levy funding	600	Applied for. Decision by Cabinet on 19 June 2018
LBBB s106 funding	350	Linked to the Beam Park housing development and specifically earmarked for the proposed facilities at Parsloes Park. Expected to be confirmed in summer 2018.
TOTAL	5,950	

- 2.19 By the time the planning application is submitted c£225,000 expenditure will have been incurred on the development stage of the project. These costs are being shared across the partners but will be abortive if the scheme is not implemented.

Council capital funding

- 2.20 The Council has committed £400,000 in capital funding to the project.

London Marathon Charitable Trust funding

- 2.21 A funding bid of £500,000 has been submitted to the London Marathon Charitable Trust (LMCT). This is significantly higher than the normal maximum grant given by the LMCT, which is £150,000. However, due to the regional significance of the proposal and because grants from the LMCT to the borough have historically been disproportionately low, the funding bid was passed at stage one of the LMCT grant application process and a stage two final bid has now been submitted. It is expected that a final decision will be made during August 2018.

Football Foundation funding

- 2.22 If it approves the scheme, the Football Foundation will match other funding secured on a ratio of 60:40, that is £60 for every £40 secured from other sources. The Council has successfully progressed through two of the three stages of the Parklife funding process and a capital funding bid of c£3.6 million is targeted for submission to the Football Foundation in July 2018. It is expected that a decision will be made by the Football Foundation in September 2018, once planning permission has been granted and the construction works have been tendered.
- 2.23 The Football Foundation is also managing a grant allocation for the Parklife programme from the GLA. They have earmarked £500,000 from this fund to the Parsloes Park project and this will be confirmed at the same time as the anticipated funding from the Football Foundation.

Community Infrastructure Levy funding

- 2.24 A bid has been submitted for an allocation of £600,000 from Community Infrastructure Levy receipts held by the Council. A decision on how these funds are to be allocated will be decided at the same meeting of the Cabinet at which this report will be considered.

S106 funding

- 2.25 £350,000 towards the scheme has been earmarked from the Section 106 funding agreement relating to the Beam Park housing development. Following the recent decision by Havering Council not to approve the planning application for the housing development, it has been called in by the Mayor of London and it is now anticipated that it will be approved (and with it the S106 contribution) in July or August 2018.
- 2.26 Currently the release of the s106 funds will only be actioned when certain trigger points in the delivery of the housing development have been reached, which means that as things now stand the new facilities in Parsloes Park will be long built before the s106 funds are released.
- 2.27 Officers at Sport England, a Parklife partner and a statutory consultee for housing development schemes, is in negotiation with the Beam Park housing developer to

try to secure the early release of the s106 funding to coincide with the construction phase of the scheme. If this is not possible it will be necessary for the Council to bridge the funding gap on the scheme on a temporary basis.

- 2.28 If either the bids for CIL funding or to the London Marathon Charitable Trust are unsuccessful, the scheme is not viable as it currently stands. If this occurs, it may be possible, although unlikely, that there are other potential sources of funding that could be secured, such as prudential borrowing, and/or the scope of the scheme could be reduced to lower costs to make it affordable but still viable in revenue terms.
- 2.29 However, if both bids are unsuccessful then the scheme is undeliverable. Similarly, the funding anticipated from the Football Foundation is just as big a deal breaker. If this bid is unsuccessful it will not be feasible to implement any kind of improvement scheme in the park.

Funding - revenue

- 2.30 A robust demand analysis and extensive consultation with local football clubs and leagues has informed the development of the facility mix and business plan for the new facilities. The Business Plan financial summary is attached at Appendix 2, which is in the exempt section of the agenda as it contains commercially confidential information (relevant legislation - paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended)) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 2.31 The business plan identifies a licence fee payment of c£235,000 per year to the London Football Trust from the income generated by the new facilities. This payment will be ringfenced to be spent in Barking and Dagenham to support the achievement of the objects set out in the Trust's articles of association, which are:
- to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health (facilities means land, buildings, equipment and organising sporting activities);
 - to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disability, financial hardship, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.
 - to advance public education, physical education, with a focus on children and young people with a view to helping children and young people develop and grow to maturity as members of society by such means as the Trustees think fit.
- 2.32 It is proposed that decisions on how this funding will be spent will be made by a local steering group comprising the Council and relevant stakeholders in the project. An early priority will be investment in the quality and type of playing pitches and their ongoing maintenance initially at Parsloes Park and then across the Borough.

- 2.33 Depending on the final tender price for the scheme and the level of external funding that is secured, it may be the case that the licence payment to the London Football Trust will have to be reduced to fund an element of prudential borrowing to enable the required facility mix to be delivered. Also, there may have to be changes to the proposed facility mix to satisfy planning related conditions, which could increase the cost of the proposed facilities.
- 2.34 As a result the business plan for the scheme should be considered provisional at this time as the capital cost for the scheme needs to be finalised and a leisure operator appointed to manage the facilities needs to be appointed. No capital grant will be released until the London Football Trust is in receipt of a positive operator return.
- 2.35 The scheme will remove the Council's current liability for life expired changing facilities (£400,000) and ongoing repairs and maintenance and general running costs. More importantly the quality of sports facilities in the park will be transformed and with it the potential to reduce the Council's existing grounds maintenance costs because fewer grass pitches will be required to be maintained.
- 2.36 The Council will no longer be responsible for maintaining or operating the existing pavilion in the park. It is estimated that this will save c£25,000 per annum in utility costs, NNDR, cleaning and staffing. However, this will need to be partially offset by the loss of income from the reduction in grass pitches in the park, which is estimated to be £6,000 per annum.

3. Procurement

- 3.1 As required under the Council's Constitution, a distinct procurement strategy report must be approved by Cabinet for the construction of the new facilities.
- 3.2 A Cabinet decision is not required in relation to the procurement of the leisure operator to manage the facilities as this will be a matter solely for The London Football Trust. However, for the sake of completeness Members should note that it is proposed that the London Football Trust intends to undertake a single stage tender process to procure the services of a leisure operator to manage the new sports facilities via a Service Concession Contract.

State aid

- 3.3 The Parklife programme has been carefully structured in such a way to avoid having to notify the European Commission regarding state aid and instead operating within the General Block Exemption Regulation (GBER) for sport and multifunctional recreational infrastructure.
- 3.4 State aid is a complex area of law and in its simplest terms arises when a public body provides funds (state aid) to an organisation. The issue arises when this is done in a manner which has the potential to distort or threatens to distort competition by favouring one organisation over another. The risk of state aid being an issue is immunised in a number of ways, the relevant one here being by awarding contracts for the construction and operation of Parklife facilities following an open, transparent and non-discriminatory tender process.

Procurement Strategy

3.5 Outline specification of the works, goods or services being procured

As set out at paragraph 2.3 above.

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

c£6 million (to be confirmed on completion of the tender process).

3.7 Duration of the contract, including any options for extension

Three years to September 2020.

It is anticipated that the scheme will be tendered in June 2018. The contract will be awarded in the final quarter of 2018 and the new facilities will open to the public in September 2019. However, given the complexities of the project and the requirement to seek planning approval from the GLA as well as the Council, it is prudent to extend the contract period by a further 12-month period.

3.8 Recommended procurement procedure and reasons for the recommendation

As a condition of funding, applicants to the Parklike programme must use the following procurement frameworks: the 3G AGP Framework and the Modular Supplier Framework for Changing Rooms used by The Football Foundation and its funding partners.

The frameworks both have five suppliers on each and the works would be awarded under a design and build contract. The framework management consultants (FMC) provide feasibility – inclusive of all necessary site-specific information, concept design and high-level cost estimates. The consultant's costs are wholly met by the Football Foundation.

They prepare Mini Tender Documentation for the Suppliers to price against providing competition for each project. The FMC will receive and analyse tender returns against agreed cost / quality criteria and prepare a tender report and recommendation. They carry out a Value Engineering exercise (if applicable) and draft Contract Documentation.

During the construction phase works are monitored through monthly progress meetings and independent key stage inspections. On satisfactory conclusion the FMC will issue Practical Completion and twelve months later carry out the end of defects inspection. The frameworks for both the construction works and for the FMC services are OJEU compliant and have been used across the country.

- ITT's are issued to all five suppliers who are on the Football Foundation Modular Supplier framework for the changing pavilion and to the AGP framework for the artificial grass pitches;
- Tenders are based on JCT Design & Build 2011 Form of Contract, with standard agreed Framework Alliance amendments for the changing pavilion, and for the

Artificial Grass Pitches on the NEC3 Engineering and Construction Short Form Contract April 2013 with Framework Amendments

- Tender period will be 8 weeks;
- All tenderers will be invited to attend a mid-tender interview to discuss/ resolve any queries that have arisen from the tender enquiry;
- When queries are received by the design team, they are collated by the project manager and responses are issued formally to all tenderers.

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

The scheme will remove the Council's current liability for life expired changing facilities (£400,000) and ongoing repairs and maintenance and general running costs. More importantly the quality of sports facilities in the park will be transformed and with it the potential to reduce the Council's existing grounds maintenance costs because fewer grass pitches will be required to be maintained.

The Council will no longer be responsible for maintaining or operating the existing pavilion in the park. It is estimated that this will save c£25,000 per annum in utility costs, NNDR, cleaning and staffing. However, this will need to be partially offset by the loss of income from the reduction in grass pitches in the park, which is estimated to be £6,000 per annum.

There will be a licence fee payment of c£235,000 per year to the Football Trust from the income generated by the new facilities. This payment will be ringfenced to be spent in Barking and Dagenham to support the achievement of the objects set out in the Trust's articles of association, which can be summarised as:

- to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health
- to provide and assist in providing facilities for sport, recreation or other leisure time.
- to advance public education, in particular physical education, with a focus on children and young people.

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

The evaluation model for both the procurement of the changing pavilion (and associated works) and the Artificial Grass Pitches will be the same: 60% quality and 40% price.

The quality assessment for the changing pavilion and associated works will be based on the following criteria:

- Project method statement (15%) – bespoke specific method statement, referencing site specific issues, design, substructure, deliver and erection terminology, recognition of Sport England design compliance.

- Project team (15%) – logical, project specific organisational chart, CV of project manager with relevant experience.
- Proposed specification for the structure of the facility, key fixtures, fittings and systems (35%) – bespoke project specific specification that reflects desired life of facility, robust design for low maintenance, and specification that meets Employers Requirements.
- Management of health and safety (10%) – bespoke, project specific H&S statement highlighting risk assessment and management, site controls, CDM responsibilities and head office review/input.
- Quality Control methodology (15%) – bespoke statement noting off-site manufacture and onsite installation with proposal for minimal defects.
- Programme proposals (10%) – logical compliant project programme with key stages identified, or alternative programme highlighting why tender programme cannot be achieved.

For the Artificial Grass Pitches, the quality criteria will be project related:

- Design and installation and methodology approach
- Programme
- Project related experience
- Management structure and project related personnel experience
- Project maintenance plan
- Project related produce specification
- Project related laboratory test certificates
- Health and Safety policy and methodology

And linked to past project performance:

- Last project KPI score
- Average project KPI score
- Maintenance aftercare demonstrated on previous projects
- Innovation demonstrated by supplier to date

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

Compliance with the Council's social value policies for the construction stage of the project will be confirmed as part of the planning application process.

The new facilities will make a significant contribution to the health and well-being of borough residents and help to address health inequalities. They will provide:

- a home base for local sports clubs
- quality coaching, playing and ancillary facilities and development opportunities for football and other community sports.
- quality facilities and development opportunities for the development of football for women, boys and girls

- Link with local schools, the elderly, faith groups and any other community groups that would benefit from the facilities
- indoor meeting and recreational facilities for local community groups
- and promote personal and educational development by establishing a programme to enable young people to develop skills in becoming coaches in their chosen fields.

Making the new facilities, in particular, the café, toilets and baby changing facilities available to all park users will also encourage more use of the park for informal recreation.

4. Options Appraisal

- 4.1 The delivery partner appointed by Sport England, the Football Association and the Premier League for the Parklife scheme is the Football Foundation. It is expected that 60% of the cost of the Parsloes Park scheme will be provided by the Football Foundation. Without this support the scheme is unaffordable.
- 4.2 It is a condition of funding from the Football Foundation that there is a prescribed approach in relation to the governance, lease, construction and operational arrangements for the scheme, which form the basis of the recommendations set out in this report.
- 4.3 The options available to the Cabinet are to approve the proposed governance, lease and procurement arrangements for the Parklife scheme in Parsloes Park or to reject them.
- 4.4 Not to approve these would mean that there is no realistic means of delivering the leadership's aspirations for Parsloes Park as set out in the Parks and Open Spaces Strategy and the Borough Playing Pitch Strategy.

5. Consultation

- 5.1 Sport England, the Football Foundation, Premier League, Essex County Football Association and the Football Association are working in partnership with the Council to deliver this scheme.
- 5.2 An officer from the Essex County Football Association has been seconded to the council for a period of at least two years to enable effective consultation with stakeholders, the development of a sustainable business plan for the scheme and a football development plan for the Borough. He has undertaken extensive face to face consultation meetings with representatives from numerous local football clubs, schools, and football leagues.
- 5.3 If they are to be successful in increasing participation, particularly in grass roots football but also physical activity more widely, it is critically important that the facilities are accessible and affordable to residents and local groups.
- 5.4 Led by the Essex County Football Association, a football forum has been established to give local football clubs and leagues a meaningful say about the

pricing policy, programme and facility mix for the scheme. The forum has unanimously agreed the pricing policy and wider business plan including the commitment to ensure that 40% of peak slots (6.00pm to 9.00pm, Monday to Thursday) are protected for local community use.

- 5.5 Key partner clubs and leagues will agree service level agreements year on year to allow them to book the appropriate number of pitch slots to develop their organisation in a way that makes sense to them.
- 5.6 Community groups have been consulted throughout the process and a close working relationship is established with West Ham United Foundation who will be the delivery arm for a number of community projects.
- 5.7 The gym will be an Inclusive Fitness Initiative Gym which means it is accessible for disabled people and the studio space is fully enclosed, which will enable partners such as the Muslimah Sports Association to utilise the facility.
- 5.8 During 2017, Council officers held consultation meetings with the public and Members to inform the development of the Parsloes Park masterplan and the wider Parks and Open Spaces Strategy.
- 5.9 Further public, Member and stakeholder consultation events were held in March 2018 on the specific proposals for this project.
- 5.10 Meetings have been held with planning officers in Be First about the proposals and a pre-planning application meeting is being scheduled with the GLA to try to minimise the timescale for the planning approval process.
- 5.11 Reports on the proposals have also been presented to and endorsed by the Assets and Capital Board (14 March 2018) and Procurement Board (21 May 2018).

6. Financial Implications

Implications completed by: Katherine Heffernan, Finance Group Manager

- 6.1 As set out in this report the total cost of the scheme is not yet confirmed but is expected to be in the region of £6m – this will however be subject to the final design requirements and the procurement process. Around 60% of this funding is earmarked from the Football Foundation and a further £1m is expected from the GLA and London Marathon; however the remaining £1.35m is to be found from LBBBD funds.
- 6.2 This includes £0.35m section 106 monies and £0.6m from the Community Infrastructure Levy. This funding has already been provisionally allocated and can be funded within in the total available monies although this will be subject to confirmation of Cabinet approval. The remaining £0.4m will be funded as part of the LBBBD capital programme. This is likely to mean it will be funded from borrowing with the council incurring interest costs and Minimum Revenue Provision. The revenue costs of this are estimated to be in the region of £0.027m (assuming a usable life of 30 years and interest rate of 3.5%.) The MTFs includes provision for the cost of the Capital Programme.

- 6.3 The proposals will produce a small net saving to the Council's Parks budget of £0.019m as costs will no longer be incurred to maintain the pavilion.
- 6.4 The report sets out that there is still some uncertainty about the final costs of the project and the business case for the new facility. It is important that financial and legal advice is sought once the outstanding questions are clarified.
- 6.5 If the scheme does not proceed for some reason, the expected costs of the development phase are expected to be in the region of £0.225m of which around £0.05m to £0.09m could fall to the Council. These would need to be met from revenue and so could be a pressure to the Parks budget.

7. Legal Implications

Implications completed by: Pamela Igbo, Contracts and Procurement Solicitor and Erol Islek, Senior Property Solicitor, Law & Governance

Procurement Issues

- 7.1 This report seeks approval to invite tenders for the construction of a new football changing pavilion and three artificial grass pitches in Parsloes Park utilising the Modular Supplier Framework Agreement for Changing Rooms and associated facilities and the 3G AGP framework agreement.
- 7.2 The Modular Supplier Framework Agreement
- The parties to this agreement are the Lead Authorities comprising:
- The Football Foundation, the Football Association and Sport England;
 - Modular Suppliers (Contracting organisations responsible for the design, manufacture and installation of modular buildings; and
 - Framework Managing Consultants (the Consultants responsible for the design and project management of facilities and in particular acting in the role of Employer's Agent)
- 7.3 The Agreement has been set up in accordance with Regulations 33(2) to 33(6) of the Public Contract Regulations 2015 in that it is between one or more contracting authorities and one or more economic operators for the purpose of establishing the terms of proposed call off contracts and it is OJEU compliant.
- 7.4 Clause 33.1 of LBBD's Contract Rules permits officers to call off from Framework agreements, provided that the Council is specifically named, described or referred to in acceptable geographical terms and the scope of the Council's requirements are specified.
- 7.5 Clause 1.11 of the The Modular Supplier Framework lists Local Authorities in England and Wales as organisations which qualify to join the Modular Supplier Framework's Alliance and OJEU Notice (ref no: 2016/S 151 – 272171) states that local authorities are permitted to call off from this framework agreement therefore 33.1 of LBBD's contract rules are satisfied

7.6 The framework's economic operators are referred to as "Modular Suppliers" and "Consultants" (Framework Managing Consultants). In total 6 modular suppliers and 2 consultants have been appointed to the framework agreement and the procedure for the award of works and services is set out at schedule 4 of the agreement. There are principally two main methods of awarding works and services under the framework:

- By direct award; and
- By way of a competitive procedure.

In general, Modular Suppliers will compete against each other using the Competitive Award Procedure whilst the Consultants will be awarded work using the Direct Award Procedure.

The principal method of awarding "Work" under the framework will be by way of competition in accordance with the requirements of the framework agreement and LBBB will be required to utilise the mini competition template which is attached to the framework agreement.

The default method of award to Consultants is by direct award and LBBB will use the framework prices provided by the Consultant as set out in the Consultant's Framework Proposals at Schedule 10 of the Agreement. LBBB shall also complete a Mini Competition Template and request that the Consultant provide a fee in connection with the "Project Brief" set out at Schedule 5 of the Agreement

7.7 Schedule 9 of the Modular Supplier Framework Agreement sets out the scope of works required. The Modular Supplier is required to undertake the detailed design of modular buildings based on outline designs and Employer's Requirements prepared by the Framework Managing Consultant (FMC) who will be undertaking the role of Employer's Agent and Design Team in a single multi-disciplinary service.

7.8 The FMC will be required to develop LBBB's brief, establish the project programme and agree the scope of the project. They will also be responsible for preparing feasibility reports on sites in order to assess the suitability for the construction of the new changing rooms and /or extensions and modifications to existing facilities.

7.9 The Framework Agreement for the AGP Framework Managing Consultant is a single supplier framework agreement which provides quantity surveyor, architectural services and permits the appointment of a Framework Management Consultant (FMC) to manage a manufacturer led framework of organisations to supply and install artificial grass pitches (AGP), the framework agreement comprises the following parties:

- The Football Foundation
- The Rugby Football Union
- The Football Association
- The English Sports Council and
- England Hockey collectively referred to as the framework representatives and Robinson Low Francis is the sole economic operator. This agreement has also been set up in accordance with Regulations 33(2) to 33(6) of the Public Contracts Regulations 2015 and is OJEU compliant as stated above.

- 7.10 LBBB is permitted to call off from this framework agreement as it is a “Framework Partner” as defined within the agreement.
- 7.11 Call offs are to be awarded in accordance with the procedure set out at clause 8.3 of the framework agreement by the Framework Partner issuing a “Scope” to the Framework Operator and a draft call off contract (the NEC3 Professional Services Short Contract April 2013 version, with amendments), subject to the Framework Partner’s agreement to the proposed lump sum price for the services. In addition, the lump sum price shall be based on the Framework fee rates and any applicable discounts
- 7.12 Officers are to ensure that the draft call off contracts in relation to the above framework agreements are circulated to Legal Services for review before being finalised (ie the JCT Design and Build 2011 contract with amendments and the NEC3 Professional Services Short Contract with amendments). In addition, details of the awarded contracts are to be provided to Corporate Procurement who shall publish this information on the Contracts Finder website.

Property Issues

- 7.13 It is a condition of funding from the Football Foundation that London Football Trust manage the new facilities in Parsloes Park via a long-term lease (30 years) from the Council to the Trust. A leisure operator will be procured to manage the facilities on a day to day basis. A further condition is that the lease will be at a peppercorn, which is contrary to current custom and practice for Council leases, which are let at a commercial rent but with the potential for a rent subsidy to be provided.
- 7.14 There are currently four Parklife schemes in development in London and ultimately there may be as many as eleven such projects implemented. The Trust will appoint an established leisure operator to run the facilities on a day to day basis. This will be undertaken via a bespoke operator procurement framework covering all eleven potential sites.
- 7.15 It is a condition of funding from the Football Foundation that any operational surplus is ringfenced to further the achievement of the Trust’s objectives as set out in its articles of association.
- 7.16 The Council is required to obtain best consideration for the disposal of its assets. The proposed grant of a 30-year lease at peppercorn is a land disposal. The Council has the power to dispose of land but must do so in compliance with law and the Council’s acquisition and land disposal rules.
- 7.17 The Council’s disposal powers are contained in section 123 of the Local Government Act 1972, and Section 1 of the Localism Act 2011 provides a general power of competence enabling the Council to do anything individuals generally may do, therefore allowing the Council to undertake a wide range of activities.
- 7.18 Furthermore Section 111 of the Local Government Act 1972 enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.

- 7.19 Under section 123 and 127 of the Local Government Act 1972 the Council has the power to dispose of land in any manner that they wish which includes grant of long leases of land. One constraint is that the disposal must be for the best consideration reasonably obtainable unless there is ministerial consent or the transfer is to further local wellbeing.
- 7.20 Under General Disposal Consent 2003, the Government offers Local Authorities greater freedom than previously to exercise discretion in the disposal of their land.
- 7.21 The 2003 Consent removes the requirement for authorities to seek specific consent from the Deputy Prime Minister and First Secretary of State ("the Secretary of State") for any disposal of land where the difference between the unrestricted value of the interest to be disposed of and the consideration accepted ("the undervalue") is £2,000,000 (two million pounds) or less.
- 7.22 The Secretary of State in exercise of the powers conferred by sections 123(2), 127(2) and 128(1) of the Local Government Act 1972, provides consent to a disposal of land otherwise than by way of a short tenancy by a local authority in England in the circumstances specified in paragraph 4.6 below:
- 7.23 The specified circumstances are:
- a) the local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area;
 - i) the promotion or improvement of economic well-being;
 - ii) the promotion or improvement of social well-being;
 - iii) the promotion or improvement of environmental well-being; and
 - b) the difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).
- 7.24 The Council is at liberty to proceed with the proposed disposal once an independent valuation is carried out and there is evidence that conditions 6.15 (a) and (b) above are satisfied. If the difference between the unrestricted value of the land to be disposed of and the actual consideration for the disposal (which is a peppercorn rent) exceeds £2,000,000 (two million pounds) ministerial consent for the transaction will be required. It is therefore essential that before further costs are incurred an independent valuation is commissioned in order to determine the potential undervalue for the lease over the term of 50 years.
- 7.25 It is the responsibility of the authority to undertake any further procedures which may be necessary to enable it to dispose of any particular area of land. For example, sections 123(2A) and 127(3) of the Local Government Act 1972 and section 233(4) of the Town and Country Planning Act 1990 ("the 1990 Act") require a local authority wishing to dispose of open space under those powers to advertise its intentions in a local newspaper for two consecutive weeks and to consider objections. The Council should carry out these procedures before making any final

decisions about disposal as the public response to the notices may be material to any such decision. It could also be an important factor in any determination by the Secretary of State of an application for specific consent.

- 7.26 Parsloes Park is designated Metropolitan Open Land to which more stringent planning policies apply in determining planning applications. MOL is given the strongest possible protection in accordance with the local development plan and development having an adverse impact on the openness of MOL is generally deemed inappropriate development except in very special circumstances. In addition, other constraints may apply which could raise challenges in obtaining planning permission. Officers are advised to carry out appropriate due diligence as to the likelihood of obtaining planning permission in the early planning stages of this project.
- 7.27 Procurement implications for the pan-London arrangement will need to be given full consideration at Cabinet as necessary. Further information will be required as to whether the Trust or some other body will lead the pan London procurement and how the operational surplus arrangements will be given effect.
- 7.28 State aid implications may also arise on this project. State aid is any advantage granted by public authorities through state resources on a selective basis to any organisations engaged in economic activity that could potentially distort competition and trade in the European Union.
- 7.29 The definition of state aid is very broad because 'an advantage' can take many forms. Although, de-minimis thresholds are available, the quantum involved may not fall within the threshold. Alternatively, officers may wish to consider whether the aid falls within the scope of the General Block Exemption Rules, if this is not the case officers will need to consider whether any state aid given has the potential to distort competition in the EU. There are three ways in which state aid may arguably arise on this project: -
- i. the proposed 30-year lease to the Trust is at a peppercorn rather than the usual rule that it should be for the best consideration reasonably obtainable on the open market in an arm's length transaction;
 - ii. the treatment of operational surplus;
 - iii. borrowing to bridge the funding gap and any other funding being made available.
- 7.30 When a valuation of the leasehold interest has taken place and other specific details on the project crystallise, it would be appropriate to revisit the issue of state aid and obtain a definitive opinion.
- 7.31 The Legal Practice should be consulted further on any property and procurement implications and instructed on the preparation and completion of the necessary legal documentation.

8. Corporate Procurement

Implications completed by: Euan Beales, Head of Procurement and Accounts Payable

- 8.1 The use of an open framework to access the market is a legally compliant route and has been let under EU Legislation.
- 8.2 The evaluation criteria as set out is 60% Quality and 40% Cost. Based on the technical and specialist nature of the project it is considered that this will yield a good quality provider.

9. Other Implications

- 9.1 **Risk Management** – the key risks associated with the project at this time relate to capital funding, operator procurement and planning approval. These are set out in the table below.

Type of risk	Risk	Risk Reduction Strategy	Risk Owner
Failure to deliver the construction of the new facilities within budget and to the agreed timescale and specification	High	<ul style="list-style-type: none"> Design and build contractual approach. Tried and tested procurement framework should ensure that a contractor with the appropriate skills, knowledge and experience is appointed. 	LBBB
Lack of funding to implement the project	High	<ul style="list-style-type: none"> Investigate additional funding. Reduce scope of facility mix where feasible. Bids made/pending to Football Foundation, LMCT, CIL 	Barking and Dagenham Parklife Project Board
Planning permission refused	High	<ul style="list-style-type: none"> Early dialogue with LBBB planning team. Pre-planning meeting with GLA. Advice sought from Sport England Reduce the footprint of the facility if feasible and required. 	Barking and Dagenham Parklife Project Board
Failure to appoint an operator	High	<ul style="list-style-type: none"> Soft market test undertaken. Feedback taken on board from potential operators to inform facility mix and development of operator procurement framework. 	LBBB & Football Foundation

- 9.2 **Customer Impact** – The football hub facility mix has been informed by extensive consultation with local football clubs and leagues and is intended to transform the quality of football provision in the borough, especially in relation to girls, boys, disability, and women's football.

The views of park users and residents have also been responded to positively with the inclusion of a café, social facilities, toilets and baby changing facilities into the

facility mix. The facilities will include adapted toilet facilities to the changing places standard, the industry standard of excellence for disabled WC and changing facilities.

9.3 **Health issues** – The overall aim of the project is to increase physical activity participation levels in the Borough. The key outcomes will be:

- Increased physical activity and opportunities for women and girls.
- Increased participation for children and young people.
- Increased physical activity amongst disabled participants within the Borough.
- Increased physical activity amongst older people within the Borough.
- Increased physical activity opportunities for adults.
- To upskill and educate the local community.
- To become a Community Hub for physical activity.

9.4 **Safeguarding Vulnerable Adults and Children** - It is expected that the football hub will provide a programme of positive and diversionary activities for children and young people. The operator of the football hub and the football clubs using the facilities will be required to adopt robust safeguarding procedures that satisfy both the Council and the National Governing Body for football.

9.5 **Crime and Disorder Issues** - The Council has a statutory duty to consider crime and disorder implications in all its decision making. This will be carefully considered in both the design and delivery elements of this scheme,

Experience at Mayesbrook Park suggests that the provision of high quality and accessible sports facilities with extensive operating hours will have a profound impact on levels of anti-social behaviour and wider perceptions of safety in Parsloes Park, which will encourage greater and more regular use by children and families.

9.6 **Property / Asset Issues** - the terms of the lease will require the lease holder to repair, maintain and insure the facilities. A key requirement in the procurement process for the operator of the new facilities is the provision of a substantial sinking fund to ensure that the facilities are maintained appropriately and can be replaced when they become life expired.

Regular monitoring by My Place will ensure that the lease holder is complying with the lease conditions, enabling action to be taken as appropriate if any are in breach.

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

List of appendices:

- Appendix 1 Site plan
- Appendix 2 Business Plan financial summary (exempt information)

PROPOSED SPORTS HUB - PARSLOES PARK



Parsloes Park

Proposed site boundary

EXISTING NATURAL TURF FOOTBALL PITCHES RETAINED

NEW AGP PITCHES

SUBSTATION

FOOTPATH AND CYCLEWAY
ZONE MAY BE USED FOR
PASSING SPACES, TO BE AGREED

CAR PARKING

COVERED SECURED
CYCLE STAND

REFUSE STORE

EXISTING PAVILION
TO BE DEMOLISHED

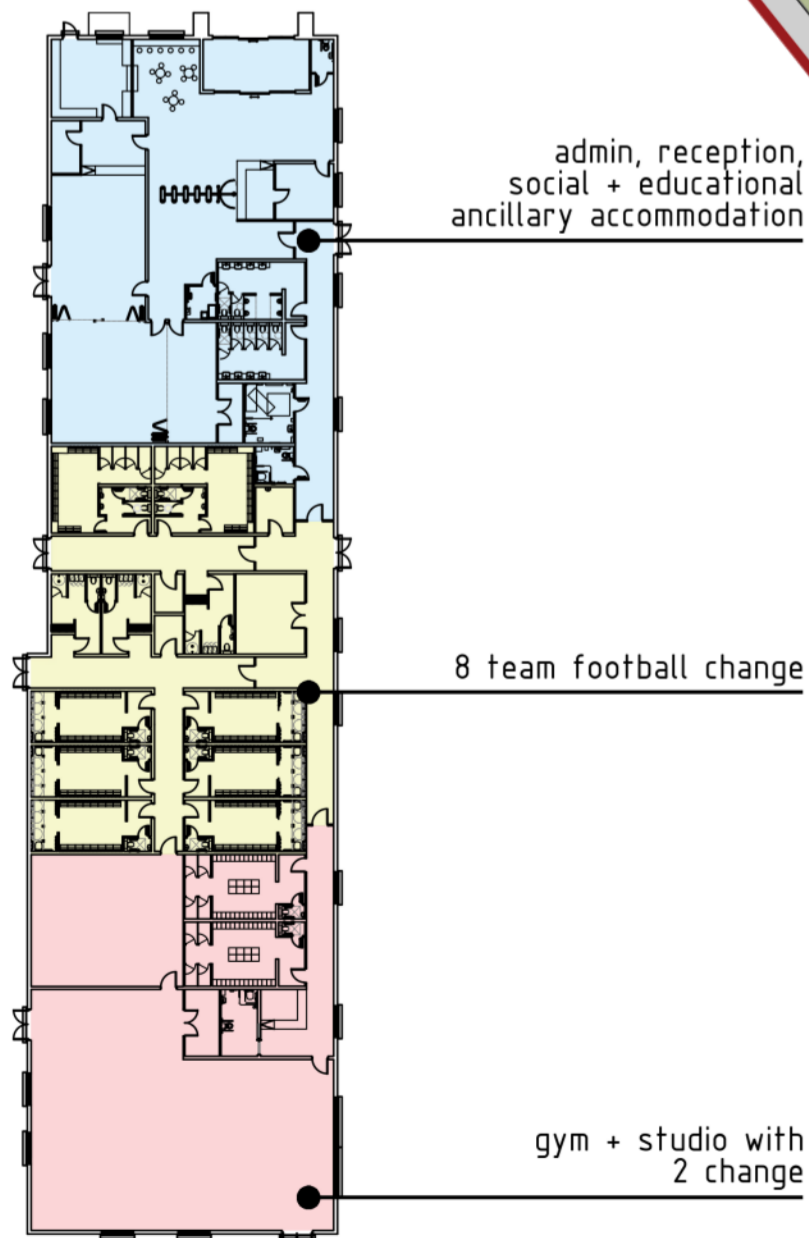
NEW PAVILION

EXISTING NATURAL TURF FOOTBALL PITCHES RETAINED

AREA FOR FUTURE NATURAL
TURF PITCHES

PROPOSED LANDSCAPE
MOUNDING

NATURAL TURF PITCHES
IN NEW LOCATION



admin, reception,
social + educational
ancillary accommodation

8 team football change

gym + studio with
2 change

0 5 10 20

PROPOSED PAVILION LAYOUT
scale 1:500



MAIN ACCESS TO HUB SITE

TERRACE WALK

CAR PARKING

COVERED SECURED
CYCLE STAND

REFUSE STORE

EXISTING PAVILION
TO BE DEMOLISHED

NEW PAVILION

EXISTING NATURAL TURF FOOTBALL PITCHES RETAINED

AREA FOR FUTURE NATURAL
TURF PITCHES

PROPOSED LANDSCAPE
MOUNDING

NATURAL TURF PITCHES
IN NEW LOCATION

IVYHOUSE ROAD

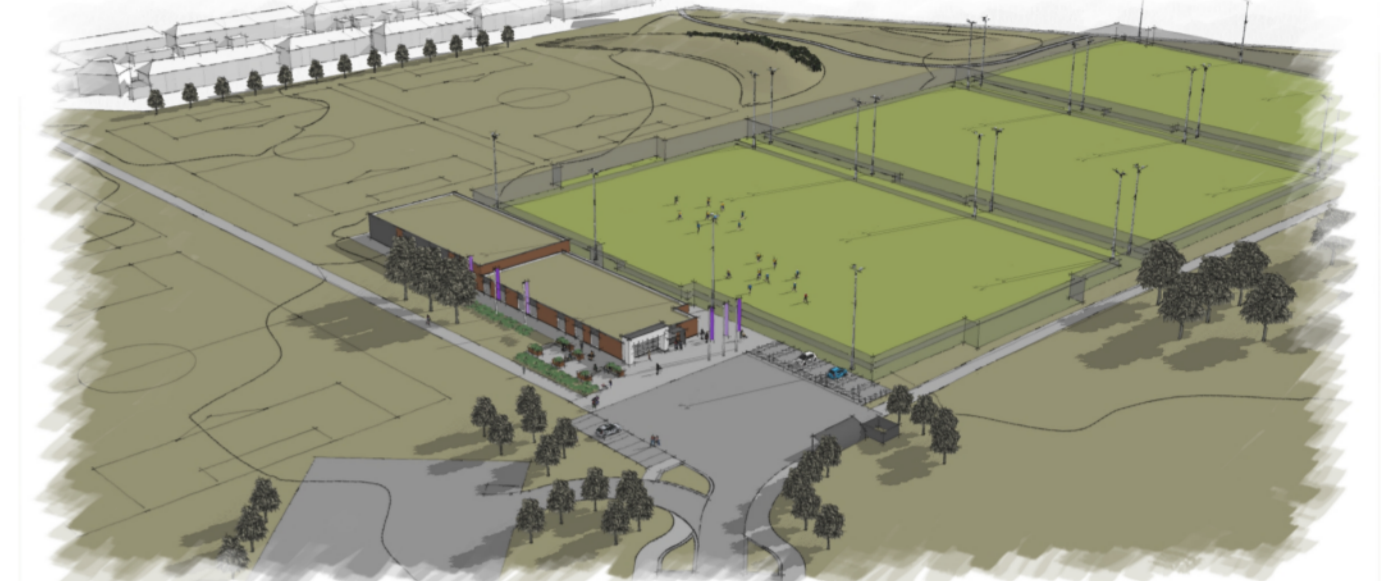


0 25 50 100 200m

SITE LOCATION PLAN
scale 1:1250



VIEW A - TOWARDS BUILDING ENTRANCE



VIEW B - AERIAL VIEW



VIEW C - APPROACH TO BUILDING



VIEW D - AERIAL VIEW FROM NORTH



VIEW E - TOWARDS BUILDING AND PITCHES



VIEW F - AERIAL VIEW FROM WEST

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CABINET**19 June 2018**

Title: Allocation of Community Infrastructure Levy to Strategic Projects	
Report of the Cabinet Member for Finance, Performance and Core Services and the Cabinet Member for Regeneration and Social Housing	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Claire Adams, Principal Planning Officer, Be First	Contact Details: Tel: 020 8227 5274 E-mail: claire.adams@befirst.london
Accountable Director: Dave Mansfield, Chief Planner	
Accountable Strategic Leadership Director: Graeme Cooke, Director of Inclusive Growth	
<p>Summary</p> <p>Community Infrastructure Levy (CIL) is a charge that local authorities can levy on new development. The proceeds can be spent on infrastructure to support the needs of development anywhere in the borough. £1,758,480 of strategic CIL has been collected and is currently available to be spent on strategic projects.</p> <p>At its meeting on 12 December 2017, the Cabinet agreed the process for determining the Borough's Strategic Community Infrastructure Levy (CIL) spend (Minute 71 refers).</p> <p>In line with this process Be First invited bids for CIL funding. Three bids were received and appraised by Be First and put forward to the Local Plan Steering Group which recommended that they be approved by Cabinet.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree that Community Infrastructure Levy funding be allocated to the following strategic projects:</p> <ul style="list-style-type: none"> • Parsloes Park 'Parklife' project - £600,000 • Children's Play Spaces and Facilities - £275,000 over five years • Parks and Open Spaces Strategy 2017 Implementation - £500,000 over five years 	
<p>Reason(s)</p> <p>To assist the Council in achieving its corporate priorities in relation to "Encouraging civic pride", "Enabling social responsibility" and "Growing the borough".</p>	

1. Introduction and Background

- 1.1 The Community Infrastructure Levy (CIL) is a charge which local authorities can levy on all net new development of 100 square metres or more or the creation of one additional residential unit in their areas. The proceeds of the levy can be spent on infrastructure to support the needs of new development anywhere in the borough. Charging rates are set at a level which will not affect the economic viability of development in the borough.
- 1.2 At its meeting on 21 October 2014, the Cabinet endorsed the borough's Community Infrastructure Levy Charging Schedule. It subsequently came into force on 3 April 2015 and, to date, £2,182,469 has been collected. £1,745,982 (80%) of this is allocated to strategic projects with the remainder allocated to neighbourhood projects (15%) and administration (5%). A separate report is currently being prepared on the process for allocating the Neighbourhood CIL.
- 1.3 CIL can be used to fund a wide range of infrastructure, including open space improvements, transport, flood defences, education, health and social care facilities; not only the initial capital cost but also operational and maintenance costs. This definition allows the levy to be used for a broad range of facilities such as play areas, parks and green spaces, cultural and sports facilities and education including academies and free schools, children's centres and nursery provision, district heating schemes and police stations and other community safety facilities.
- 1.4 The levy must be spent on infrastructure needed to support the development of the area and is intended to focus on the provision of new infrastructure. It should not be used to remedy pre-existing deficiencies in infrastructure provision unless those deficiencies will be made more severe by new development. The levy can be used to increase the capacity of existing infrastructure or to repair existing infrastructure, if that is necessary to support development.
- 1.5 The CIL Regulations 2010 require collecting authorities to publish a Regulation 123 list which sets out a list of those projects or types of infrastructure that it intends to fund, or may fund, through the levy. The list is attached as Appendix 1.
- 1.6 At its meeting on 12 December 2017 (minute 71), the Cabinet agreed the process for prioritisation and allocation of strategic CIL funds.

2. Proposal and Issues

- 2.1 The Council annually invites bids for CIL. This process is managed on its behalf by Be First. To do this infrastructure providers are required to complete a project appraisal form. The form is clear that only projects that cannot be funded entirely from other sources, that help address the impact of new development and fall under one of the categories in the Regulation 123 list can be put forward. Be First then assesses and ranks these projects against the following criteria:
- Their impact on delivering Borough Manifesto targets;
 - The amount of match funding that the CIL funding unlocks;
 - The robustness of the delivery strategy including how will the project be delivered and the timetable for delivery with regard to the growth impacts the project is meant to be addressing;

- The revenue impacts and what if any CIL is needed for maintenance and/or operational costs;
- Impact on cohesion and equalities including groups with protected characteristics.

This long list is then put forward to the Local Plan Steering Group (LPSG) to consider the projects that should be funded by the CIL collected in that year. The list proposed by the LPSG is then submitted to Cabinet for approval. This is an annual process to coincide with the annual capital projects budget setting cycle.

2.2 There is no time limit on spend for strategic CIL.

Recommended Projects

2.3 In February 2018, relevant stakeholders, including Council Directors and managers responsible for infrastructure delivery, were invited to submit projects for CIL funding. Three projects were submitted as follows:

2.4 **Parsloes Park – Parklife:** The construction of a new state of the art changing pavilion and three full-size artificial grass pitches with flood lighting, as well as a new park hub with toilets, facilities for disabled people, meeting rooms, a gym and dance studio, and a café. A separate report on this agenda provides further details of this project. £600,000 CIL is requested for a £5 million project.

2.5 **Children’s Play Spaces and Facilities:** This project aims to ensure that every residential area in the borough has a variety of high-quality play spaces for all children, regardless of their circumstances, to play safely and free of charge. In addition, the project seeks to develop high quality ‘main/hub’ play spaces and facilities in key parks, and to support and work with partners to create ‘flagship’ play spaces, designed with input from the local community. This supports delivery of the play objectives of the Parks and Open Space Strategy (POSS) 2017 which was approved by Cabinet in July 2017 (Minute 28 refers). The POSS included analysis of the distribution of play provision across the borough, based on age ranges and accessibility thresholds set out in the GLA Supplementary Planning Guidance. Taking child population densities into account, this analysis identified a significant deficit of accessible play provision in almost all of Becontree Ward, most of Whalebone Ward and parts of Alibon, Eastbury, Heath Longbridge, Parsloes, Valence and Village Wards. There are also deficiencies in parts of Chadwell Heath, Eastbrook and River. Therefore, the priorities for creating and improving play facilities across the borough will take into account these findings, whilst also seeking to achieve a sustainable balance between the number and quality of play facilities, and the revenue budgets available to manage and maintain these assets to the required standard. A list of existing play facilities is attached as Appendix 2. £550,000 CIL is requested over 10 years for a £1.9 million project.

2.6 **Parks and Open Spaces Strategy 2017 Implementation:** Allocation of £100,000 of CIL funds per year for parks projects that will include a ‘quick wins’ programme, and ongoing works to refurbish and upgrade the borough’s green spaces and to use as match funding resources to support applications for external funding, in line with the POSS 2017. £1million CIL is requested over 10 years for a £6.3 million project. The majority of the match funding will come from a Heritage Lottery Bid for Barking Abbey, there is £622,000 committed in the Capital Program and the remainder from

the London marathon Charitable Trust, Veolia Environmental, North Meets South Big Local, and crowd funding.

2.7 Be First appraised the above projects which all scored well against the criteria listed in paragraph 2.1. The scoring is provided in appendices 3, 4 and 5. The total amount of CIL funding requested is £2.15m, which is more than the funding available. For this reason and because it is not known if the CIL regime will still be in place in 10 years' time, Be First recommended to Local Plan Steering Group that the following CIL amounts be allocated:

(a) Parsloes Park – Parklife - £600,000

(b) Children's Play Spaces and Facilities - £275,000 over 5 years

(c) Parks and Open Spaces Strategy 2017 Implementation - £500,000 over 5 years

2.8 A small percentage of the CIL funding allocated to the latter two projects will be used for maintenance and operational costs, such as repair of play equipment, but there are no new on-going revenue implications as a result of these projects.

2.9 Local Plan Steering Group met on 26 March 2018 and agreed that these projects should be submitted for approval by Cabinet. If agreed by Cabinet these projects will then be incorporated into the annual Capital Programme budget setting cycle.

2.10 A second round of funding bids will be invited later this year and in future bids will be invited on an annual basis.

3. Options Appraisal

3.1 Three bids were received which all scored highly against the agreed criteria for allocating CIL. The allocations for children's play spaces and facilities and parks and open spaces strategy have been reduced from 10 to 5 years to bring them within the funding available and to reflect the fact that the long-term future of CIL remains uncertain.

4. Consultation

4.1 Relevant stakeholders were invited to submit project funding bids. Consultation will be undertaken on an annual basis with all service and infrastructure providers to develop a list of projects which support the delivery of the targets in the Borough Manifesto and the Vision and Objectives of the Local Plan.

4.2 The proposals in this report were considered and endorsed by the Council's Assets and Capital Board and by the Local Plan Steering Group.

5. Financial Implications

Implications completed by: Katherine Heffernan – Finance Group Manager

5.1 The proposal is to allocate £1.375m of currently held Community Infrastructure Levy (CIL) funds as a contribution towards to three Strategic projects. £600k of this funding will be drawn down in the current financial year and the remaining £775k will be drawn down over the next five financial years.

- 5.2 Funding is available to make these contributions as the current CIL receipts for Strategic projects total £1.746m.

6. Legal Implications

Implications completed by: Dr. Paul Feild, Senior Governance Lawyer

- 6.1 The legislation governing the development, adoption and administration of a Community Infrastructure Levy (CIL) is contained within the Planning Act (2008) and the Community Infrastructure Levy Regulations 2010 (as amended). The associated Government National Planning Policy Guidance is also important in guiding this process. There are other areas of law which should be considered when assessing certain developments for CIL liability and determining the appropriate sum due. These include matters relating to social housing, procurement, charitable institutions and 'state aid'. Further legislative reforms to the CIL regulations are expected shortly as part of a wider review of CIL by government.
- 6.2 The Community Infrastructure Levy (the levy) is a tool for local authorities in England and Wales to help deliver infrastructure to support the development of the area. The levy is charged on new development. Normally, this requires planning permission from the local planning authority, Levy rates are expressed as pounds per square metre. These figures are applied to the gross internal floorspace of the net additional development liable for the levy.
- 6.3 Local Planning authorities must be able to show and explain how their proposed levy rate (or rates) will contribute towards the implementation of their relevant plan and support development across their area.
- 6.4 As set out in the National Planning Policy Framework in England, the sites and the scale of development identified in the plan should not be subject to such a scale of obligations and policy burdens that their ability to be developed viably is threatened.
- 6.5 The charges are set out in a charging schedule sets out the levy rates for the authority's area. The Schedule is produced on an evidence-based process and subject to consultation and verification by an external examiner and then approved by the full Council (the Assembly). There is an obligation to keep the CIL under review and ensure that the revenue is used to the best effect for which this report is part of the ongoing process.
- 6.6 Under the Equalities Act 2010 the Council has a "public sector equality duty" (PSED). This means that in taking decisions and carrying out its functions it must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the 2010 Act; to advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it; and to foster good relations between persons who share a relevant protected characteristic and those who do not share it. The Council is also required to have due regard to the need to take steps to take account of disabled persons' disabilities even where that involves more favourable treatment; to promote more positive attitudes toward disabled persons; and to encourage participation by disabled persons in public life. The implication is that the CIL bidding process and outcomes must proposed must be

structured and the results be analysed within the PESD context, and in due course the recommendations be made with due regard of the duty.

7. Other Implications

7.1 Risk Management –

Risk	Probability	Impact	Priority	Action
That the agreed projects will not be delivered on time and the CIL funds are not spent.	Low	Medium	High	While there is no time limit on CIL spend, if projects are not delivered, the funds can be allocated to alternative projects.

7.2 **Corporate Policy and Equality Impact** - The Community Infrastructure Levy is an important source of funding to provide the infrastructure necessary to support the growth identified in the Council’s emerging Local Plan (2018-2033) and Borough Manifesto.

7.3 **Safeguarding Children** - All three recommend projects which improve park facilities for informal and formal recreation for children, helping promote health and wellbeing as well as making the borough’s open spaces safer places to visit.

7.4 **Health Issues** - The borough manifesto includes targets to improve healthy life expectancy, physical activity and healthy weight. These health issues all show an inequality, for example, between the most and least affluent in our borough, different age groups and ethnic groups. These projects are welcomed as they promote physical activity and have potential for a reduction in obesity. They can also support giving every child a good start in life, for example through play and increased educational attainment. These impact, in turn on a healthy life expectancy. Key to realising these health outcomes in the borough, however will be ensuring that these facilities are well maintained and accessible to those who need them, or they may act to widen inequalities and impact negatively on community cohesion.

7.5 **Crime and Disorder Issues** - This funding will help make the borough’s parks safer and more welcoming places.

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

List of appendices:

- Appendix 1: Regulation 123 list
- Appendix 2: Children’s Play Facilities and Quality Assessment
- Appendix 3: Parsloes Park Parklife Score Sheet
- Appendix 4: Children’s Play Spaces and Facilities Score Sheet
- Appendix 5: Parks and Open Spaces Strategy 2017 Implementation Score Sheet

Regulation 123 List (October 2014)

Regulation 123 of the Community Infrastructure Levy Regulations provides for charging authorities to set out a list of those projects or types of infrastructure that it intends to fund through the levy.

When a charging authority introduces the Community Infrastructure Levy (CIL), section 106 requirements should be scaled back to those matters that are directly related to a specific site, and are not set out in a regulation 123 list.

For transparency, the Council will publish guidance on how S106 and CIL will operate together so that it is clear how double dipping will be avoided. It will look to incorporate this into its Local Plan at the first opportunity.

The Council's regulation 123 list includes a number of generic items. To avoid double dipping Section 106 will only be sought for site-specific items where this is necessary to make the development acceptable in planning terms for example:

- Affordable housing
- Local labour and local supplier contracts
- New bus connections or services and cycle/pedestrian routes and connections through the development
- Local junction / highways improvements and access into the site
- On-site greenspace and public realm improvements
- On-site drainage and flooding solutions
- On site sustainable energy requirements

The inclusion of a project or type of infrastructure in this list does not signify a commitment from the Council to fund (either in whole or in part) the listed project or type of infrastructure through CIL. The order of the list does not imply any preference or priority.

Regulation 59 of the Community Infrastructure Levy (Amendment) Regulations 2013 requires the Council to pass 15% of its CIL receipts to the local area capped at £100 per dwelling (plus index linking). Since there are no parish or community Councils in Barking and Dagenham then the Council retains this element of the CIL receipts. However the Council is required to engage with the local community to agree how this money should be spent. The regulations make clear that the funds must be used to support the development of areas within the local authority by funding the provision, improvement, replacement, operation or maintenance of infrastructure or anything else that is concerned with addressing the demands that development places on an area.

THE COMMUNITY INFRASTRUCTURE LEVY REGULATIONS 2010 (AS AMENDED)

This list draws on information in the Council's Infrastructure Plan which sets out the infrastructure needed to deliver the growth set out in the Local Plan up to 2025

CIL will be spent on one or more of the following strategic (non-site specific) infrastructure

- **Education facilities**
- **Transport improvements**
- **Environmental improvements including hard and soft landscaping, green grid and blue ribbon**
- **Sport, leisure, parks and open spaces**
- **Health facilities**
- **Business support facilities**
- **Community safety projects**
- **Community facilities**
- **Flood defences**

LBBD Children's play facilities and Quality Assessment Scores (2015)

Site	Ward	Barking / Dagenham	Category	Type	Play assessment score 2015
Abbey Green	Abbey	Barking	Play Area (Playbuilder)	Neighbourhood	62%
Barking Park	Longbridge	Barking	Play Area (Playbuilder/Traditional)	Neighbourhood	81%
Castle Green	Thames	Barking	Play Area (Playbuilder)	Neighbourhood	53%
Central Park	Heath	Dagenham	Play Area (Traditional)	Neighbourhood	51%
Central Park - near Council offices	Heath	Dagenham	Play Area (Playbuilder/Traditional)	Neighbourhood	52%
Central Park - near golf course	Heath	Dagenham	Play Area (Playbuilder/Traditional)	Neighbourhood	48%
Central Park (NEW Parkside 07.05.14)	Heath	Dagenham	Play Area (Traditional)	Neighbourhood	66%
Dagenham Washlands/Beam Parklands	Village	Dagenham	Play Area (Playbuilder)	Neighbourhood	51%
Essex Road Gardens	Eastbury	Barking	Play Area (Playbuilder/Traditional)	Doorstep	55%
Goresbrook Park - Area 1	Goresbrook	Barking	Play Area (Traditional)	Neighbourhood	62%
Goresbrook Park - Area 2	Goresbrook	Barking	Play Area (Traditional)	Neighbourhood	61%
Greatfields Park	Gascoigne	Barking	Play Area (Traditional)	Neighbourhood	58%
Heath Park	Heath	Dagenham	Play Area (Playbuilder/Traditional)	Neighbourhood	58%
King George V Field	River	Dagenham	Play Area (Traditional)	Neighbourhood	69%
Mayesbrook Park	Mayesbrook	Barking	Play Area (Playbuilder/Traditional)	Neighbourhood	69%
Mayesbrook Park	Mayesbrook	Barking	Play Area (Traditional)	Neighbourhood	54%
Newlands Park	Thames	Barking	Play Area (Traditional)	Neighbourhood	74%
Old Dagenham Park	Village	Dagenham	Play Area (Traditional)	Neighbourhood	54%
Oval Road North	River	Dagenham	Play Area (Traditional)	Neighbourhood	57%

Padnall Green	Chadwell Heath	Dagenham	Play Area (Playbuilder/Traditional)	Local	38%
Parsloes Park - Area 1	Parsloes	Barking	Play Area (Traditional)	Neighbourhood	48%
Parsloes Park - Area 2	Parsloes	Barking	Play Area (Traditional)	Neighbourhood	56%
Pondfield Park	Alibon	Barking	Play Area (Playbuilder/Traditional)	Neighbourhood	63%
Pondfield Park	Alibon	Barking	Play Area (Traditional)	Neighbourhood	55%
Scrattons Eco Park	Thames	Barking	Play Area (Playbuilder)	Neighbourhood	43%
Scrattons Farm	Thames	Barking	Play Area (Traditional)	Neighbourhood	46%
St Chads Park	Chadwell Heath	Dagenham	Play Area (Playbuilder/Traditional)	Local	70%
Tantony Green	Chadwell Heath	Dagenham	Play Area (Playbuilder)	Neighbourhood	59%
Tantony Green	Chadwell Heath	Dagenham	Play Area (Traditional)	Neighbourhood	62%
Valence Park	Valence	Barking	Play Area (Playbuilder/Traditional)	Neighbourhood	72%
Valence Park	Valence	Barking	Play Area (Traditional)	Neighbourhood	61%

Housing Children's play facilities and Quality Assessment Scores (2017)

Area	Site	WARD	Barking/Dagenham	Category	Type	Play assessment score 2017
East	Remote Garden -Rainham Road South	VILLAGE	Dagenham	Traditional		
East	Ibscott Close (Sivitar Way)	VILLAGE	Dagenham	Traditional	Doorstep	52%
East	Ibscott Way (Crown Street)	VILLAGE	Dagenham	Traditional	Doorstep	35%
North	Stour Road/Bradfield Drive	HEATH	Dagenham	Traditional	Doorstep	59%
North	Oakwell House	HEATH	Dagenham	Traditional	Doorstep	64%
West	The Coverdales, Anderson House	GASCOIGNE	Barking	Traditional	Doorstep	44%
West	The Coverdales, 8-13	GASCOIGNE	Barking	Traditional	Doorstep	20%
West	The Coverdales, 56-61	GASCOIGNE	Barking	Traditional	Doorstep	17%
West	The Coverdales, 75-83	GASCOIGNE	Barking	Traditional	Doorstep	17%
West	Dovehouse Mead 38-46	GASCOIGNE	Barking	Traditional	Doorstep	17%
West	Dovehouse Mead 97-106	GASCOIGNE	Barking	Traditional	Doorstep	13%
West	Dovehouse Mead, Tasker House	GASCOIGNE	Barking	Traditional	Doorstep	14%
West	Dovehouse Mead, Crispe House	GASCOIGNE	Barking	Traditional	Doorstep	23%
West	Perryman House, Toddlers Area	GASCOIGNE	Barking	Traditional	Doorstep	26%
West	St. Margarets, 40-48	GASCOIGNE	Barking	Traditional	Doorstep	11%
West	St. Margarets, 67-75	GASCOIGNE	Barking	Traditional	Doorstep	
West	St. Margarets, 107-115	GASCOIGNE	Barking	Traditional	Doorstep	19%
West	St. Margarets, Bamber House	GASCOIGNE	Barking	Traditional	Doorstep	11%
West	St. Mary 19-27	GASCOIGNE	Barking	Traditional	Doorstep	18%
West	St. Marys 28-36	GASCOIGNE	Barking	Traditional	Doorstep	17%
West	St. Marys 108-116	GASCOIGNE	Barking	Traditional	Doorstep	14%

West	St. Marys 130-159	GASCOIGNE	Barking	Traditional	Doorstep	10%
West	St. Marys 187-192	GASCOIGNE	Barking	Traditional	Doorstep	13%
West	St. Marys 202-210	GASCOIGNE	Barking	Traditional	Doorstep	14%
West	St. Marys Adventure Playground	GASCOIGNE	Barking	Traditional	Doorstep	44%
West	St. Marys, Barnes House	GASCOIGNE	Barking	Traditional	Doorstep	22%
West	St. Marys, Community Centre	GASCOIGNE	Barking	Traditional	Doorstep	
West	St. Marys, Rookwood House	GASCOIGNE	Barking	Traditional	Doorstep	13%
West	St. Anns, 38-43	GASCOIGNE	Barking	Traditional	Doorstep	19%
West	St. Anns, 82- 93	GASCOIGNE	Barking	Traditional	Doorstep	10%
West	St. Anns, 88- 93	GASCOIGNE	Barking	Traditional	Doorstep	10%
West	St. Anns, 211-216	GASCOIGNE	Barking	Traditional	Doorstep	23%
West	The Shaftburys, 9 - 16	GASCOIGNE	Barking	Traditional	Doorstep	22%
West	The Shaftburys 73-78	GASCOIGNE	Barking	Traditional	Doorstep	22%
West	The Shaftburys 110-118	GASCOIGNE	Barking	Traditional	Doorstep	18%
West	The Shaftburys, Perryman House	GASCOIGNE	Barking	Traditional	Doorstep	32%
West	The Clarksons 58 - 93	GASCOIGNE	Barking	Traditional	Doorstep	21%
West	The Clarksons, 94-108	GASCOIGNE	Barking	Traditional	Doorstep	11%
West	Tomlins Orchard - Senior	GASCOIGNE	Barking	Traditional	Doorstep	45%
West	Tomlins Orchard - Junior	GASCOIGNE	Barking	Traditional	Doorstep	28%
West	Wheelers Cross 2-10	GASCOIGNE	Barking	Traditional	Doorstep	16%
West	Wheelers Cross 80-85	GASCOIGNE	Barking	Traditional	Doorstep	12%
West	Wheelers Cross 111-116	GASCOIGNE	Barking	Traditional	Doorstep	27%
West	Wheelers Cross, Earlsdown House	GASCOIGNE	Barking	Traditional	Doorstep	16%
West	Wheelers Cross, Oban House	GASCOIGNE	Barking	Traditional	Doorstep	15%
West	Longreach Court	GASCOIGNE	Barking	Traditional	Doorstep	14%

West	Harts Lane Play Area		Barking	Traditional	Doorstep	10%
West	Cape Close	ABBEY	Barking	Traditional	Doorstep	36%
West	Gower House	ABBEY	Barking	Traditional	Doorstep	
West	Poulson House	ABBEY	Barking	Traditional	Doorstep	41%
South	Chelmer Crescent	THAMES	Barking	Traditional	Doorstep	
South	Willam Hope Close	THAMES	Barking	Traditional	Doorstep	40%
South	Reside	THAMES	Barking	Traditional	Doorstep	49%
South	Sue Bramley Centre	THAMES	Barking	Traditional	Doorstep	51%
	Scrattons Farm				Doorstep	35%
	Martin Kingett Gardens				Doorstep	51%
South	John Sayer	THAMES	Barking	Traditional	Doorstep	53%
	Reside				Doorstep	68%
	Reside				Doorstep	54%
	The Clarkson's 1-45				Doorstep	11%

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Strategic CIL Project Appraisal Scoring Criteria

Section 1 - Applicant information

Paul Hogan, LBBD Culture and Recreation

Parsloes Park Parklife - £600k CIL requested

New state of the art changing pavilion and three full-size artificial grass pitches with flood lighting, as well as a new park hub with toilets, facilities for disabled people, meeting rooms, a gym and dance studio, and a café.

Section 2

1. Does this project support the delivery of infrastructure identified on the Council's Regulation 123 list? Yes – Sports, Leisure, parks and open spaces

If no, project will not be supported.

Section 3

2. Impact of project on delivering Borough Manifesto targets
Rate from 1 to 10 - **8**

Will help to achieve the four Health and Well-being targets

3. Impact from new development that the project addresses
Rate from 1 to 10 - **8**

The project will specifically satisfy some elements of future demand that are anticipated from future housing development in the park's catchment, in particular, the Beam Park development.

4. Support from community and stakeholders.
Rate from 1 to 10 - **9**

Sport England, Football Association and Football Foundation, plus local football clubs, leagues, Members and park users.

5. Impact on cohesion and equalities including groups with protected characteristics.
Rate from 1 to 10 - **9**

This investment will help address the needs of those with protected characteristics under the Public Sector Equality Duty.

This project will see the creation of a modern, accessible, sustainable, functional, well-used community sports facility that is managed in partnership with the community, for the community.

The facilities will:

- Provide a home base for local sports clubs.

- Provide and promote quality coaching, playing and ancillary facilities and development opportunities for football and other community sports.
- Provide quality facilities and development opportunities for the development of football for women, boys and girls.
- Establish links with schools, the elderly, faith groups and any other community groups that would benefit from the facilities.
- Provide indoor meeting and recreational facilities for local community groups.
- Promoting personal and educational development by establishing a programme to enable young people to develop skills in becoming coaches in their chosen fields.

See form for further details.

Section 4

6. How much match funding does the project have or unlock?

75-100%	10 points
50-74%	7 points
25-49%	5 points
Up to 25%	3 points
None	0 points

If CIL is being used to unlock match funding e.g. through a bid, CIL contribution will be dependent on the match funding being confirmed.

10 88% £4.4m of a £5m project

7. The revenue impacts and what if any CIL is needed for maintenance and/or operational costs; What are the revenue impacts of the project and how is it intended that this is funded? Is any CIL funding required for maintenance or operational costs?

A charitable trust will be established by the Council to take responsibility for the facilities via a long-term lease. The charity will appoint an established leisure operator to manage the facilities. The income generated will cover all operational costs as well as establish a reserve for maintenance and replacement of facilities over time.

Section 5

8. The robustness of the delivery strategy including how will the project be delivered and the timetable for delivery with regard to the growth impacts the project is meant to be addressing

Rate from 1 to 10 - **9**

Immediate delivery with August 2019 completion.

Project managed by Barking and Dagenham Parklife Steering Group.

Procured via a Sport England Framework with delivery oversight by Be First.

9. Risks management and Constraints

Rate from 1 to 10 (severe to mild)

Awaiting risk-register.

10. Strength of monitoring regime

Rate from 1 to 10 - **9**

Site to be CFA Coach education hub for annual Football Association (FA) level 1, FA level 2, Referee level 1, Goalkeeper level courses. A number of FA Compulsory Professional Development workshops and FA safeguarding/welfare workshops to be delivered on site. Site to host SSE Wildcats and be a hub for girl's football within Barking and Dagenham. See form for more detail.

Total Score 62/80 plus awaiting risk score

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Strategic CIL Project Appraisal Scoring Criteria

Section 1 - Applicant information

Paul Hogan

Culture and Recreation LBBD

Children's Play Spaces and Facilities - £550k CIL requested

The overall project aim in the long term is to ensure that every residential area in the borough has a variety of high-quality play spaces for all children, regardless of their circumstances, to play safely and free of charge. In addition, the project seeks to develop high quality 'main/hub' play spaces and facilities in key parks, and to support and work with partners to create 'flagship' play spaces, designed with input from the local community.

Section 2

1. Does this project support the delivery of infrastructure identified on the Council's Regulation 123 list? Yes – Sports, Leisure, parks and open spaces

Section 3

2. Impact of project on delivering Borough Manifesto targets
Rate from 1 to 10 - **8**

Health and well-being
Employment and Enterprise
Safety
Skills and Education
Environment
Community Engagement
(See EOI form for more info)

3. Impact from new development that the project addresses
Rate from 1 to 10 - **8**

The council's **Growth Strategy** talks about creating neighbourhoods with a clear sense of character. The borough's parks have a fundamental role to play in this process, and the Parks and Open Spaces Strategy (POSS) will help ensure that parks (including children's play spaces and facilities) are at the centre of new developments and estate renewal.

Good quality parks make town centres more attractive, helping to sustain their economic success and making them attractive places to work and set up business.

Good play provision is at the heart of safe, cohesive and prosperous communities where children can thrive and develop.

4. Support from community and stakeholders.

Rate from 1 to 10 - **8**

The borough's POSS 2017 was preceded by a detailed community consultation and engagement process to gather views on the boroughs parks and ideas for their future management and development.

5. Impact on cohesion and equalities including groups with protected characteristics.

Rate from 1 to 10 - **8**

This investment will help improve the quality of play space and address the needs of those with protected characteristics under the Public Sector Equality Duty. Therefore, the play is integral to the Council's Vision – One Borough. One Community. No-one left behind.

Better play opportunities are good for children, good for families and good for our communities.

As well as benefits to children, there is also compelling evidence that play provision brings benefits to communities and families. In mixed and diverse communities, children and services for them provide a key focus for building cohesive, socially inclusive neighbourhoods.

Good, inclusive play provision ensures that all children and young people have access to play opportunities, including disabled children, children in poverty, ethnic minorities and vulnerable children.

Free, accessible play space helps children from poorer families to compensate for lack of other opportunities.

Play spaces and facilities can, and should be, fully inclusive and accessible and all neighbourhoods should have access to playable areas.

Section 4

6. How much match funding does the project have or unlock?

75-100%	10 points
50-74%	7 points
25-49%	5 points
Up to 25%	3 points
None	0 points

If CIL is being used to unlock match funding e.g. through a bid, CIL contribution will be dependent on the match funding being confirmed.

7 – 71% match funding £1.350m for a £1.9m project.

7. The revenue impacts and what if any CIL is needed for maintenance and/or operational costs; What are the revenue impacts of the project and how is it intended that this is funded? Is any CIL funding required for maintenance or operational costs?

In terms of revenue costs, the project should be cost neutral, as the proposal is based on the initial rationalisation of the current number of play spaces and facilities, and investment in fewer higher quality spaces and facilities.

Section 5

8. The robustness of the delivery strategy including how will the project be delivered and the timetable for delivery with regard to the growth impacts the project is meant to be addressing
Rate from 1 to 10 – 6

Will be consistent with the POSS 2017 Action Plan but a detailed project plan is still to be submitted. **Would recommend committing half the requested amount over a 5 year period with a new request submitted for the next 5 years nearer the time when we know if CIL is still in existence. Would also request further delivery detail on an annual basis.**

The Commissioning Director will provide overall management and monitoring of the project, supported by the 'Play Partnership'.

9. Risks management and Constraints
Rate from 1 to 10 (severe to mild) - 8

Project will help overcome existing risks.

10. Strength of monitoring regime
Rate from 1 to 10 - 7

C/o the Residents Survey and levels of resident satisfaction with parks and open spaces, play spaces and facilities, and improvements in the physical and mental health and well-being of borough residents, especially children and young people.

Total Score 60/80

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Strategic CIL Project Appraisal Scoring Criteria

Section 1 - Applicant information

Paul Hogan/Andy Johnson

LBBB Commissioning – Culture and Recreation

Parks and Open Spaces Strategy 2017 Implementation - £1m CIL requested

Allocation of £100,000 of CIL funds per year for parks projects that will include a 'quick wins' programme, and ongoing works to refurbish and upgrade the borough's green spaces and to use as match funding resources to support applications for external funding, in line with the Parks and Open Spaces Strategy (POSS) 2017.

Section 2

1. Does this project support the delivery of infrastructure identified on the Council's Regulation 123 list? Yes - Sports, Leisure, parks and open spaces

If no, project will not be supported.

Section 3

2. Impact of project on delivering Borough Manifesto targets
Rate from 1 to 10 - **8**

Health and well-being
Employment and Enterprise
Safety
Skills and Education
Environment
Community Engagement
(See EOI form for more info)

3. Impact from new development that the project addresses
Rate from 1 to 10 - **8**

The POSS supports the objectives in the Borough Manifesto, the emerging Local Plan, the Infrastructure Plan and the council's Growth Strategy. Therefore, there is a strong argument for the inclusion of parks and open spaces related infrastructure projects on the council's CIL Regulation 123 list.

The council's **Growth Strategy** talks about creating neighbourhoods with a clear sense of character. The borough's parks have a fundamental role to play in this process, and the POSS will help ensure that parks are at the centre of new developments and estate renewal.

Parks and open spaces help people to become more healthy and active, are great places to relax, to play, to meet friends and hold events. They also help to make

urban life more sustainable by supporting food growing, biodiversity, improving air quality and controlling flood risk. Most important of all, parks are free.

High quality parks and open spaces will help shape the future of the borough and assist the Council in achieving its corporate priorities in relation to: encouraging civic pride, enabling social responsibility, and growing the borough.

4. Support from community and stakeholders.

Rate from 1 to 10 - **8**

The borough's POSS 2017 was preceded by a detailed community consultation and engagement process to gather views on the boroughs parks and ideas for their future management and development.

5. Impact on cohesion and equalities including groups with protected characteristics.

Rate from 1 to 10 - **8**

Parks are free to use and diverse; parks are open to all irrespective of gender, age, race, religion or disability.

Parks are central to a sense of place and people strongly identify with their local park as an essential part of their neighbourhood.

This investment will help improve the quality of the borough's parks and open spaces and help address the needs of those with protected characteristics under the Public Sector Equality Duty.

Section 4

6. How much match funding does the project have or unlock?

75-100%	10 points
50-74%	7 points
25-49%	5 points
Up to 25%	3 points
None	0 points

If CIL is being used to unlock match funding e.g. through a bid, CIL contribution will be dependent on the match funding being confirmed.

10 – 84% match funding - £5,399,505 of a £6,399,505 project

7. The revenue impacts and what if any CIL is needed for maintenance and/or operational costs; What are the revenue impacts of the project and how is it intended that this is funded? Is any CIL funding required for maintenance or operational costs?

There are a variety of established and emerging opportunities to grow the commercial potential of parks (and hence offset the revenue costs) and each will be

considered as part of this project in order to minimise the revenue impacts of the project. These include:

- Grants and contributions
- Events and festivals
- Café and concessions
- Fees and charges
- Planning gain
- Sponsorship and fund raising
- Public and corporate volunteering
- Endowment funds
- Localised levies
- Ecosystem services

Section 5

8. The robustness of the delivery strategy including how will the project be delivered and the timetable for delivery with regard to the growth impacts the project is meant to be addressing
Rate from 1 to 10 – **6**

In accordance with the POSS 2017 and associated Action Plan the delivery timescale is 10 years. **Would recommend committing half the requested amount over a 5 year period with a new request submitted for the next 5 years nearer the time when we know if CIL is still in existence. Would also request further delivery detail on an annual basis.**

Commissioning – Culture and Recreation is the Project Lead.

9. Risks management and Constraints
Rate from 1 to 10 (severe to mild) – **8**

The annual CIL funding support the delivery of the borough's POSS 2017 and will help overcome the following key risks:

- **Reputational damage** – if the historical and ongoing decline in the quality of the borough's parks and open spaces continues this will result in reputational damage and additional costs (i.e. repairs and maintenance, insurance claims etc).
- **Equipment removal and facility closure** – without investment there is a high risk of equipment removal and ultimate closure of park building and play facilities.
- **Benefits of parks and open spaces** – the benefits previously identified will be lost if the condition of the borough's parks and open spaces continues to decline.
Revenue budget reductions – further budget reductions and withdrawal of funding will limit spend to health and safety and essential operation work only. Therefore, this will have an adverse impact on the benefits that parks, and play spaces and facilities provide to the local community.

10. Strength of monitoring regime
Rate from 1 to 10 – **9**

Monitoring of the projects success will include:

- Delivery of the POSS 2017 Action Plan.
- Residents' Survey results.
- Improving levels of resident satisfaction with their local area, parks and open spaces, play spaces and facilities.
- Improvements in the physical and mental health and well-being of borough residents, especially children and young people.
- External accreditation – increased number of successful Green Flag Award applications.
- Increased number of volunteers and number of residents regularly and actively involved in greenspace management and development (e.g. more Friends of Parks groups).
- Increased number of community events and activities in parks.
- Reduction in incidents of crime and anti-social behaviour in parks and open spaces, and the surrounding areas.
- Increased proportion of residents who feel safe in their local area.
- Increased opportunities for community food growing in parks and open spaces.
- Good Parks for London Guide – improved position of Barking and Dagenham's parks and open spaces.

Total Score 65/80

CABINET**19 June 2018**

Title: Children's Social Care Annual Self-Assessment 2017/18 and OFSTED Focused Visit of Children's Social Care	
Report of the Cabinet Member for Social Care and Health Integration	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Chris Bush; Commissioning Director – Children's Care and Support	Contact Details: Tel: 020 227 3188 E-mail: christopher.bush@lbbd.gov.uk
Accountable Directors: Carol Douch, Operational Director for Children's Care and Support Chris Bush, Commissioning Director for Children's Care and Support	
Accountable Strategic Leadership Director: Anne Bristow, Strategic Director for Service Development and Integration	
Summary	
<p>This report serves two purposes. It introduces the first Annual Self-Assessment of Children's Social Care Services in Barking and Dagenham, as required under the new OFSTED Inspection of Local Authority Children's Services (ILACS) regime. Written in the Spring of 2018, the self-assessment provides a detailed analysis of Children's Social Care Services and outlines plans and priorities for 2018/19. This report summarises the highlights and the self-assessment document is attached as Appendix A.</p> <p>The report also serves to provide an update to Cabinet on the outcome of the first OFSTED Focused Visit of Children's Social Care Services that took place in March 2018.</p>	
Recommendation(s)	
The Cabinet is recommended to note:	
<ul style="list-style-type: none"> (i) The first Annual Self-Assessment of Children's Social Care Services in Barking and Dagenham, including the service improvement and challenges contained within and the actions taken, as set out at Appendix A to the report; (ii) The areas identified as priorities for 2018/19 as set out in paragraphs 2.36 to 2.47 of the report; and (iii) The outcome of the first OFSTED Focused Visit of Children's Social Care Services that took place in March 2018, as set out at Appendix B to the report. 	

Reason(s)

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.¹

1. Introduction

- 1.1 The previous OFSTED Single Inspection Framework (SIF) of Local Authority Children's Services ceased at the end of 2017. This has been replaced with a new schedule and set of arrangements known as the Inspections of Local Authority Children's Services (ILACS) framework that will commence in early 2018.
- 1.2 This new framework introduces a 'proportionate and risk-based' inspection schedule that varies according to the most recent performance rating of the local authority. For Barking and Dagenham, this would be the 'requires improvement to be good' pathway, based on its last inspection in April–May 2014. The components of this new approach are:
- Judgement inspections, which can be standard or short, and generally occur every three years;
 - Focused visits, which occur in the period between inspections (a Joint Targeted Area Inspection [JTAI] may replace a focused visit);
 - Annual Self-Assessment submissions, to be discussed at annual engagement meetings between OFSTED and the Local Authority;
 - Data from the OFSTED intelligence system (based on Annual Statistical Returns).
- 1.3 This report introduces the first Annual Self-Assessment for Barking and Dagenham Children's Services and introduces the outcome of the first Focused Visit conducted by OFSTED in March 2018.

2. The Self-Evaluation

- 2.1 In preparation for the first 'Annual Engagement Meeting' with OFSTED colleagues under the new framework, the first Annual Self-Assessment was written. This document is framed around the three key inspection areas and focuses on responding to three questions:
- 1) What do you know about the quality and impact of social work practice in your local authority?
 - 2) How do you know it?
 - 3) What are your plans for the next 12 months to maintain or improve practice?

¹https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/271429/directors_of_child_services_stat_guidance.pdf

- 2.2 The annual engagement meeting does not result in a judgement of the local authority's performance and no output is published. The following sections of this report will summarise the key findings, strengths, and weaknesses of the first Self-Assessment.

What do we know about the quality and impact of our social work practice?

- 2.3 Overall, we judge the quality of social work practice as 'requires improvement' but, in some areas, this is improving to 'good'.
- 2.4 Both our internal audit regime and the most recent external audit of social work practice shows a trajectory of improvement. The rolling programme of internal auditing and quality assurance shows far fewer cases being judged as 'inadequate' or 'requires improvement', and an inversely increasing number of cases are judged to be 'good'.
- 2.5 The external review noted that *'overall the work audited was of an adequate and often good quality and in a small number of cases it was outstanding'*. Recent audits judge over half of the plans in place for children in our care and those subject to child protection plans to be 'good'.
- 2.6 Overall, performance on key safeguarding indicators is being maintained or is improving, alongside an increase in demand, particularly in numbers of Children in Need and those subject to a Child Protection Plan. There does though remain some concern with a small number of indicators, which are discussed later in the report.
- 2.7 The response at the 'front door' of the service is judged to be effective. Audits show that thresholds are applied appropriately, and timeliness is good. More widely than this, our Early Help offer is well embedded in the borough, and this will be enhanced by the integration of many of our Early Intervention services under the Community Solutions umbrella. The quality of CAF Assessments (the multi-agency assessment designed to support families in need of help, but who do not meet the threshold for a service from Children's Social Care) is judged to be good.
- 2.8 Whilst the number of child protection investigations and the number of children subject to a child protection plan is high, and rising, thresholds are being appropriately applied and audits find that decision making is sound. This suggests that whilst the system is robust, demand is rising.
- 2.9 There has been a steady reduction in the number of children in care since the 2014 inspection. The rate per 10,000 has fallen from 82 to 66 in line with similar areas but higher than the national (60) and London (52) rates. Numbers have, however, started to slowly increase and demand models predict a further increase over the coming years. In the 2014 inspection, concern was raised about the number of children being taken into care under police protection. This has improved significantly.
- 2.10 There is evidence of effective joint-working between Legal Services and Children's Social Care, with the average duration of care proceedings within the family court improving, despite an increase in the number of actual proceedings.
- 2.11 Care leavers are well supported. The percentage of our Care Leavers in Education, Employment or Training is improving and above average. The proportion of

our Care leavers in suitable accommodation is in line with similar areas, and work to increase accommodation options though both the private and social sector is beginning to yield results.

- 2.12 Serious Case Reviews (SCR) are broadly well managed – though there have been some delays in publication of the most recent SCR due to the complexity of the review itself. The Action Plan for the Child B SCR (2015) has been completed and learning from the Child C SCR (2016) has been clearly distilled and disseminated. Our LADO arrangements (for responding to allegations made against professionals working with children and young people) are robust and appropriately applied.
- 2.13 Operation Palm – the response to emerging safeguarding and radicalisation concerns in the borough – demonstrates a timely, thorough, and serious response to emerging safeguarding concerns. This is also the case with the recently emerging complex child-sexual exploitation issues which has resulted in an appropriate and timely launch of investigations in line with pan-London Child Protection Procedures.
- 2.14 Key to an effective safeguarding response is a strong, stable, and adequately resourced social workforce. Whilst also a considerable issue, good progress has been made in this area. The use of agency social workers has reduced to 38% (from 55% 2 years ago), and even greater progress has been made in recruiting to a permanent management structure.
- 2.15 The self-evaluation, naturally, identifies several areas requiring improvement. Whilst good progress has been made (described above), the proportion of agency social workers remains too high. Caseloads are beginning to increase – as demand rises – and this is being felt across the service, including amongst Independent Reviewing Officers (who chair our Child Protection Conferences and statutory reviews for our children in care).
- 2.16 Despite many areas maintaining or improving performance, performance against some of our key indicators is still a cause for concern. The percentage of children subject to a child protection plan being visited as regularly as they should be is below average, and Core Groups are not always being held on time.
- 2.17 Performance in some key areas for our looked after children is too variable. The timely completion of health assessments and Personal Education Plans (PEPs) fluctuates throughout the year and the consistency needs to be improved. Long-term placement stability i.e. children who have been in our care for some time not having to change placement, is not as good as we would like.
- 2.18 The timeliness of adoption performance requires improvement as reflected in our Adoption Scorecard, and the number of children adopted is declining year on year. Our adoption scorecard continues to show that children are waiting too long to be placed for adoption and experience delay against national targets. However, recent performance has shown a notable improvement.
- 2.19 As described earlier, many audit findings relating to the quality of practice show a positive direction of travel. There are, however, areas that require further improvement. The consistency of management of casework supervision is variable, as is the quality of recording on our electronic case recording system. It is expected

that the implementation of Liquid Logic in March 2018 will result in considerable improvements in this area.

- 2.20 The efficacy of the Corporate Parenting Group is undetermined, with little in place to demonstrate impact. The work of the MPCG has been governed by the Corporate Parenting Strategy (April 2015-April 2018) and an annual corporate parenting report is produced. The Corporate Parenting Strategy needs to be refreshed.
- 2.21 There is no current Child Sexual Abuse and Exploitation Strategy or Neglect Strategy. Data on missing children and performance has gaps and return home interviews have not all been carried out. The resource gaps have now been filled and a recovery plan is in place, and the CSE Strategy and Neglect Strategy are being drafted. Our response to the recently emergent complex CSE issues in the borough do, however, provide assurance that identification and response systems are in place and functioning.
- 2.22 Whilst the mechanisms are in place for capturing the view of our young residents, greater work needs to be done to ensure that this is being reflected in service design and practice change, including how the impact of this is evidenced.

How do we know it?

- 2.23 The Council has implemented commissioning and operational service blocks to provide increased scrutiny, challenge, and support, as well as ensuring value for money. Commissioning mandates are in place to monitor and evaluate progress against service objectives and priorities, subject to the leadership and management governance arrangements in place, with over-arching assurance being discharged in the usual way through Cabinet, Health and Wellbeing Board and Select Committees.
- 2.24 There is an effective and long-embedded performance management framework in place. As a result, all stakeholders at all levels of the organisation are routinely well briefed and have a sound grasp of performance and areas for improvement in social work. This forms a core part of briefings to the Director of Children's Services and Lead Members for Children's Services (LMCS). A refresh of the wider assurance processes i.e. how the organisation receives assurance that statutory duties are being effectively discharged was completed in 2017.
- 2.25 To supplement this ongoing quantitative evaluation, there is also a well-embedded and robust audit and quality assurance framework and process in place. This has recently been reaffirmed in the new in the new Quality Assurance Strategy and Framework. This framework provides a comprehensive and robust quality assurance programme across Children's Care and Support and is used in conjunction with the Performance Management Framework to constantly assess the quality of practice and identify areas for improvement as a matter of business as usual.
- 2.26 Leadership and management arrangements are primarily governed through the Service Development and Integration Management Group and through regular reports to the Lead Member for Children's Services and the triumvirate of Corporate performance, assurance, and strategy groups.

- 2.27 Weekly meetings take place between the Lead Member for Health and Social Care Integration (the LMCS) and the DCS, Operational and Commissioning Directors and the members of the senior management team.
- 2.28 Scrutiny and challenge is routinely provided via the Barking and Dagenham Safeguarding Children Board; the Corporate Parenting Group; Council Performance, Strategy and Assurance Groups, and quarterly performance challenge sessions (involving the LMCS). The Children's Select Committee provides additional scrutiny of Children's Care and Support.
- 2.29 Quarterly Safeguarding Triggers meeting with the BDSCB Chair, Lead Member, Leader of the Council, DCS, Adult SAB Chair and Chief Executive to scrutinise high level social care workforce data and performance and consider wider safeguarding efficacy.
- 2.30 The Local Authority and partner agency response to Serious Case Reviews is robust and well managed. Recently completed Serious Case Reviews have resulted in comprehensive multi-agency action plans and these have been effectively implemented. Thresholds are appropriately applied, and relevant processes are adhered to. SCR plans and case review monitoring reports on high risk cases are also produced for leaders, directors, and managers.
- 2.31 Operationally, effective arrangements are in place to ensure close monitoring and oversight of social work practice and performance.
- 2.32 A weekly updated performance dashboard comprising of key performance measures and caseloads is available to all social workers and managers. Regular casework supervision provided within the service's Framework for Supervision along with independent oversight from the Independent Reviewing Officers.
- 2.33 There is a fortnightly Practice Improvement and Outcomes Group (PIOG) for senior managers that focuses on policy, procedure, and practice improvement. This includes considering findings from audits and reviews and considering how best to embed the learning from these into everyday practice.
- 2.34 There are also monthly Quality Assurance and Performance management meetings, chaired by the Operational Director for Children's Care and Support.
- 2.35 The culmination of the systems in place is that leaders have a clear understanding of the performance, pressures, and issues in – and impacting upon - social work. Demonstrable organisational responses – such as the investment made to improve recruitment and retention, or the commissioning of a new ESCR system – because of this, are evident.

Our plans for the next 12 months

- 2.36 Our plans for the next 12 months fall into two, broad categories. The first is to build on the foundation of the business-as-usual systems and processes that are in place and delivering the gradual improvements that are evident. The second is to introduce some new initiatives designed specifically to address some areas requiring improvement as identified in the SEF, alongside delivering the ambitious targets set-out within the Council's Transformation Programme.

- 2.37 We will continue the work to increase the stability and permanence of our social workforce. The existing recruitment and retention strategy will continue to be delivered as we seek to attract new social workers into the borough. Our approach to 'growing our own' social workers will be expanded, and we will push hard to attract social workers from overseas.
- 2.38 We will deploy our new career progression framework and masterclass programme for social workers and we expect that this – alongside our priority retention incentives and key worker housing offer – will help to address the significant challenge of retaining high-quality social work practitioners.
- 2.39 On a more prosaic note, we will move towards a more locality-based organisation of our social work teams, aligning them more closely with other professionals across the partnership to deliver a more integrated, holistic response. It is along these lines that close professional relationships will be formed with our flagship Early Intervention service, Community Solutions.
- 2.40 The recently established Brokerage function will be rolled-out across the service. This function will not only free-up valuable social work capacity but will also deliver efficiencies and greater value for money. Our new electronic social care recording system (Liquid Logic) will 'go-live' during the coming year, delivering a significantly improved case-management system for our social workers.
- 2.41 The coming year will also see the continued roll-out of some key programmes to support children and families. This will include the implementation of the Pause Practice for work with women who have had children removed and to prevent repeat removals; Caring Dads groupwork aimed at supporting fathers who are a source of safeguarding concerns to focus more on the needs of their children, and the continuation of Mockingbird which is a project aimed at supporting foster carers and improving placement stability for looked after children.
- 2.42 During 2017/18 considerable work was undertaken to understand the root causes of the challenges we face in achieving timely adoptions for some of your children and young people. A plan has been developed to do just this, and the coming year will see this plan fully put into practice. This will, of course, run parallel to our joining Adopt London East (our local Regional Adoption Agency).
- 2.43 With Community Solutions reshaping our Early Intervention Services, we will be developing and implementing a new Early Help and Early Intervention strategy for our residents.
- 2.44 We have also recently developed a new LAC and Care Leavers Sufficiency Strategy designed to deliver improved outcomes whilst managing predicted demand and will be implemented in the coming year. This includes the establishment of a Social Impact Bond (SIB) to fund critical edge-of-care services as part of our wider strategy to manage the number of children and young people in the care of the Council.
- 2.45 In line with the new shape of the Council we will implement commissioning mandates and deliver improved outcomes alongside financial pressures and budget savings. Services that we buy will be ever more strongly linked to delivering the

outcomes that are required, and these outcomes will be informed by the needs and wishes of the service user.

- 2.46 Alongside this, action will be taken to strengthen our role as Corporate Parents; improve how we listen to the voices of our children and their families and improve permanency arrangements for those in our care.
- 2.47 All of this must be considered within the context of meeting a key challenge: coping with increased demand at a time of financial constraint. We know that our population is growing and that pressure on Children's Social Care is increasing. Many of the strategies that we have developed – or are developing – have this at their core, and the coming 12 months will shape the Council's response to this most fundamental of challenges.

3. OFSTED Focused Visit

- 3.1 In March 2018 OFSTED conducted the first Focused Visit of Children's Social Care Services.
- 3.2 Inspectors considered the arrangements at the 'front door' for children who need help and protection. Specifically, they considered contacts, referrals and decision-making within the multi-agency safeguarding hub (MASH). They also considered transfers to early help, immediate child protection enquiries and the quality of assessments for children in need.
- 3.3 Inspectors considered a range of evidence, including case discussions with social workers, managers, and a number of partner agencies. They also looked at local authority performance management and quality assurance information, as well as children's case records.
- 3.4 The findings from this visit, as summarised in the formal letter from OFSTED appended to this report, were very positive.

Summary of Findings

- 3.5 Inspectors found that there is strong corporate leadership to improve services to meet the diverse needs of children and their families and that this scrutiny enables better quality social work practice to embed. Senior leaders were found to know the service well, as shown by our recent self-assessment. Inspectors found evidence of sound social work practice in the MASH and assessment service, both of which have benefited from innovative actions to secure a more stable workforce. In the cases audited and in all other work considered, Children's Social Care was found to have acted appropriately to safeguard children and keep them safe.
- 3.6 The MASH was found to be working effectively to safeguard children. Partners are well engaged, which ensures timely information-sharing, the consistent application of thresholds and proportionate responses for children and their families who need help and support. Managers take appropriate decisions to safeguard children, and responses to immediate child protection concerns are timely. Children and families are appropriately referred to early help services, where a wide range of staff and resources are available to provide help and support. Inspectors noted delays for a small number of children in the sharing of information before early help services are

offered. However, effective systems are in place once children are provided with the help they need.

- 3.7 Work that goes through the MASH and into the assessment teams is well integrated and managed. Strategy discussions and child protection enquiries are timely and lead to effective action to safeguard children. Assessments are mostly thorough, incorporating the views of children and their families, and the diversity of their needs is appropriately considered. Management oversight is well embedded in the MASH, although more variable in the assessment service. However, all staff reported that their workloads are manageable, they have access to good quality training and are well supported so they can provide children and their families with effective direct help and services.

What needs to improve

- 3.8 There were, naturally, areas where OFSTED felt improvement was required.
- 3.9 The quality of referrals from partner agencies is not always comprehensive enough to identify the level of professional concern. This has a detrimental effect on some children as there is a delay in the delivery of services to them.
- 3.10 The use of qualitative information and auditing to inform practice developments does not yet drive and monitor further practice improvements.
- 3.11 Management oversight and supervision of case work in the assessment service needs to be better recorded on the IT system. This inhibits the understanding of what is working well to improve outcomes for children and measure whether such progress is sufficiently timely.
- 3.12 The thresholds between statutory services and early help services should be monitored during the bedding in of the new early help structures (i.e. in Community Solutions).
- 3.13 An improvement plan has been developed to address the range of recommendations made by OFSTED and has been incorporated into the pre-existing plan for service improvement. This plan is in the process of being delivered.

Public Background Papers Used in the Preparation of the Report:

- OFSTED guidance on inspecting local authority children's services from 2018, can be found by clicking [here](#).

List of Appendices:

- Appendix A: London Borough of Barking and Dagenham Children's Care and Support Annual Self- Evaluation 2018
- Appendix B: OFSTED Letter: Focused Visit to the London Borough of Barking and Dagenham Children's Social Care Services

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London Borough of Barking and Dagenham

Self-evaluation of social work practice

February 2018



1. Introduction

This document is our self-evaluation of the quality and impact of social work practice. This document is our first self-evaluation under the new ILACS inspection framework. It will be used not only to underpin discussions with OFSTED colleagues at our first Annual Engagement Meeting but will also serve as a key tool to inform service development and improvement across Children's Care and Support. The document draws on existing documentation; activity data and performance for 2016/17. Where available, more contemporaneous data is used.

The self-evaluation is written around three key questions:

1. What do you know about the quality and impact of social work practice in your local authority?
2. How do you know it?
3. What are your plans for the next 12 months to maintain or improve practice?

The self-evaluation begins by setting out the demographic context of the London Borough of Barking and Dagenham (LBBD) in which the social care workforce is employed and the Council's current structure. It then presents an assessment of the quality and impact of social work practice, before outlining our plans to further improve practice in the next 12 months.

Information about Barking and Dagenham

We have high aspirations for all our children and young people and their families and carers. Together with partners, our ambition is to make the borough a safe, stronger, more prosperous place to live, with opportunity for all and where no-one is left behind.

The context within which we deliver services has changed considerably in recent years and will continue to do so. The Council has taken the bold decision not to simply reduce services, but to rethink how services are delivered to ensure outcomes are improved alongside efficiency.

As part of the Council's Transformation Programme, the Council has reorganised its services and now delivers children's social care across four service blocks; Community Solutions; the Disability Service, Children's Care and Support and Commissioning. The Council has implemented commissioning and operational service blocks to provide increased scrutiny, challenge, and support, as well as ensuring value for money.

In October 2017, the management of the Multi-Agency Safeguarding Hub (MASH) moved across to our Community Solutions service. The MASH operates as the first point of contact for all contacts and referrals and is a gateway to targeted family support services, as well as specialist social care intervention. The disabled children's team sits in our integrated Disability Service for children and adults with a disability.

The Children's Care and Support service continues to provide 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 as set out in legislation and national statutory guidance.

The Children's Care and Support service comprises of: the assessment service; a care management service now aligned to the Council's locality model, enabling closer working relationships with schools, children centres and health services including GPs; children in care team; an adoption team; a fostering team; and the Learn2Live (Leaving Care) team. The Youth Offending Service has been managed within the Children's Care and Support service since October 2017.

The Council's resources for looked after children include 144 local foster carers, and commissioned placements for looked after children from external providers placements. The Council itself does not operate any children's homes.

The Safeguarding and Quality Assurance service sits in the Children's Care and Support Commissioning block. Core responsibilities include Independent Reviewing Officers (IROs) and conference chairs; the quality assurance and audit function; the statutory Local Authority Designated Officer (LADO) function; the Safeguarding Lead for Education and Training; the CSE Co-ordinator; co-ordination of CDOP (Child Death Overview Panel) and the management of Barking and Dagenham Safeguarding Children Board (BDSCB). An Early Help team responsible for the quality assurance of cases stepping up/down and the commissioning of CAF training to schools in the borough is also managed in this service.

Operational management of the Prevent Team has recently been assumed by Safeguarding and Quality Assurance service.

Local leadership

Upon the retirement of the previous Director of Children's Services (DCS) in July 2016 the responsibility for this statutory function was transferred to a serving Strategic Director who has been in post since 2006. Placing both the Director of Children's Services and the Director of Adult Social Services (DASS) roles with one individual, who also has responsibility for other people services such as Public Health, the Council has taken the opportunity to increase the opportunities to bring resources together to improve the life chances of children and young people.

The Chief Executive has been in post since April 2015. The Chair of the Local Safeguarding Children Board (LSCB) has been in post since September 2017. The previous Chair was in post for 6 years.

Previous Ofsted inspections

The inspection of services for children in need of help and protection, children looked after, and care leavers was in May 2014 and was judged as requires improvement in all judgements. The review of the effectiveness of the LSCB was also judged as requires improvement.

In 2017 the effectiveness of services in the local area for children and young people with special educational needs and/or disabilities was inspected.

Since the last inspection, eight serious incident notifications have been submitted to Ofsted. Two serious case reviews (SCRs) have been completed and one is ongoing.

Local context

Barking and Dagenham is a young, rapidly growing and increasingly diverse borough and is one of the fastest-changing and growing communities in Britain. The population of Barking and Dagenham is estimated to be 206,000 in 2016 (ONS mid-year estimates 2016), an increase of 26% over the last 15 years and 11% over the last 5 years. National statistics forecast a population of 220,000 by 2020, and up to 275,000 by 2037.

Alongside population increase, Barking and Dagenham is much more diverse than 15 years ago, with 50% of the population from minority ethnic backgrounds compared with 15% in 2001. This is projected to increase to 62% over the next 25 years.

Children living in our area

Approximately 61,800 children and young people under the age of 18 years live in Barking and Dagenham. This is 30% of the total population in the area, the highest in the UK (ONS mid-year estimates 2016). The borough also has the third largest proportion of 10 to 17-year olds in the UK at 11%.

Children and young people from minority ethnic groups accounted for 54% of all children aged 0-17 living in the area compared with 22% across England (2011 Census). Ethnicity projections for Barking and Dagenham estimate this figure to have increased to 64% in 2017 (Greater London Authority, Housing-led ethnic group projections, 2017). The largest minority ethnic group of children and young people in the area is Black African. The proportion of children and young people who speak English as an additional language is 56% in primary schools, more than twice as high as the national average, and in secondary schools is 42% – nearly three times higher than the national average.

LBBB has an average number of unaccompanied asylum-seeking children (25 as at Q3 2017/18), which is 6% of the total looked after children population.

Approximately 29% of children in the borough are living in low income families. The proportion of children entitled to free school meals in primary schools is 15% (the national average is 14%) and in secondary schools is 17% (the national average is 13%).

Barking and Dagenham is among the most deprived local authorities in England; it has the 12th highest Index of Multiple Deprivation (IMD) score in England and the third highest IMD score in London.

Domestic violence and abuse continues to be a significant issue in Barking and Dagenham and impacts on all service areas across the borough. It accounts for 37% of violence with injury offences in the borough (rolling 12-month figure to December 2017) and is a presenting factor for around 16% of children's social care contacts annually.

Children open to social care

As at the end of 2016/17, a total of 2,054 children and young people were receiving a service as a child in need, child subject to a child protection plan, child looked after in care or young person leaving care. This has increased to 2,310 as of Q3 2017/18 – a rate of 374 per 10,000, which is in line with statistical neighbours (377), but higher than the rate for London.

Children in need and child protection

At the time of writing 1,274 children had been identified through assessment as being formally in need of a specialist children's service, an annual increase of 15%. 347 children and young people were the subject of a child protection plan. This is an increase from 294 at 31 March 2017 and 266 12 months earlier. Seven children lived in a privately arranged fostering placement. This is an increase from four at 31 March 2017 and the same as at Q3 2016/17.

Children looked after

416 children are being looked after by the local authority (a rate of 67 per 10,000 children). Of this number:

- 246 (59%) lived outside the local authority area
- 26 (6%) lived in residential care homes, outside the authority area
- 272 (65%) lived with foster families, of whom 160 (59%) lived out of the authority area
- 22 (5%) lived with parents, of whom seven (32%) lived out of the authority area
- 25 (6%) children were unaccompanied asylum-seeking children.

During the year to date there have been 10 completed adoptions. We expect this to be 12 by the end of the year. 27 children have become subject to special guardianship orders (SGOs), bringing our total number of children on a SGO to 246. 151 children ceased to be looked after this year so far, of whom 11 (7%) subsequently returned to be looked after. 24 (16%) young people ceased to be looked after and moved on

to independent living. 127 (84%) young people ceased to be looked after are now living in houses of multiple occupation.

2. The quality and impact of social work practice in Barking and Dagenham

Our borough is one with high levels of need and, overall, our children's social care cases are complex. The Council, including Elected Members, recognise this pressure and improving the quality and impact of social work practice is a priority.

Following the 2014 inspection an improvement plan was implemented to address the recommendations, and all have been completed. Our performance monitoring regime was revised to improve focus on both outcomes *and* the key elements of practice contributing to continuous service improvement. This included greater scrutiny of the quality of referrals, assessments, and planning, and how well we capture and are influenced by the voice of the child. Support to social workers has been strengthened ensuring good supervision and management oversight of casework.

To assess distance travelled since the 2014 inspection, the DCS commissioned an independent review of the quality of social work practice in September 2016. This review comprised a case file audit of 40 cases, including children in need, child protection, looked after children and care leavers. Follow-up interviews with social workers and managers were conducted where appropriate.

Overall, the review was positive and reported that *'in none of the audits were children found to be unsafe as to require immediate escalation to senior managers'*. The review noted that *'overall the quality of the work audited was of an adequate and often good quality and in a small number of cases it was outstanding'*.

The review reported that risk was identified, responded to, and reduced in a timely way. Overall, cases were worked with at an appropriate level of risk, demonstrating that thresholds are applied appropriately across the service. Families and young people were mostly appropriately involved, but the voice of the child was not always reflected on the case record. Overall decision making was graded as good. The quality of assessments was judged adequate; plans were fit for purpose and reasonably SMART and no plans were rated as inadequate. Management oversight and supervision was found to be variable in quality, although evidence of strengthened frontline management was noted.

The review concluded that the single biggest threat to the quality of practice was the high level of locum staff and consequently lack of ownership and high staff turnover. This was not a surprise as the service faced significant challenges with recruiting experienced social workers. Since that time, focussed recruitment activity has reduced reliance on agency staff from 55% to 38%.

Since 2016 we believe that progress has continued with our quality assurance systems indicating a journey of steady improvement.

Children who need help and protection

Many families in the borough are supported through early help services, which span universal and targeted support. Children's Centres remain pivotal to the early help offer and provide outstanding services (Ofsted). Our primary early help tool is the Common Assessment Framework (CAF), which is well established and embedded across partner agencies, particularly schools.

In 2017 the Council launched Community Solutions, our flagship early intervention and prevention service. Community Solutions brings together under a single umbrella the range of previously discrete services in place to help residents early as they start to experience difficulties, with the aim of preventing escalation. Key components such as Children's Centres, Early Help and MASH now sit in Community Solutions.

We have a significant number of children and families supported through a CAF, though this year has seen a gradual reduction in the number being initiated¹. This has been identified to the partnership and a review is underway into the root causes of this decline to determine if there is any cause for concern.

Step up from early help to social care remains low: an indicator of effective working with children and families. Step down arrangements are in place. The percentage of children referred with a CAF in place is lower than we would like, and this is under review as part of a wider piece of work to develop our new Early Help and Early Intervention Strategy².

Early Help cases are subject to quality assurance processes and the most recent audit findings demonstrate that the overall quality of CAF assessments is good.

We have a successful Troubled Families programme, which is performing well as noted by the Ministry of Housing, Communities, and Local Government. We are working with 2,782 families and have submitted 917 claims in total. The Council is being considered for Earned Autonomy and has reached the final stage of the process.

The children's social care triage and MASH is the single point of contact for all safeguarding contacts and referrals and is effective at gatekeeping and managing demand. There is good multi-agency working and sharing of relevant information to make informed decisions on how to progress a referral.

Co-location of partners and social workers in the MASH means that real time intelligence about risks to children is shared effectively, and this demonstrates a shared ownership of decisions to keep children safe³. However, in some cases, not all key professionals participate in strategy discussions to inform effective decision making and safeguarding. This is an area for improvement.

The police make high numbers of domestic abuse notifications each day which are screened in the MASH. The quality of the police Merlins and the application of risk grading (red, amber, and green) is improving. The police flag up urgent cases with the MASH managers to ensure that they are prioritised. Senior social workers within triage and MASH use a domestic abuse risk assessment tool to assess and to inform safety planning. This is used effectively to ensure that children are protected. Management decisions are well recorded, analytical and include detailed direction to social workers about next steps in safeguarding the child.

Safeguarding concerns are promptly recognised and passed on quickly for assessment and action. For children in need of protection, strategy meetings are identified swiftly and prioritised for urgent action. Cases are immediately forwarded to the referral and assessment duty team while MASH checks are completed⁴.

The number of contacts received remains steady, with a very high percentage of these being processed within 24 hours⁵. This is despite an increase in the volume of social care referrals, though we are in line with the London and national rates. The proportion of referrals progressing to assessment remains stable⁶. This indicates a robust screening system preventing unnecessary intervention. While the proportions remain at around 70:30, the increase in the actual number of children going through to assessment, and the increase in child protection and children in need cases across the service, is causing pressure.

Our repeat referral rate is good, indicating that when children are referred they receive a service that meets their needs⁷. Contacts made using the Multi Agency Referral Form (MARF) are variable but improving in quality. Post inspection in 2014, a new Multi-Agency Referral Form was introduced along with guidance and a programme of multi-agency training, including safeguarding leads in schools, was delivered.

Thematic audits were undertaken in March 2016 and 2017 on referrals, with the clear majority rated as 'good' or 'requires improvement'⁸. A small number of referrals were found to be inadequate due to insufficient information being captured. Some referrals lacked information needed to inform the most appropriate and proportionate responses. Around 70% of referrals could have been worked at early intervention (Tier 2), indicating that variability and inconsistency in the understanding and application of children in need thresholds by partners remains.

Referrals progress quickly to the duty and assessment teams and are promptly allocated to a qualified social worker. Managers in the MASH risk assess and rate contacts appropriately as red, amber, or green. This ensures that the most urgent work is prioritised. There are no unallocated social care cases.

Good use is made of risk assessment tools and children's family history, alongside purposeful management oversight. Social workers obtain appropriate consent from families and, where the need for consent is overruled for the protection of children, the reasons for this are clearly recorded. Appropriate feedback following contact is provided to referrers to share the actions taken to promote children's welfare.

Support for families who do not meet threshold is brokered through daily multi agency step-down meetings. At these meetings, managers agree the type and level of support required and identify a lead professional to provide and resource holistic family support. The number of families that have been stepped down through this process is currently lower than we would wish but is expected to increase as the new pathway beds in.

The quality of assessments continues to improve, though we acknowledge that not all assessments yet meet the expected standard. For example, some assessments do not demonstrate that the voice of the child has been heard (though this is improving⁹), what direct work has been done with the child or evidence the challenge to parents, though again some improvement is evident¹⁰. The use of analysis and the development of an outline plan remain areas for improvement in practice.

The volume of assessments completed and authorised has increased though this has not impacted on timeliness, which remains above average¹¹. We do recognise, however, that we have a lower proportion of assessment being completed within 10 days. Understanding this is a key line of current enquiry.

It has been particularly difficult to recruit permanent staff in the Assessment Service. This is exacerbated by the increase in activity placing more pressure on caseloads in this area.

During 2016/17, significant progress was made in reducing the number of children in need cases with a focus on completing plans in a timely way together with tighter management oversight and supervision of cases. The children in need project team was set up to target and review children in need cases, tackle drift and close work which had been unnecessarily open. This was successful¹². However, due to the increase in referrals and the number of children under assessment, the number of children in need in receipt of a statutory service has begun to increase this year¹³.

All children in need who require a plan have one, but the quality of those plans remains variable. Whilst recent audits again show a positive direction of travel, this remains an area requiring improvement¹⁴. Reviewing the increase in demand and the quality and impact of social work practice for children in need is a key focus for leaders and senior management in 2018.

A key area of focus following the 2014 inspection was, and continues to be, Strategy Discussions, and that they should involve appropriate partner agencies and are better recorded. We have improved our systems; made better use of technology and introduced a standard format to include an interim safety plan on all cases in which there is a strategy discussion or meeting. Themed audits in 2016 and 2017 show considerable improvement in agency participation and found the application of threshold and decision making was appropriate¹⁵. Significant improvement has also been made with group strategy meetings¹⁶.

We continue to experience a high number of section 47 enquiries, and our investigation rate is higher than average. The number of children subject to a child protection plan has increased significantly since the end of the previous year and is now significantly higher than average rates¹⁷, though we have a lower than average proportion of children subject to a child protection plan for a subsequent time, indicating that many children subject to child protection plans make good progress and services are having an impact on safeguarding and protecting children¹⁸.

This area of practice has been closely scrutinised through two independent reviews that took place in 2015 and 2016. Decision making was found to be appropriate. Case file audits report 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'* (2015 independent

report). More recently internal audits show the quality of section 47 investigations has improved, and that the threshold was applied appropriately¹⁹.

All child protection plans are reviewed within timescale and good performance has been maintained in holding initial child protection conferences on time²⁰.

Recent conference observations are graded as good with outstanding features on child focus and participation and use of communication. However, an area for further improvement emerging from audits relates to Chairs monitoring cases between reviews and raising and evidencing practice alerts routinely. There is a revised system in place for child protection chairs to raise practice alerts with social workers and team managers. This records formal and informal alerts and when they are resolved with an expected date for resolution.

Conferences are well attended by most agencies, although Police and GP attendance at child protection case conferences remain areas for improvement as was the case in the 2014 inspection²¹. Attendance by the Police was also highlighted as an area of concern in the 2016 HMIC inspection of the Metropolitan Police, and inspection that concluded “the response from the MPS was consistently not good enough”. The police have set up a series of meetings across the new East Basic Command Unit (BCU) to discuss options for improvements. This remains a significant concern impacting on social work practice.

These concerns been formally escalated through the LSCB. The Safeguarding Manager has also met with the Designated GP to agree a report format for conference which imports information from the GPs own IT systems. We have agreed locally that child protection chairs will consult with GPs to improve practice in this area.

A system to secure feedback from professionals and family members is in place, and this has shown positive results with a consensus that conferences are well-chaired; decision making was strong and conference outcomes were clear²². Feedback from parents is also positive in some areas²³.

Child protection visits are timely and there has been a notable improvement since last year²⁴. In most cases, child protection core groups are regular. Core group attendance by key partners remains variable.

The number of children on plans for 2 years or more remains low²⁵. Monthly reviews of children on plans for 18 months or more take place to ensure children do not stay on plans for a long time. Performance on children de-planned in the year who had been on a plan for 2 years or more has, however increased²⁶.

The quality of child protection plans has improved. The majority were graded as good²⁷ and no child protection plans were rated as inadequate in the most recent audit. Whilst still an area for improvement, the voice of the child and young person is being captured in more cases and overall case recording has improved.

In cases where child protection plans are not delivering the desired outcomes for children, legal advice is sought in a timely manner and the pre-proceedings process is used. These cases are carefully tracked¹. If a case remains in pre-proceedings longer than five-months, the case is recalled to a Legal Care Planning Meeting. This is robust practice and ensures cases do not drift. This has resulted in a reduction in the number of cases in public law outline without clear direction²⁸.

In May 2017, the police raised safeguarding concerns related to children living in Barking and Dagenham who may be at risk of radicalisation through being exposed to extremist ideology. The concerns arose from the activities of two men arrested and now standing trial for offences under the Counter Terrorism Act 2000. A complex strategy meeting was established to explore risk of harm and the protection of the children identified by the police.

¹ On the ‘Pre-Proceedings Case Tracker’

A steering group chaired by the DCS is in place to oversee the implementation of actions identified to respond to issues related to Prevent, social cohesion and the safeguarding of children, young people, and adults in the borough.

Safeguarding investigations have taken place for a larger number of children and young people than were initially identified by the Metropolitan Police Counter Terrorism Command. The volume of assessments and related activity was greater than that which could be absorbed by the Assessment Service²⁹. The Home Office agreed to fund additional capacity for this team and the NHS agreed funding for health professionals able to provide specialist assessments and treatment packages to children, young people, and their families.

An additional multi-agency team managed by the Head of Service Assessment, has been established. It is anticipated that the team will be required until September 2018.

The additional resources are welcome, and the situation is being closely monitored. The steering group receives regular reports on activities and outcomes. The local authority's response to this emerging issue was timely and continues to be appropriately robust.

Children looked after and achieving permanence

The number of looked after children had been on a downward trajectory since 2014/15 and has stabilised during the past year³⁰. Given the population increase we consider this to be a positive demonstration of effective targeted interventions. We are, however, clear that this trajectory cannot be maintained in the face of a growth in the child population and rising demand.

Progress is being made with permanent recruitment in all teams responsible for looked after children, which impacts positively on practice and social workers building relationships with children and young people. Comparatively, there is stability within the children in care, leaving care, fostering and adoption services. All looked after children have an allocated social worker and, when leaving care, a Personal Adviser. Caseloads are below 1:20 in all teams.

The majority of looked after children and young people are placed with in-house foster carers, with the numbers placed with agency foster care reducing every year³¹. The number of in-house foster carers has risen slightly this year³², and high number of children continue to be cared for in family-based care³³ within, or near, the borough which we consider hugely beneficial in maintaining links with family and services, including schools where appropriate³⁴.

The number of children placed in residential care has fallen during the past year as appropriate arrangements have been put in place for moving on in their care plans³⁵. Work continues to review all placements of children in residential care and ensure we have in place the most appropriate plans for them.

The proportion of adolescent looked after children (aged 16 to 17) is above the national average, while all other age groups are lower.

The proportion of children coming into care under voluntary arrangements (section 20) has significantly reduced³⁶. The 2014 inspection identified the need to address the high number of children coming into care in police protection. Significant progress has been made and performance is now in line with the London average³⁷. Police protection continues to receive close attention through a regular monthly meeting with Senior Police Officers to review performance and consider individual cases highlighted in audit work. All police protection cases are audited to ensure appropriate decision making.

A higher proportion of children are in care proceedings and the proportion on full care orders has increased³⁸, an indication that children coming into care need to be in care. We have the seventh highest number of care proceedings in London, and this continues to rise significantly³⁹.

The average duration of care proceedings within the Family Court is improving despite the increased numbers and for timelessness we are in the top third overall. Our average length of care proceedings is comparable with statistical neighbours, below London and just above England averages⁴⁰. The latest figures released by East London Family Court indicate that our average length of care proceedings has reduced further to 22 weeks, well within the 26-week expectation. Cases that exceed 26 weeks are due to complexity of cases or court availability for lengthy hearings.

Our Legal and Children's Care and Support services work effectively together at all stages. Compliance has improved, and court work is timely, resulting in swifter decision making for children. The quality of court statements and care plans have also significantly improved as demonstrated through the positive feedback from guardians ad litem (GALs) and judges on this area of social work practice. We provide support to social workers through regular training, provision of examples of good reports and regular feedback from the Court Progression Manager.

A range of targeted services are in place to support children on the edge of care (or at risk of placement breakdown) through the Access to Resources team, Family Group Conferencing, and Restorative Justice. These services provide targeted interventions and are mostly effective in keeping children in their families and support children who return home⁴¹.

We have recently commissioned the PAUSE project to help avoid children being taken into care where mothers have had multiple children removed. The PAUSE project currently has 11 women fully signed up to the programme and is in contact with a further 16 in the pre-engagement stage. This work is already having a positive impact on the women involved and it is anticipated that the programme will help to avoid further removals of children from their care.

Further targeted interventions are being commissioned including an Edge of Care Social Impact Bond (SIB).

Our permanency policy is being refreshed and will shortly be available through our online manual of procedures. The policy for permanency includes the commitment to placing siblings together when placements are being made and when plans for longer term permanency are agreed.

Permanency Planning is monitored by Independent Reviewing Officers (IROs) to avoid drift and delay, including the use of practice alerts if necessary. A thematic audit completed in November 2017 graded permanency planning as requires improvement and this related to the issue of matching children to their foster carers, as SGO and adoption arrangements are embedded in practice.

The timeliness of visits to children in our care has improved, though we consider further improvement is still required⁴². The quality of care plans has also improved⁴³ and thematic audits completed in November 2017 show strong evidence in relation to meeting children's complex, cultural and identity needs⁴⁴ and the quality of placement and stability⁴⁵.

A high proportion⁴⁶ of looked after children participate in their review, including via a digital form, and the timeliness of child in care reviews is good⁴⁷. These good standards provide a strong basis from which to support the planning and reviewing process for children and their outcomes.

Scrutiny and challenge by IROs remains variable and overall requires improvement⁴⁸. The service has however now appointed a permanent experienced Senior IRO and all IROs are permanent officers, which will lead to improvement. Midway reviews remain a practice area for improvement.

We have prioritised tracking of cases on children waiting for permanency and children who are vulnerable from CSE and gang affiliation and children who regularly go missing. IROs use the practice alert process appropriately, and where necessary the formal dispute resolution process to drive good practice.

Placement stability for children and young people in care is an important factor impacting on positive outcomes. Whilst the proportion of our children experiencing three or more placements in a year has reduced⁴⁹ long-term placement stability continues to be a challenge⁵⁰, though in many cases placement changes have been proactive and planned e.g. rehabilitation to parents or moves from residential care to fostering.

A range of interventions are provided to prevent placement breakdown such as Restorative Justice, Family Group Conference interventions, a 'buddy' system with in-house foster carers, and a Parenting Teenagers course for foster carers.

In addition, we have been successful in our bid for funding to set up the Mockingbird Fostering Programme, 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. This is now in place and the aim is to expand the model after the first year's pilot.

In the last four years, performance regarding looked after children health assessments reviews has been good⁵¹, though there are fluctuations throughout the year due to children entering the care systems. A fortnightly meeting is in place between social care and health to 'troubleshoot' issues impacting on timely performance of initial and review health assessments.

As part of the health assessments, emotional issues are identified, and emotional wellbeing is monitored as part of the annual health check process. A good proportion⁵² of looked after children return a Strengths and Difficulties Questionnaire (SDQ), and the results of those SDQ scores show good performance⁵³.

Crime and substance misuse levels among our looked after children are the same, or similar, to England average⁵⁴. There are arrangements in place for making a referral to child and adolescent mental health services (CAMHS) and providing a response through screening and an assessment within 28 days and we have a dedicated CAMHS looked after children social worker. This worker provides an initial screening within 2 weeks of referral and provides up to six sessions to support engagement in appropriate CAMHS services.

The number of privately fostered children known to the authority is 7 and whilst an improvement on end of year (4) continues to be a small number, despite raising the profile of such arrangements. The number of private fostering referrals and assessments remains broadly static⁵⁵. Privately fostered children receive timely and appropriate assessments with all of cases visited in timescale.

Our Virtual School is effective and works well with Social Workers, Designated Teachers, and Schools. This is evidenced by improvements in personal education plans (PEPs)⁵⁶ and looked after child attainment overall.

We have introduced new arrangements for 'e-PEPs'. This system enables the PEP to be reviewed and updated each term with two meetings interspersed with work completed online. PEP champions are in place, and the Designated Teacher network has recently focused on e-PEP completion and quality this term.

The quality of PEPs is also improving⁵⁷ and we are on track to reach our target to improve the quality of PEPs to 60% good or outstanding by the end of spring term and to 80% by end of the academic year. The Virtual School has quality control measures in place and surgeries are held with social workers and designated teachers to improve PEP completion and quality.

The majority of looked after children attend good or outstanding schools and are receiving full-time education. Absence from school is reducing⁵⁸ and fixed-term exclusions are below the national average⁵⁹. There have been no permanent exclusions this year.

2016 attainment results show that at Key Stage 2 on all national measures, our looked after children outperformed the national average and ranked joint first in the country⁶⁰. The results were also close to the

borough average for the combined reading, maths and writing measure, demonstrating a significant closing of the gap. At Key Stage 4, the results show that looked after children's attainment is very close to the national average for looked after children, but below the results for the borough².

We recognise that more effectively reflecting the voice of children and young people in the shape and design of our services is an area that requires strengthening, and improvement is still required. Representatives of the Children in Care Council (CiCC) and Skittlz sit on the Members' Corporate Parenting Group (MCPG), including conducting an annual 'takeover' of the Safeguarding Children Board. There has been an increase in membership of younger children and further work is being undertaken to increase the involvement of care leavers.

We have seen improvements to services made as a direct result of this engagement. These include the issuing of business cards to social workers and IROs for looked after children on their introductory visit; foster carer information booklets that are issued prior to placement moves; involvement in the recruitment of the Designated Looked After Children Nurse, and improvements to PEPs. In 2017, Skittlz produced a child-friendly guide to Pupil Premium Plus.

We also conduct two annual looked after children surveys, including an 'appraisal' of the social work service received, with reports provided to the Members Corporate Parenting Group and fed back to the service. Survey findings⁶¹ are demonstrating improvements across indicators such as looked after children reporting that their social worker listens to them and takes their views seriously, the ability to contact their social worker, knowing who to contact if their social worker is unavailable, and knowing how to make a complaint.

The Children in Care Council is supported by the Children's Rights Officer who also offers a service to support individual children. Arrangements have continued to provide support through the Independent Advocacy Service which is commissioned from Barnardo's and Independent Visiting Service through Action for Children.

Care leavers are annually involved in delivering 'Total Respect' training to frontline staff and trained over 30 staff and Members in 2017.

Adoption

Adoption performance requires improvement and remains a key priority for the local authority, as well as for the Lead Member for Children's Services and the DCS. The timeliness of adoption is an area for improvement as measured by the adoption scorecard, but the local authority's adoption service and the quality of social work practice in securing outcomes for all children and young people is improving and, in some areas, is good.

The 2013–16 scorecard reported a decline on adoption timeliness performance. A low proportion of those children with adoption plans move in with their new family within the target of 14 months⁶². Seventy-five children were adopted during this period, representing 10% of children who left care⁶³. Around three-quarters of those adopted fell in harder-to-place categories³.

Our priority is to adopt children across all categories in a timely way and we strive to achieve the best outcomes for our children. This is reflected in the performance on placement disruptions and adoption breakdown⁶⁴ demonstrating that the matching process and the adoption support provided is robust and of good quality.

² 2017 attainment results are not yet validated.

³ Disabilities, sibling groups, older children (aged 5 years or older), and Black and minority ethnic groups.

Locally there has been a decrease in the number of children made subject to an adoption order⁶⁵, though this reduction is reflected nationally and is linked to the decline in placement orders being granted.

Despite these challenges, performance on adoption timeliness is predicted to improve significantly compared with previous years⁶⁶ though these improvements will take some time to impact fully on the three-year scorecard due to its' very nature.

Recruiting a sufficient pool of adopters remains challenging and an area of focus. This year four adoptive families have been approved and three are in assessment compared with six last year and 12 in 2015/16. The local authority uses consortium arrangements and the Adoption Register, Adoption Link, national exchange events and consortium family finding meetings to identify appropriate potential adopters.

The number of children being made the subject of special guardianship orders (SGOs) has increased⁶⁷ and we have seen a correlation in the reduction of placement orders and the increase in SGOs. The assessment process for special guardians is a priority and we plan to bring more of these assessments 'in-house' to the adoption service rather than independent social workers being commissioned. The quality of independent social worker reports is too variable and, if not robust, the long-term sustainability of the placement is often challenging, or the support package required is extensive.

Adoption support remains a strength and good specialist training is provided for foster carers, social workers, special guardians, and adopters. Feedback from adopters remains positive reporting that the support received is appropriately aligned to the post-adoption support plan.

An Adoption Improvement Group is in place, chaired by the Operational Director, and systems have been put in place to reduce drift. In addition, more robust decisions are being taken to apply to revoke placement orders more quickly for children where we do not believe that there is a realistic possibility for adoption.

The Adoption Team is stable and permanent with manageable caseloads. The Adoption Panel is effectively managed and chaired with the Adoption Team providing good support. The quality of prospective adopter reports is mostly good. The quality of child permanency reports remains variable but is improving.

Care leavers

The care leavers service is stable and mainly composed of permanent staff. Caseloads are manageable for social workers and young people advisors in the service.

The quality and range of information and support provided to care leavers remains good. All care leavers have an allocated worker and the stability of the service ensures a consistent approach to managing care leavers' experiences and progress. Interventions are robust and care leavers have a good awareness of their entitlements and participate in care planning. Supervision and case management is regular and generally good⁶⁸. Ninety-eight percent of care leavers aged 18 and above have an up-to-date pathway plan and the quality of pathway plans are mostly graded good.

Increasing the number of young people including care leavers in education, employment, and training (EET) is a top strategic priority for the Council and its' Members and progress is good. We have reduced the number of care leavers for whom we do not know their outcomes, and performance is now better than average⁶⁹ and the percentage of our care leavers in EET is improving and above average⁷⁰.

We have an ambitious target to ensure 30% of Council apprenticeships will be filled by care leavers by April 2018. We have a policy of ring-fenced interviews for all care leavers applying for a Council apprenticeship

and transition grants⁴ are available. We also offer paid Council internship positions for graduating care leavers, with three internships delivered in 2017. Currently, there are six care leavers in apprenticeships, of which four are Council apprenticeships.

The number of care leavers attending higher education and university continues to be good compared with other areas⁷¹ and a greater number of young people are living in semi-independent placements⁷². This year, further work has been undertaken to prepare more young people for independent living as they are transitioning through to adulthood.

The proportion of our care leavers living in suitable accommodation is in line with national and similar areas⁷³. Of those classed in unsuitable accommodation, six are in prison and the remainder we are not in contact with. All care leavers in receipt of a service are living in suitable accommodation. No care leavers are living in bed and breakfast accommodation.

Securing accommodation for our care leavers has been a significant challenge in recent years. Historically we have placed care leavers predominantly using social housing stock, but as availability has become more limited due to growing demand for housing, we have implemented an alternative strategy to secure good quality housing for our care leavers. This includes procuring accommodation from the private sector, the use of social housing voids in the borough and buying of new homes⁷⁴.

The provision of training and support on living independently for young people leaving care whilst improving, requires further development. Young people receive a leaving care grant, and the Council provides a scheme for savings for children and young people in care which they can access when they leave care.

A 'Staying Put' scheme is in place enabling young people to continue to live with carers beyond the age of 18. At the end of 2016-17, 17 young people were in such arrangements.

We continue to work hard to involve more care leavers in influencing practice and service development. Care leavers are involved in the interviews for the recruitment of staff in the Leaving Care service and have also recently quality assured 16+ and 18+ supported provisions as part of a large-scale procurement exercise. Young people in care aged 16 and above and care leavers attend our annual event to celebrate achievements. The awards cover a wide range of achievements, including formal qualifications as well as apprenticeships, volunteering, participation in groups and giving back to the community.

Children missing from home, education, and care

The number of children missing from home and care, as well as repeat episodes is reducing⁷⁵; and the number of looked after children missing more than 24 hours is also reducing⁷⁶.

Repeat missing episodes for those not previously known to care have reduced through automatic referral to Family Group Conferencing who ensure that any missing child who does not have an allocated social worker, is offered an interview within 72 hours of their return home⁷⁷.

The proportion of children who have a return home interview is improving⁷⁸ though we recognise that further improvement is required and are working hard to deliver this. A review of instances of children in care going missing is underway to ensure case recording and improved practice in this area and links made with the CSE Co-ordinator.

The Missing Children Coordinator is co-located with the MASH to ensure closer partnership working which is effective, however in keeping with earlier themes attendance of police at multi-agency strategy meetings for

⁴ £50 per week for all care leavers taking up apprenticeships, £70 per week for a 2-year apprenticeship

missing children is too low. The implementation of Liquid Logic will improve systems for monitoring missing children.

Policies and procedures are in place and up to date for all missing children, both those known to care and those unknown to care, including procedures for return home interviews. The policy is revised and disseminated annually. The borough guidance on children missing from education is currently being reviewed as part of the annual review process.

Early identification and information sharing on children missing is timely. There is a daily report that is circulated widely⁷⁹ and includes children under the care of other Local Authorities who are placed in the borough. All long-term or high-risk missing children are clearly identified, and cases shared at pre-MASE to decide whether to escalate to MASE.

Children missing from education is managed well and robust processes and procedures are in place. Good systems are in place to track CME who move out of the borough and children who live in the borough not on a school roll. In April 2017, a secure online form for schools was set up for schools to comply with the new Pupil Registration Regulations (requiring schools to inform their local authority on the day of any child being removed from the school roll). Compliance is at 100%.

Child sexual exploitation (CSE)

We have recently updated our CSE problem profile. This reports that most young people at risk or subject to CSE are teenage girls aged 13–17; from all sections of the community but nearly half are White British and the main CSE model found in the borough was peer-on-peer and online. We are currently refreshing our CSE Strategy in accordance with the findings of the problem profile.

The number of young people at risk or subject of CSE has increased in the borough and we currently have 70 open CSE social care cases.

The local authority has invested in CSE and a full-time CSE Coordinator is in post in the Safeguarding and Quality Assurance service. The CSE Coordinator co-chairs pre Multi Agency Sexual Exploitation (MASE) with the police and attends the MASE, as well as the Serious Youth Violence Group and the Missing Children Strategic Group. This enables links across agencies for young people being identified with CSE and the timely sharing of information.

Membership of MASE has been reviewed and strengthened to ensure attendance by appropriate, decision making managers, and pathways into the MASE simplified. The MASE meetings provide tactical oversight of CSE in the borough and supports appropriate strategic responses across the multi-agency partnership.

There are more than 60 CSE champions across the borough from a range of agencies and schools who meet quarterly. Champions act as conduits for learning and information dissemination across their agencies and organisations. There is a training element to all CSE champions' forums. CSE resources also include a CSE advocate for young people with disabilities, autism, and SEN through Barnardo's; a young people's Independent Domestic and Sexual Violence Advocacy (IDSVA) through Victim Support, a Mayor's Office for Policing and Crime (MOPAC)-funded Safer London CSE advocate and a school-home support worker. The borough is also supporting a MOPAC bid by Barnardo's that will provide the borough with one full-time harmful sexual behaviours (HSB) worker.

A directory of CSE resources, published on the LSCB website, has been developed to assist practitioners to identify services and agencies that can support planning and their work with young people affected by CSE. We have also purchased a gold membership for the NWG, which entitles staff to access resources and training on CSE.

The quality and impact of social work practice in relation to child sexual exploitation (CSE) is improving with increased awareness of factors that may indicate CSE. Multi-agency audits evidence some good quality work having a significant and positive impact on young people, including good partnership work and the sharing of information. Overall, case file audits on CSE cases judge assessments as too variable and not consistently good and improvement is required for young people who become subject to a Child in Need plan, as documented earlier in this report. Current work plans are focusing on raising the awareness of all staff across the borough, as well as parents and the wider public.

Training is in place for a range of staff including most recently those in Parks and foster carers. There is a programme of events planned for the week preceding CSE Awareness Day in March 2018 delivered by and for young people in the borough, parents, carers, local businesses, and practitioners aimed at raising awareness.

Local Authority Designated Officer (LADO)

We work hard to ensure a timely and effective response to the allegations of harm involving those working with children or vulnerable adults. The number of Local Authority Designated Officer (LADO) allegations received declined in 2016/17⁸⁰ with 19% meeting the threshold. During the current year we have seen an increase in the number of referrals as well as an increase (to 32%) of the proportion meeting the threshold⁸¹.

Since May 2017, the LADO has become involved in Operation Palm - children at risk of serious harm due to the threat of radicalisation. The LADO team have worked closely with the Police Counter Terrorism Command and the Charity Commission to address these risks and to try to identify learning for the future. This learning will form part of an external evaluation of all this work that has been commissioned given there is very little national experience to draw on.

A regular review of LADO cases is undertaken and cases which have faltered due to long investigations, lack of progress or feedback have been escalated to the appropriate manager or Safeguarding Board partner.

There has been an increase in communication to the person subject to the LADO process (where appropriate) and to the child involved (again where considered appropriate). An annual report to the BDSCB is produced and scrutinised by the Board. The reporting and monitoring of LADO cases will improve with the new bespoke platform developed in the Liquid Logic system.

3. How do we know it?

Recognising that much of the evidence base for measuring the quality and impact of social work in our borough is referenced throughout the previous section, this part of the report will focus largely on the systems and processes in place that allows us to understand where we are. It will discuss summary findings from audit – many of which have previously been described – as well as the leadership, management and governance arrangements that are in place, and comment on the assessed efficacy of these. It will also outline the more prosaic assurance and intelligence mechanisms in place that underpin our improvement journey.

As outlined in several places, we believe that audit findings and associated performance and outcome measures demonstrate a positive direction of travel. Whilst we are continuously seeking improvement, we do, however, recognise there are some areas where we wish to improve more rapidly. A summary of our plans for doing so comprises the final section of this document.

Leadership, management, and governance

Leadership, management, and governance has been strengthened since the last Ofsted inspection. Effective leadership is driven through the DCS, the Lead Member for Social Care and Health Integration, and via Council and strategic partnership boards. These include the Health and Wellbeing Board, the BDSCB, the Corporate Parenting Group, and Corporate Performance, Strategy, and Assurance Groups.

The quality and impact of social work practice, including safeguarding activity, performance and outcomes are overseen by governance arrangements through the Strategic Development and Integration (SD&I) management group and through regular reports to the elected members.

Weekly meetings take place between the Lead Member for Health and Social Care Integration and the DCS, Operational and Commissioning Directors and members of the senior management team. This ensures performance and risks are shared, leading to a thorough understanding of activity, practice, and pressures.

Scrutiny is also provided by a wider group of elected members through the Children's Services Select Committee, with a recent review of adoption performance, and by the Chief Executive through Corporate Performance Group (CPG) and Corporate Assurance Group (CAG).

We have a strong working relationship with our independent safeguarding chairs, who were both appointed in 2017. The LSCB Chair, Lead Member, Leader of the Council, DCS, SAB Chair, Chief Executive and directors hold a quarterly safeguarding triggers meeting. This meeting considers both children's and adults' high-level safeguarding and workforce data, ensuring good understanding of performance and pressures on the system. This meeting also considers quality assurance reports and a case monitoring report on high-risk cases as well as progress on SCRs.

The Chief Executive meets regularly with the Chair of the Safeguarding Board which further enables him to secure assurance.

Quarterly challenge sessions are in place and quarterly performance reports covering children's social care are taken to corporate performance and assurance groups and Cabinet where appropriate.

The Children's Commissioning Director and Operational Director for children's care and support are held accountable to the DCS through regular performance and quality assurance reporting as well as through individual appraisal.

Within this strengthened context, significant resources have been invested into increasing and stabilising the children's social care workforce. A key part of the Council's transformation programme was the SAFE

programme, commencing in the summer of 2015 and operating up to April 2017. This programme led on a medium- to long-term plan to transform Children's Care and Support, with recruitment and retention at the heart of the programme.

A new children's brokerage service has been operational since September 2017. This brokerage service is responsible for coordinating and purchasing goods and services for children and young people. This service will in time free up social workers to focus on delivering front-line social care, ensure robust contracts are in place, help monitor the quality of provision.

The Council has implemented commissioning and operational service blocks to provide increased scrutiny, challenge, and support, as well as ensuring value for money. Commissioning mandates are in place to monitor and evaluate progress against service objectives and priorities subject to the leadership and management governance arrangements in place: reports to DCS and Lead Member and quarterly performance challenge sessions, with overarching assurance being discharged in the usual way through Cabinet, the Health and Wellbeing Board and Select Committees.

The impact of the investment in recruitment and retention is now being seen with a considerable reduction in agency levels⁸². This progress has been made across the service, particularly in recruiting permanent managers and all IROs are now permanent. The turnover rate has stabilised⁸³ and social worker absence remains low⁸⁴.

The number of agency case-holding social workers remains higher than we would wish, particularly in the Assessment service. A plan of recruitment activity continues to address this as a priority, including an improved recruitment and retention offer⁸⁵ launched for all new staff in July 2017 and for existing staff in September 2017.

Recognising the complexity of the cases involved, we are working hard to ensure social workers have manageable caseloads and the ambition is to reduce this to 1:15 by 2020. Average social worker caseloads are generally lower than at the time of the 2014 inspection, though are beginning to rise.

Our new Safeguarding Board Chair has progressed work on the restructure of the Safeguarding Partnership and ensures that there is routine scrutiny of a wide range of activity and performance information. The Performance, Learning and Quality Assurance Committee (a subgroup of the LSCB) meets quarterly to consider safeguarding performance across the partnership and the main Board receives quarterly updates.

Our response to SCRs is robust and well managed. Recently completed SCRs have resulted in comprehensive multi-agency action plans and these have been effectively implemented. Thresholds are appropriately applied, and relevant processes are adhered to. The implementation of SCR Action Plans is routinely monitored at the highest level.

Findings from the serious case review for Child B were disseminated in 2015/16 and early 2016/17 to over 400 staff across the service and the associated Action Plan is now complete, with new services implemented as a result⁸⁶.

The SCR report for Child C was published in January 2018. An improvement plan is being developed in response to the recommendations and will be monitored through the BDSCB for aspects pertinent to us.

The SCR on Family H is underway. This is a complex case expected to take up to 12 months to conclude. An Independent Chair of the SCR Panel has, therefore, been appointed to sit alongside the Independent Report Author, demonstrating robust and timely management and processes.

We have well-established processes in place to measure section 11 compliance and partner participation is good. Section 11 safeguarding audits are carried out bi-annually with an update from agencies in between. An LSCB 'challenge session' with partner agencies is in place to provide additional scrutiny. Action plans are

monitored through the Performance, Learning and Quality Assurance Committee and reported to the BDSCB. Overall, outcomes are positive, demonstrating a good understanding of safeguarding across all agencies. A designated individual with overall responsibility for safeguarding, with established lines of accountability up through the organisation, is also evident. Appropriate levels of safeguarding training are accessed by members of staff and safe recruitment processes are in place.

On a bi-annual basis, the BDSCB implements a school safeguarding audit relating to section 157/175 of the Children Act 2004 and compliant with statutory guidance: 'Keeping Children Safe in Education'. The audit tool is comprehensive and reflects the responsibility of schools and their staff to safeguard children. Overall, schools are demonstrating effective arrangements to safeguard children. All schools are fully compliant with recording and storing of information on child protection concerns and all schools have an 'e-safety' policy. Most schools submitting an audit understood the requirements of CSE, with 19% rated 'amber': an area of focus in the next audit.

Corporate parenting arrangements have been strengthened to ensure member representation, including the Lead Member and three councillors, through the Members Corporate Parenting Group (MCPG). The MCPG focuses on ensuring the promises made to our looked after children are kept, with members and officers working with our young people and partner services to make sure these are delivered.

The Children's Services Select Committee carried out a 9-month review of the adoption service and its performance in 2016/17, demonstrating leadership and senior management commitment to improvement. This review led to further workshops in November 2017 and January 2018 with members and senior managers to look further into the reasons for the decline in performance and how these issues might continue to be improved upon. An updated report was presented in January 2018.

Performance and quality assurance

There is an effective and long-embedded performance management framework in place. As a result, all stakeholders at all levels of the organisation are routinely well briefed and have a sound grasp of performance and areas for improvement in social work. This forms a core part of briefings to the Director of Children's Services and Lead Members for Children's Services (LMCS). A refresh of the wider assurance processes i.e. how the organisation receives assurance that statutory duties are being effectively discharged was completed in 2017.

Operationally, effective arrangements are in place to ensure close monitoring and oversight of social work practice and performance. A weekly updated performance dashboard comprising of key performance measures and caseloads is available to all social workers and managers. Regular casework supervision provided within the service's Framework for Supervision along with independent oversight from the Independent Reviewing Officers.

Monitoring of key areas of performance and quality of practice for looked after children and care leavers is conducted through the Members Corporate Parenting Group (MCPG). The MCPG meets on a bi-monthly basis and is well attended by elected members and partners from health, social care, and education. The Council's Children's Rights and Participation Team have continued to attend and support the borough's Children in Care Council (Skittlz) at the MCPG meetings.

Data and performance on missing children is considered by the Missing Children Strategic Group and the BDSCB. Annual reports on missing children, CME and EHE are presented to BDSCB, including qualitative data around return home interviews and the reason children go missing. The Board appropriately monitors the identification and work undertaken with missing children, including those missing from care and missing from education.

The CME reviews every online form that is submitted with no school destination. The details of every child without an onward education destination are entered on our Children Missing Education database and the CME Officer works diligently to locate where they have gone to and will liaise with the family's new Local Authority.

The CME Officer uses a range of systems and agencies to locate where children missing from education have gone. The CME Officer has established a link with the UK Border Agency to share information about CME and is currently liaising with the Child Benefit Agency to be part of a pilot scheme to share information on CME.

Children missing education data is up to date and comprehensive including both those who live in borough and those who have left the borough. There are currently a low number (19) of children who live in the borough who are not in education.

To supplement this ongoing quantitative evaluation, there is also a well-embedded and robust audit and quality assurance framework and process in place. This has recently been reaffirmed in the new in the new Quality Assurance Strategy and Framework. This framework provides a comprehensive and robust quality assurance programme across Children's Care and Support and is used in conjunction with the Performance Management Framework to constantly assess the quality of practice and identify areas for improvement as a matter of business as usual. A quarterly audit and quality assurance report is produced and presented to the Corporate Assurance Group.

Bi-monthly learning audits are carried out by all managers and the IROs on allocated cases across the service. Audit work has become much more firmly embedded as an important part of improving social work practice. Findings are reported and actions for improvement recommended on individual cases, but also for practice across the service. Findings are also used within the performance management of individual staff and managers, in regular service performance meetings and in devising briefings, guidance and informing training programmes. The outcomes from multi-agency audits are reported to BDSCB Performance, Learning and Quality Assurance Committee.

Appropriate arrangements are in place to respond to statutory social care complaints. The number of complaints received has declined⁸⁷ indicating that the quality of social work practice is improving, and timeliness of response is improving⁸⁸.

Full investigations are undertaken on all complaints. This is proven with the small number of cases which proceed to the next stage of the complaints procedure (just one stage 2 in 2016/17) and upon conclusion of this investigation, the complainant was satisfied with provided outcomes. Findings are disseminated to the staff involved and where appropriate to the wider audience of staff across the service. This has included feedback about the handling of sensitive personal data, the quality of assessment and arrangements for contact.

There is a fortnightly Practice Improvement and Outcomes Group (PIOG) for senior managers that focuses on policy, procedure, and practice improvement. This includes considering findings from audits and reviews and considering how best to embed the learning from these into everyday practice.

There are also monthly Quality Assurance and Performance management meetings, chaired by the Operational Director for Children's Care and Support.

At an operational level, we are focused on building a reputation for good and improving social work practice alongside a positive approach to staff support and development. During the last 18 months, significant steps have been taken to support social workers through training and the introduction of the model of attachment and 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.

We are placing an increasing emphasis on learning from research and best practice. In 2016/17, Barking and Dagenham became a member of Research in Practice – both for children’s and adults’ services – which brings access to a wide range of relevant safeguarding research and different methods of teaching to support and underpin good practice.

Training, development, supervision and access to procedural guidance and research for social workers is a strong part of the Children’s Care and Support service’s support for improving the quality of practice and performance. Managers have received training in supervision in 2016/17 focusing more on reflection and ‘bringing the child into the room’ in casework discussions. Procedures are already in place on the Tri X online manual with links to the London Child Protection procedures and the BDSCB website. These continue to be reviewed and updated on a 6-monthly basis.

A set of expectations is in place for all staff, including managers, together with a supervision policy framework. The Safeguarding and Quality Assurance service has reinforced the requirement for IROs to check progress on actions in child protection and looked after children plans and raise practice alerts if necessary.

The programme of bi-monthly learning audits includes scrutiny of management oversight, supervision, decision making and independent oversight. Frequency and quality of supervision are part of the audit.

The culmination of the systems in place is that leaders have a clear understanding of the performance, pressures, and issues in – and impacting upon - social work. Demonstrable organisational responses – such as the investment made to improve recruitment and retention, or the commissioning of a new ESCR system – because of this, are evident.

4. What are our plans for the next 12 months to maintain or improve practice?

We are strongly committed to improving social work practice in our area. Our plans for the next 12 months fall into two, broad categories. The first is to build on the foundation of the business-as-usual systems and processes that are in place and delivering the gradual improvements that are evident. The second is to introduce some new initiatives designed specifically to address some areas requiring improvement as identified in the SEF, alongside delivering the ambitious targets set-out within the Council's Transformation Programme.

We will continue the work to increase the stability and permanence of our social workforce. The existing recruitment and retention strategy will continue to be delivered as we seek to attract new social workers into the borough. Our approach to 'growing our own' social workers will be expanded, and we will push hard to attract social workers from overseas.

This will include securing a stable and experienced workforce made up of permanent social workers to deliver the consistency of social worker that our children and young people ask for by implementing an action plan designed to: recruit experienced social workers; convert our agency social workers to permanent positions; and grow our own via a strong newly qualified social worker (NQSW)/assessed and supported year in employment (AYSE) training programme. We will supplement these plans by running an EU recruitment campaign.

Two key planks of our recruitment strategy will continue to be our priority recruitment and key worker housing offer. Our priority recruitment offer is designed to encourage qualified social workers to join and stay for 5 years in LBBDD by offering a £5k welcome payment in year 1, a £15k commitment payment after year 3, and 2 month paid sabbatical in years 4 and 5 to help protect our staff from burn out. Our key worker housing offer: This is designed to encourage qualified social workers to move into Barking and Dagenham by offering access to properties with large discounts to the market rate.

We are also committed to retaining and developing our staff, making Barking and Dagenham a place that social workers want to work. Our master class programme is designed to raise the professionalism of our social workers continues. Future topics include building relationships of trust to deliver change, financial scamming, humane social work when working with families, and autism and mental health. Our career progression framework clarifies social work values and competencies linked to management supervision and provides a very real pathway for talented social workers to progress.

We have recently worked with other nearby Council's to bid to become a Teaching Partnership. If successful, this will further strengthen the work we do in providing quality practice placements for students.

A key priority for recruitment and retention, but also on a much wider level is that of continuing to ensure manageable caseloads. This is an even greater challenge at a time of rising demand. Care and support planning for our children and young people needs to be of a high quality and must be social work led, and to achieve this we need social workers that have manageable caseloads (1:15), who are effectively supervised and supported by their manager.

Our new Community Solutions service for early intervention and preventions will become fully embedded during the coming year, and colleagues will be working hard to ensure this delivers the desired outcomes for our residents and reduces pressure on Children's Social Care services. We are in the process of developing a new Early Help and Early Intervention Strategy that will be the blueprint for how Early Intervention Service will set about supporting our families through challenging times and reducing the need for statutory services.

It is not just demand at the front-door that is rising. We are forecasting an increase in the number of children in care, and without effective planning this increase could quickly become unsustainable. Our new Looked

After Children and Care Leavers Sufficiency Plan 2018–2022 provides a sufficiency analysis and sets out our plans for meeting future demand.

This includes continuing the implementation of the Pause Practice for work with women who have had children removed and to prevent repeat removals; Caring Dads groupwork aimed at supporting fathers who are a source of safeguarding concerns to focus more on the needs of their children, and the expansion of Mockingbird which is a project aimed at supporting foster carers and improving placement stability for looked after children.

Plans to establish a Social Impact Bond (SIB) to fund critical edge-of-care services as part of our wider strategy to manage the number of children and young people in the care of the Council are at an advanced stage and will come to fruition next year.

We will also be continuing some key projects that are in train – several of which are discussed earlier in this document. Strengthening our Looked After Children Panel to ensure that it continues to focus on exploring all options for residential placement exit, fostering opportunities and providing management scrutiny

Our Children in Need project was designed to reduce social work caseloads by safely stepping down or closing children in need cases which no longer required social care involvement. The project aims to reach a position where social work caseloads within Care Management maintain a sustainable level.

We will continue our discussions with the East London Consortium and Coram to explore the introduction of the ‘fostering to adopt’ scheme further as consortium boroughs are experiencing the same reluctance from adopters to accept fostering to adopt arrangements.

The Council remains committed to exploring the opportunity to become part of the London Adoption Agency as part of the regionalisation agenda. Barking and Dagenham has agreed to join the Adopt London East regional hub scheduled to go live in April 2019 and we are actively involved in the planning meetings taking place to ensure the regional adoption agency will meet the needs of our children.

On a more prosaic note, we will move towards a more locality-based organisation of our social work teams, aligning them more closely with other professionals across the partnership to deliver a more integrated, holistic response. It is along these lines that close professional relationships will be formed with our flagship Early Intervention service, Community Solutions.

The recently established Brokerage function will be rolled-out across the service. This function will not only free-up valuable social work capacity but will also deliver efficiencies and greater value for money. Our new electronic social care recording system (Liquid Logic) will ‘go-live’ during the coming year, delivering a significantly improved case-management system for our social workers.

The Accommodation and Support Framework contract for young people leaving care was approved by Cabinet in May 2017 and will be live for new contracts from April 2018.

Work has begun to develop our implementation of the Children and Social Work Act (2017) and this will be an area of development during the coming year. In some areas, good progress is already being made. We have commissioned a care leavers app specifically built for local authorities to deliver the local offer. The care leavers app provides detailed advice and guidance on a wide range of subjects including entitlements, housing, money, and health and wellbeing – all delivered to the care leaver’s personal mobile device. The app will be available to care leavers on their smartphones and tablets, 24 hours a day, 7 days a week, by April 2018.

The DCS has put the Council forward for a MASH peer challenge as part of the London Safeguarding Children Board improvement programme in early 2018, demonstrating the leadership and management commitment to our improvement journey and to ensure children are safeguarded and outcomes improved.

There are also areas of practice improvement – as discussed throughout this document – where, despite good progress being made, we know there is more to do. During the next 12 months we will seek to build on existing foundations to deliver continued improvements in these key areas. These will include:

- More routinely hearing the voice of the child in all social work interventions, and being relentless in our approach to ensuring that our children and young people are heard;
- We must continue to improve the quality of supervision and management oversight; assessments; planning and case recording to continue our journey toward being consistently good or better;
- Reducing the number of children in our care and improving permanency for and outcomes for these children and young people and our care leavers;
- Continue to deliver the plans already in place to improve the timeliness of adoptions⁸⁹
- Ensuring that Council members and officers understand their corporate parenting responsibilities and act to provide the right support to our children in care and care leavers. This includes a strong and effective Corporate Parenting Board that effectively captures the voices of our children and young people.

To frame much of this activity, and in line with the new shape of the Council we will implement commissioning mandates and deliver improved outcomes alongside financial pressures and budget savings. Services that we buy will be ever more strongly linked to delivering the outcomes that are required, and these outcomes will be informed by the needs and wishes of the service user.

All of this must be considered within the context of meeting a key challenge: coping with increased demand at a time of financial constraint. We know that our population is growing and that pressure on Children's Social Care is increasing. Many of the strategies that we have developed – or are developing – have this at their core, and the coming 12 months will shape the Council's response to this most fundamental of challenges.

Data Notes and Sources

- ¹ A total of 7,375 children are supported through CAFs, of which 2,711 are open. In 2017/18, the number of CAFs initiated across partner agencies is lower than previous years and this is being currently being reviewed on behalf of the children's safeguarding partnership LSCB. In Q3 2017/18, the number of CAFs initiated slightly increased to 113, compared with 99 in Q2. The Integrated Working Team are contacting CAF assessors to support the CAF process and to prevent case drift, primarily through the traded services agreements with schools. This will hopefully impact on CAF numbers for the rest of the year.
- ² Social Care referrals received with a CAF in place is 16%: below the target set out in the current Early Help Strategy 2015–2018.
- ³ Health, Police, National Probation Service, Victim Support, and early help social workers are co-located in the MASH, enabling routine engagement in information sharing, including in strategy meetings. Virtual partners include Youth Offending Service, Housing, adults' social care and the Community Rehabilitation Company. The Missing Children Coordinator is also co-located within MASH.
- ⁴ All initial strategy meetings are held within 72 hours.
- ⁵ In 2017/18, social care contacts are remaining steady and consistent with previous years – around 9,000 annually with 38% of those contacts progressing to referral including MASH checks. The high percentage (94% plus) of referrals dealt with within the 24-hour timescales has been consistent for the last nine months. This is comparable with the 2016/17 year-end figure, but much higher than the 80% recorded in 2015/16.
- ⁶ 2,737 by Q3 this year compared to 1,965 in the same period last year: an increase of 39%. The borough's referral rate (505 per 10,000) remains in line with London and national rates and the proportion of referrals progressing to statutory assessment is stable at around 70%.
- ⁷ Performance in relation to repeat referrals within 12 months of a previous referral is good at 16% and is in line with London averages and below the national and similar area averages of 22% and 20%.
- ⁸ Audit rating: 73% of referrals as good, 21% as requires improvement and 6% inadequate.
- ⁹ August 2017 audit of assessments shows evidence of child's wishes and feelings within assessments, 77 % rated as 'good' and 4% as 'outstanding'.
- ¹⁰ August 2017 audit of assessment shows evidence of direct work, as indexed document, or as detailed case notes with 58% rated as 'good' or better.
- ¹¹ Year to date assessments approved is 1,850, a 9% increase compared with Q3 2016/17. 84.5% of assessments completed and authorised within 45 days.
- ¹² An overall reduction of 6% with the number of children in need cases dropping from 1,217 to 1,149. This reflected the focused work to progress numbers of children in need cases to closure or step down.
- ¹³ Children in Need case have risen to 651 compared with 529, a 23% rise between Q1 and Q3 this year. This increase is also due to the 95 children open to the new Project Palm team in response to Operation Palm (see below).
- ¹⁴ The latest audits graded child in need plans as 50% as good or outstanding, 43% as requiring improvement and 7% as inadequate. This is a good improvement on the April 2016 bi-monthly audits where 27% were graded as good or outstanding, 49% were requires improvement and 24% were inadequate.
- ¹⁵ 59% of strategy discussions include all relevant agencies and 88% cases had clear interim safety plans recorded. This compared to 91% of strategy discussions being conducted by a telephone discussion between children's social care and the police while 4% involved other agencies and only 14% of cases had clear interim safety plans in 2016. In both themed audits, the application of threshold and decision making was judged appropriate.
- ¹⁶ Audit findings: Increasing to 57% as at Q3 2017/18 compared with 40% in 2016/17 and only 8% in 2014/15. This corresponds with a decline in telephone-only strategy discussions, which are now at 27% compared with 53% in 2016/17 and 86% in 2014/15.

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- ¹⁷ The number of children subject to a child protection plan has increased to 347 (Q3) compared with 294 at end of year 2016/17. The rate per 10,000 is 56, which is higher than the London (39), national (43) and similar areas (47) rates.
- ¹⁸ A lower proportion (12%) of children are subject to a child protection plan for the second or subsequent time than England, London, and similar areas.
- ¹⁹ An audit undertaken in Sept 2017 evidenced significant improvement in the contribution of all relevant professionals, a clear record on file and threshold decisions are judged as 'good'.
- ²⁰ 91% of initial child protection case conferences held within the 15-day timescale. This is significantly higher than all comparators (between 75% and 77%).
- ²¹ Although improvements are being reported with police attendance at initial child protection conferences at 93% for the year to date, attendance at review is low at 8%. Overall, attendance is at 34% compared with 16% at the point of the 2014 inspection. Child protection case conferences at which there was no police attendance show a 99% rate of police supplying reports. GPs attendance at child protection case conferences, however, has not improved and is very low at 0% in 2017/18 up to Q3 with only 20% of reports shared.
- ²² Over 90% stating that the conference was chaired very well, decision making on the type of plan was right and that a safe and thorough plan was out in place. 100% fed back that the conference resulted in clear understanding of concerns. 80% of professionals said they provided a written report to the conference.
- ²³ Over 90% stating that they understood the concerns for their child, that the conferences helped them to better understand concerns and that the conference was chaired very well. Nine parents out of 17 (53%) said the social worker did not meet with them to share the conference report while 85% fed back that the chairs did.
- ²⁴ 95% of children visited and seen within 4 weeks: a good improvement on end of year outturn of 86% in 2016/17.
- ²⁵ 5 children on plans for 2 years or more as at Q3 2017/18 out of a total of 347 children on plans (1.4%).
- ²⁶ 12% (28 children) compared with 6.5% at end of 2016/17 due to this effective review work.
- ²⁷ Over 70% graded as good in the January and September 2017 bi-monthly audits compared with 47% in September 2016. The audits have shown a reduction in plans graded as requires improvement from 43% to 28%. No child protection plans were rated as inadequate in the last audit.
- ²⁸ Recorded on the 'Court Tracker'. This contains data on the number of cases in pre-proceedings and the date which each case is reviewed to prevent drift.
- ²⁹ At Q3 2017/18, 95 children were open to the team subject to assessment and CiN status with an average caseload of 32. The caseloads reflect the different nature of the work being undertaken in this team.
- ³⁰ LAC numbers reduced from 457 to 409 in 2016/17. As of December 2017, there were 416 looked after children and demand is stable. The rate per 10,000 has fallen from 80 to 66 during that period, in line with statistical neighbours but higher than national (62) and London (50) rates. Based on current trends, the predicted year-end number of looked after children is 407.
- ³¹ Seventy-nine children (19%) were placed with agency foster carers at end of 2016/17 compared with 123 children (27%) at year end 2013/14. The number is lower at 62 (15%) in Q3 2017/18.
- ³² At the end of 2016/17, the fostering service provided in-house foster carers for 205 looked after children compared with 203 in 2015/16. There were 334 available placements at the end of 2016/17, comparable with 2015/16, as was the number of fostering households at 148.
- ³³ A total of 339 (82%) children were placed in family-based care through foster care, placement with adoptive carers or placement with parents as of March 2017, no change on the year before. Year-to-date proportions remain comparable.
- ³⁴ 62% of children are placed outside of borough, but the majority of those – 80% – are placed within 20 miles of Barking and Dagenham. Most of the children placed out of borough are placed in surrounding local authorities.

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- ³⁵ A reduction from 35 (8.4%) to 33 (8.0%) over the course of the year. At the beginning of April 2015 there were 45 children in residential care and a lot of work was undertaken to bring this number down to 35 at the beginning of April 2016. As at Q3 2017/18, 26 (6%) children are placed in residential placements.
- ³⁶ Current levels of Children in Care under section 20 are 20%, below England, London, and similar areas.
- ³⁷ In 2016/17, 45 children entered care on police protection, representing 22% of all children entering care compared with 54 (25%) in 2015/16 and 134 (43%) in 2013/14. This reduction is being sustained this year with 31 children entering care on police protection – 20% of all admissions into care as at Q3.
- ³⁸ From 33% in 2014 to 55% in Q3 2017/18.
- ³⁹ In 2016/17 the number of care proceedings increased to 82 compared with 62 in 2015/16 and 37 in 2014/15. This increase is continuing with 65 children in care proceedings up to Q3 2017/18.
- ⁴⁰ The average length of care proceedings (in weeks) has reduced to 31 weeks in 2014-17, compared to 32 weeks in 2013-16, 43 weeks in 2012-15; 53 weeks (2011-14) and a high 62 weeks in 2010-13.
- ⁴¹ Over 90% of the children benefiting from these interventions in 2014/15 remained out of the care system by May 2016. These figures indicate good targeting and effective interventions.
- ⁴² Six-weekly visits have increased to 85% and 3-monthly visits are up to 94% compared to 75% and 87% respectively at end of year 2016/17.
- ⁴³ 72% rated as good in the September 2017 audit compared with 52% in September 2016. The proportion graded as requires improvement has reduced to 24% compared with 44% during the same time.
- ⁴⁴ 90% graded as good.
- ⁴⁵ 70% graded as good and 20% outstanding.
- ⁴⁶ 96%
- ⁴⁷ 95% on time at the end of the year 2016/17 and on average over 90% in 2017/18. This is above the national (90%), London (91%) and statistical neighbour (88%) averages.
- ⁴⁸ IRO independent oversight and challenge was graded as requires improvement in 70% of cases and 10% inadequate in the thematic audit on care planning and permanency (November 2017).
- ⁴⁹ 10% at end of March 2017, in line with England, but lower than London and statistical neighbours. As at Q3 2017/18, performance is 7% and year end prediction is 10%.
- ⁵⁰ 61% of children aged up to 16 in the same placement for 2 years or more, lower than all benchmarks.
- ⁵¹ Health Assessments completed within timescale is 90% and is above national, London and similar area averages.
- ⁵² 75% - in line with the looked after children England average.
- ⁵³ A lower proportion of looked after children experiencing difficulties year on year since 2014, reducing from 14.9 to 13.1 in 2017, below England, London, and statistical neighbour average scores.
- ⁵⁴ 5.0% of our looked after children (aged 10 and above) were convicted or subject to a final reprimand during 2016 (a rank of 33rd in England), which is comparable with England, while 3.0% of our looked after children were identified as having a substance misuse problem during 2016 (a rank of 31st in England), lower than the England average of 4.0%.
- ⁵⁵ Around 24 annually and the number assessed is around 22.
- ⁵⁶ The proportion of school-age looked after children with an up to date PEP has improved to 95%.
- ⁵⁷ 55% now rated as good compared to 38% previously and the proportion rated as requires improvement has reduced to 44% compared to 56% during 2017.
- ⁵⁸ In 2016 this was 3%, lower than the national rate of 4%.⁵⁸
- ⁵⁹ 7.8% compared to the national average of 10.4% (2015 data).

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- ⁶⁰ 55% of looked after children achieved the expected standard in reading, writing and maths, much higher than the national average of 25%
- ⁶¹ From the most recent Looked After Children Survey. LAC reporting that their social worker listens to them and takes their views seriously (73% in 2017 vs 55% in 2016); the ability to contact their social worker (81% in 2017 vs 71% in 2016), knowing who to contact if their social worker is unavailable (73% in 2017 vs 67% in 2016), and knowing how to make a complaint (86% in 2017 vs 79% in 2016).
- ⁶² At 31% this is much lower than the national average of 47%, London average of 44% and statistical neighbour average of 41%.
- ⁶³ This is above the London average of 9% and either above or in line with our consortium partners.
- ⁶⁴ All 75 children adopted in 2013–16 are still with their adoptive families, as are the 14 children adopted in 2016/17.
- ⁶⁵ 14 compared with 27 in 2015/16.
- ⁶⁶ Currently, we have 10 children (seven up to end of Q3, three in January) who have been adopted and 15 children placed for adoption. 2017/18 timeliness for A1 and A2 is expected to improve to 503 days and 246 days respectively and, although still above timescale thresholds, this performance would be around 21 months better for A1 and 10 months for A2 compared with 2016/17, closing the gap on national thresholds. We are, therefore, expecting to see the impacts of some of the improvement work on the 2017–19 scorecard and beyond.
- ⁶⁷ To 45 in 2016/17 (37 in 2015/16) and a further 28 this year. The total number of children on SGOs is 246.
- ⁶⁸ In the last year, 73% of cases audited were rated as good, 18% as requires improvement and 9% as outstanding.
- ⁶⁹ 'Unknowns are at 5.6%. This is better than England (6%) and only slightly behind London (5.3%)
- ⁷⁰ Current performance demonstrates further improvement with 57.4% of care leavers in EET. In 2016/17, 26% of care leavers were NEET, lower than London, national and statistical neighbours.
- ⁷¹ In 2016/17, 17 young people attended university and our current number is 21.
- ⁷² Numbers increased to 42 (10.4%) in 2016/17 as part of plans to move towards leaving care and adulthood compared with 32 young people (7%) at the end of 2015/16. The Q3 position is 39 (9.4%) and we predict to increase further by year end.
- ⁷³ 81%
- ⁷⁴ This year nine young people have been supported to move into social housing voids and seven young people have been supported to move into more suitable accommodation. The Council is purchasing properties on the open market to provide additional properties for our young people leaving care. Five care leavers have moved into one of these properties since the beginning of November 2017 with another 5 placements in train. It is planned to purchase 30 such properties.
- ⁷⁵ In 2016/17, 163 missing children with 406 missing episodes compared with 172 missing children with 316 episodes in 2015/16. As at Q3 this year, 90 children have been reported missing and a total of 185 missing episodes demonstrating a significant reduction this year.
- ⁷⁶ The year to date number is 52 with a total of 141 missing episodes compared to 72 and 257 missing episodes in 2016/17. As a proportion of children missing from care, this has increased to 9% in 2017, but this remains below the national average of 10%.
- ⁷⁷ A recent analysis of this work concluded that 87% of children without an allocated social worker, who went missing, received a return home interview and that 76.6% of these children did not go missing again.
- ⁷⁸ 86.5% of missing children not previously known to care had a return home interview and 46% of looked after children had a return home interview.
- ⁷⁹ Circulated to: the DCS, senior managers and key staff in Children's Care and Support, MASH, secondary school safeguarding leads and Mayesbrook Park School, the Child Sexual Exploitation (CSE) Coordinator; school nursing (NELFT), youth offending, the education inclusion team, the education healthcare team, the virtual school, the Children's Rights Officer, the police schools team and the 14–19 careers service.

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- ⁸⁰ 170 in 2016/17 compared with 185 in the previous year. Of these 170, 33 cases met the threshold for LADO investigation and 137 were considered consultations where threshold was not met.
- ⁸¹ In 2017/18 up to Q3, there has been an increase with 177 LADO allegations to date; 56 where threshold was deemed met at the point of contact and 121 deemed consultations where threshold was not met.
- ⁸² In 2016/17, 38% of vacancies across all social work qualified posts were covered by agency staff compared with 50% in 2015/16, 48% in 2014/15 and 55% in 2013/14.
- ⁸³ 21% compared with 35% in 2014/15.
- ⁸⁴ Below 1% compared with 3.5% across England (DfE social care workforce return 2016/17).
- ⁸⁵ Comprising of a £5k welcome payment, a £15k commitment payment after year 3, and a 2-month paid sabbatical to be taken in years 4 and 5.
- ⁸⁶ This included guidance about practice for pre-birth assessments, training about working with fathers, and further communication about resources for working with domestic abuse and substance misuse. The Caring Dads Programme is aimed at helping fathers value their children and make positive changes in their parenting. To date, the programme has supported 15 fathers.
- ⁸⁷ 126 in 2015/16 to 98 in 2016/17. The year-to-date number is 83.
- ⁸⁸ 82% of complaints responded to within timescale (Q3 2017/18).
- ⁸⁹ Plans to improve adoption performance and practice are: to increase the Central List for Adoption Panel; to ensure plans for the recruitment of adopters encourage applicants to meet the diverse range of children's needs; to performed a detailed case-by-case scrutiny of planning and timescales to ensure that appropriate cases are progressed in a timely way and tracked; to ensure all children have a contingency plan; and to monitor and review arrangements regarding special guardianship and the support plans for these given the increasing numbers.

Piccadilly Gate
Store Street
Manchester M1 2WD

T 0300 123 1231
Textphone 0161 618 8524
enquiries@ofsted.gov.uk
www.gov.uk/ofsted

3 April 2018

Mrs Anne Bristow
Deputy Chief Executive
London Borough of Barking and Dagenham
Town Hall
1, Town Square
Barking IG11 7LU

Dear Mrs Bristow,

Focused visit to London Borough of Barking and Dagenham children's services

This letter summarises the findings of a focused visit to Barking and Dagenham children's services on 7 and 8 March 2018. The inspectors were Louise Warren, HMI, and John Roughton, HMI. The quality assurance manager was Sean Tarpey, SHMI.

Inspectors considered the local authority's arrangements at the 'front door' for children who need help and protection in accordance with the Inspection of Local Authority Children's Services framework (ILACS). Specifically, they considered contacts, referrals and decision-making within the multi-agency safeguarding hub (MASH). They also considered transfers to early help, immediate child protection enquiries and the quality of assessments for children in need.

Inspectors considered a range of evidence, including case discussions with social workers, managers, and a number of partner agencies. They also looked at local authority performance management and quality assurance information, as well as children's case records.

Overview

Within Barking and Dagenham, there is strong corporate leadership to improve services to meet the diverse needs of children and their families. During this focused visit, inspectors found that this scrutiny enables better quality social work practice to embed. Senior leaders know the service well, as shown by their recent self-evaluation. Inspectors found evidence of sound social work practice in the MASH and

assessment service, both of which have benefited from innovative actions to secure a more stable workforce. In the cases audited and in all other work considered, the local authority had acted appropriately to safeguard children and keep them safe.

The MASH has been reconfigured and works effectively to safeguard children. Partners are well engaged, which ensures timely information-sharing, the consistent application of thresholds and proportionate responses for children and their families who need help and support. Managers take appropriate decisions to safeguard children, and responses to immediate child protection concerns are timely. Children and families are appropriately referred to early help services, where a wide range of staff and resources are available to provide help and support. Inspectors noted delays for a small number of children in the sharing of information before early help services are offered. However, effective systems are in place once children are provided with the help they need.

Work that goes through the MASH and into the assessment teams is well integrated and managed. Strategy discussions and child protection enquiries are timely and lead to effective action to safeguard children. Assessments are mostly thorough, incorporating the views of children and their families, and the diversity of their needs is appropriately considered. Management oversight is well embedded in the MASH, although more variable in the assessment service. However, all staff reported that their workloads are manageable, they have access to good quality training and are well supported so they can provide children and their families with effective direct help and services.

What needs to improve in this area of social work practice

The local authority needs to take action to address and monitor the following areas of practice:

- the quality of referrals from partner agencies is not always comprehensive enough to identify the level of professional concern. This has a detrimental effect on some children as there is a delay in the delivery of services to them
- the use of qualitative information and auditing to inform practice developments does not yet drive and monitor further practice improvements
- management oversight and supervision of case work in the assessment service are not consistently recorded in case records. This inhibits the understanding of what is working well to improve outcomes for children and measure whether such progress is sufficiently timely
- the thresholds between statutory services and early help services should be monitored during the bedding in of the new early help structures.

Findings

- Since the last Ofsted inspection in May 2014, senior leaders and partners have retained a strong focus to improve social work practice. Previous areas of concern within the MASH and assessment service have been tackled effectively. For example, there are more timely assessments of children's needs, a fuller participation by relevant professionals at strategy discussions, and the appropriate use of police protection for children who need immediate help and protection. Improvements in the recruitment and retention of social workers are beginning to stabilise the workforce, enabling more consistency in social work practice, and fewer changes of social workers for children.
- The recent changes to early help services, and the very recent investment and implementation of a new electronic case record system, demonstrate promise and improvement. However, these changes are still too recent to be able to fully evaluate impact and outcomes.
- Within the cases audited by the local authority, inspectors did not find any children at risk of harm, and appropriate decisions had been taken to safeguard children. However, some local authority thematic audits are not comprehensive enough. For example, some assessments did not fully capture the views of the child or their families, or address all risks. Some plans are not specific enough to improve outcomes for children. More recent work seen by inspectors is showing signs of improvement to practice. For example, more recent assessments are focused on a strengths-and-risks-based approach and the voice of the child is more consistently informing the work that needs to be done.
- The MASH model has been strengthened since the previous inspection. Partners benefit from being co-located and most work considered by inspectors evidenced that timely information sharing is in place. Thresholds are consistently applied, and a strong system of rating the severity of presenting risks by social care managers means appropriate and timely action is taken to safeguard children. Workloads are manageable and staff reported to inspectors that they have enough time to do their work thoroughly. There are additional specialist social workers who link with schools and are available to visit children and families quickly to offer help and support.
- Multi-agency referrals considered by inspectors are not always clear about the nature of concerns and safeguarding risks to children due to limited referral information. Consent is not always being routinely gained by referrers. When consent is gained in the MASH, it is not always clearly recorded in case records. Managers are confident that the new electronic management system will provide opportunities to improve practice in this area.
- Children and families are appropriately referred to early help and intervention services. Inspectors observed in a small number of cases that there was delay for some children being considered at the newly instigated daily triage meeting, which leads to support and help not being provided swiftly enough. Some of the delays are a consequence of the police not sending lower level risk notifications

through in a timely manner. However, once cases are allocated to social workers, good systems are in place to assess the needs of children.

- Within the new community solutions division, early help services are able to offer staff and a wide range of resources to engage with families and meet the complex and diverse needs of children. Thresholds to step up and step down to early help were appropriate in the cases considered by inspectors. As this is a new service, the local authority is aware that the thresholds between early help and statutory services will require consistent management oversight to ensure that they remain appropriate and helpful to children.
- There are strong transitional arrangements in place between the emergency duty team and the day service. Information is managed well to ensure that all risks are known, so that children receive the help and support they need.
- Decisions to accommodate children in cases seen by inspectors are appropriate and timely for the child's circumstances. Police protection orders are used appropriately and only where necessary. This is an improvement on previous practice.
- Strategy discussions are timely and almost all cases considered by inspectors were well attended by relevant professionals. Where professionals do not attend, social workers appropriately follow up on actions with partner agencies to ensure that all risks for children are known and plans to mitigate risk are in place.
- Where decisions are made to carry out section 47 enquiries, children and families are visited quickly and their views sought to ensure appropriate decision-making is in place to progress the case to initial child protection conferences. Risks are clearly understood and this leads to appropriate plans to safeguard children.
- Designated officer arrangements are well understood across the partnership and referrals and consultations are effectively managed. Strong practice was seen in promoting wider safeguarding understanding within a local mosque to improve safer care for children.
- Management oversight and supervision of case work in the MASH are clear and embedded, although more variable in the assessment service due to previous management vacancies. Staff report that they enjoy working in Barking and Dagenham children's services as there is a supportive culture, open access to management advice and appropriate training available to them.

Ofsted will take the findings from this focused visit into account when planning your next inspection or visit.

Yours sincerely

Louise Warren

Her Majesty's Inspector

CABINET**19 June 2018**

Title: Treasury Management Annual Report 2017/18	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: David Dickinson, Group Manager Pensions and Treasury	Contact Details: Tel: 020 8227 2722 E-mail: david.dickinson@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>Changes in the regulatory environment now place a greater onus on Elected Members for the review and scrutiny of treasury management policy and activities. This report (the Treasury Management Annual Report) is important in that respect, as it provides details of the outturn position for treasury activities, significant new borrowing proposed, and highlights compliance with the Council's policies previously approved by the Assembly prior to the start of each financial year.</p> <p>This report presents the Council's outturn position in respect of its treasury management activities during 2017/18. The key points to note are as follows:</p> <ul style="list-style-type: none"> ➤ Investment income for the year was £4.1m (2016/17: £4.6m) compared to a budget of £2.6m; ➤ The Council's average interest return of 1.22% for 2017/18 was 0.51% higher than the average London Peer Group return and 0.61% higher than the Local Authority average return; ➤ The value of £134.6m of long term General Fund borrowing in 2017/18. The total borrowing comprises market, Public Works Loan Board (PWLB), Local Authority, European Investment Bank and Green Investment Bank loans; ➤ The value of short term borrowing as at 31 March 2017 totalled £46.0m; ➤ The Council did not breach its 2017/18 authorised borrowing limit of £850m or its Operational Boundary limit of £802m; and ➤ The Council complied with all other set treasury and prudential limits. 	

Recommendation(s)

The Cabinet is asked to recommend the Assembly to:

- (i) Note the Treasury Management Annual Report for 2017/18;
- (ii) Note that the Council complied with all 2017/18 treasury management indicators;
- (iii) Approve the actual Prudential and Treasury Indicators for 2017/18;
- (iv) Note that the Council borrowed £119.6m from the Public Works Loan Board (PWLB) in 2017/18 to fund the Council's regeneration strategy and borrowed a further £15m from other Local Authorities to fund the Council's land acquisition strategy; and
- (v) Maintain the delegated authority to the Chief Financial Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, to continue to proportionally amend the counterparty lending limits agreed within the Treasury Management Strategy Statement to reflect the additional cash holdings resulting from borrowing from the European Investment Bank and the PWLB.

Reason(s)

This report is required to be presented to the Assembly in accordance with the Revised CIPFA Code of Practice for Treasury Management in the Public Services.

1. Introduction and Background

- 1.1 This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2017/18. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).
- 1.2 For the 2017/18 period Assembly received the following reports:
 - an annual treasury strategy in advance of the year (Assembly 22/02/2017);
 - a mid-year (minimum) treasury update report (Assembly 22/11/2017); and
 - an annual review following the end of the year describing the activity compared to the strategy (this report).
- 1.3 This Annual Treasury Report covers:
 - The Council's treasury position as at 31 March 2018;
 - Economic Factors in 2017/18 and Interest rates Forecasts;
 - Investment Strategy and Performance in 2017/18;
 - Borrowing Outturn;
 - Treasury Management costs in 2017/18;
 - Compliance with Treasury limits and Prudential indicators;

- Lending to Commercial and External Organisations; and
- Prudential Indicators for 2017/18 (Appendix 1).

2. Treasury Position as at 31 March 2018

2.1 The Council's treasury position for 2016/17 and 2017/18 can be found in table 1:

Table 1: Council's treasury position at the start and end of 2017/18

	31-Mar-2017	Average Rate of interest	Average Life	31-Mar-2018	Average Rate of interest	Average Life
	£'000	%	Years	£'000	%	Years
Fixed Rate Debt - Long Term Borrowing						
Housing Revenue Account (HRA) – PWLB	265,912	3.50	38.67	265,912	3.51	37.67
HRA – Market	10,000	3.98	61.21	10,000	3.98	60.21
General Fund (GF) – PWLB	60,000	2.52	45.67	179,565	2.36	34.72
GF - Market	34,691	3.61	42.81	34,000	3.96	45.19
GF – EIB	86,669	2.21	27.00	86,669	2.21	26.02
Fixed Rate Debt - Short Term Borrowing						
GF - Local Authorities	85,030	0.40	0.11	65,000	0.67	0.65
Total Debt						
	542,302	2.72	32.29	641,146	2.75	32.32
Investments						
In-House*	232,721	1.30	0.90	247,905	1.37	1.22

* excludes a prepayment made to Elevate and external school cash balances.

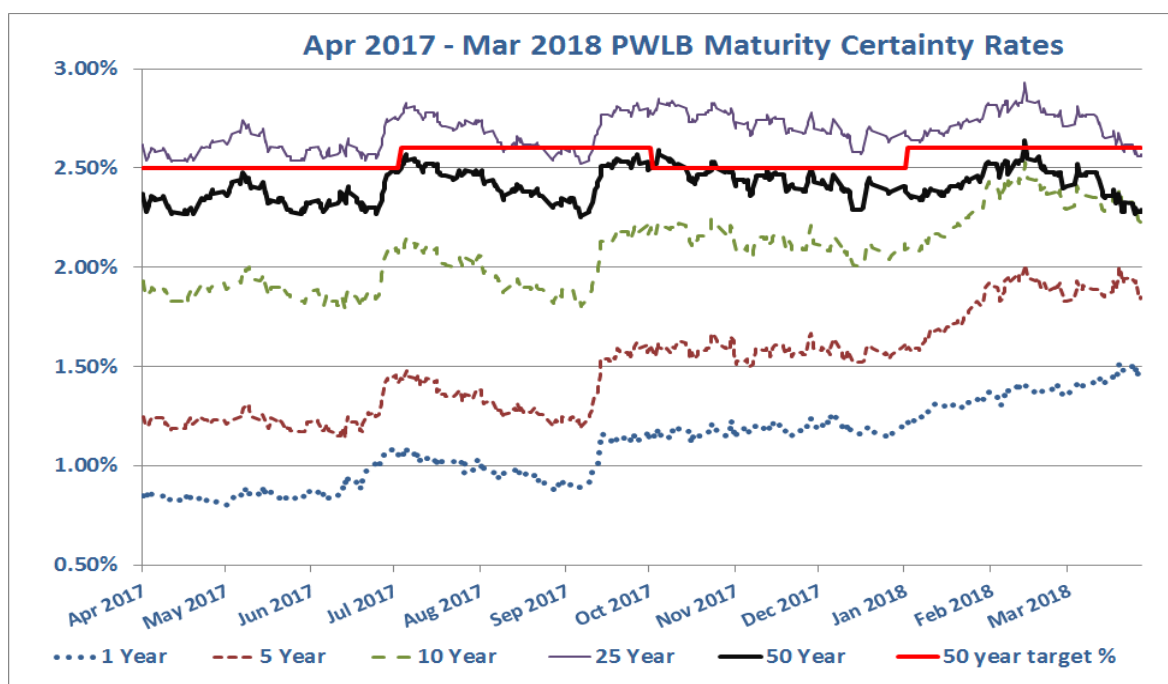
- 2.2 The Council manages its debt and investment positions through its in-house treasury section to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities.
- 2.3 Procedures and controls to achieve these objectives are well established both through Member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices.

3. Economic Factors in 2017/18 and Interest Rate Forecasts

- 3.1 The outcome of the EU referendum in June 2016 resulted in a gloomy outlook and economic forecasts from the Bank of England based around an expectation of a major slowdown in UK GDP growth, particularly during the second half of 2016, which was expected to push back the first increase in Bank Rate for at least three years. Consequently, the Bank responded in August 2016 by cutting Bank Rate by 0.25% to 0.25% and making available over £100bn of cheap financing to the banking sector up to February 2018. Both measures were intended to stimulate growth in the economy.
- 3.2 This gloom was overdone as the UK economy turned in a G7 leading growth rate of 1.8% in 2016, (actually joint equal with Germany), and followed it up with another 1.8% in 2017, (although this was a comparatively weak result compared to the US and EZ).
- 3.3 As a result of the economic uncertainty, PWLB 25 and 50-year rates have been volatile during the year with little consistent trend. However, shorter rates were on a

rising trend during the second half of the year and reached peaks in February / March 2018.

- 3.4 During the year, the 50-year PWLB rate for new long-term borrowing was 2.5% in Q1 and 3 and 2.6% in Q2 and 4. The graphs and tables for PWLB rates show, for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates at the start and the end of the financial year.



4. Investment Strategy and Performance in 2017/18

4.1 Annual Investment Strategy (AIS) 2017/18

- 4.1.1 All investments were managed in-house and were invested with institutions of high credit standing listed in the Council's approved lending list and specified limits. The Council invested over a range of periods from overnight to three years.
- 4.1.2 Council officers met quarterly with Treasury Adviser to discuss financial performance, objectives, targets and risk in relation to the Council's investments and borrowing. Monthly treasury meetings were held between the Section 151 Officer, the Group Manager – Treasury and Pensions and the Treasury Section to discuss strategy and to ensure close monitoring of investment decisions. The Cabinet Member for Finance, Performance and Core Services was briefed regularly on treasury activity by the Section 151 Officer.
- 4.1.3 During 2017/18 the Council's investment policy was governed by CLG guidance, which was implemented in the 2017/18 Annual Investment Strategy. The policy sets out the Council's approach for choosing investment counterparties.

4.2 Treasury Outturn

4.2.1 The Treasury Outturn position is in Table 3 Below.

Table 3: Treasury Outturn for 2017/18

Interest	2017/18 Budget £'000	2017/18 Actual £'000	Difference £'000
HRA Borrowing Costs	9,691	9,691	0
HRA and Schools Interest Charge	471	380	91
GF Borrowing costs	4,384	6,066	-1,682
Gross Interest Income	-2,570	-4,170	1,600
Net Budget	11,976	11,967	9

4.2.2 Overall the General Fund borrowing costs were higher than forecast due to an additional £134.6m of borrowing from the PWLB and Local Authorities. General Fund interest income was £1.6m more than budgeted due to higher than forecast cash balances held during the year and good investment returns.

4.2.3 An interest payment of £1.91m was paid to the EIB for the £89.0m of borrowing taken out in 2015 to fund the Council's regeneration programme. Rental income from Abbey Road 2 and Gascoigne Estate (East) Phase 1 will be used to cover the EIB interest costs in future.

4.2.4 The Council deals with most of its counterparties directly but from time to time the Council will use the services of brokers to act as agents between the Council and its counterparties when lending or borrowing. However, no one broker will be favoured by the Council. The Council will ensure that sufficient quotes are obtained before investment or borrowing decisions are made via brokers. In 2017/18, brokerage costs of £30k were incurred from the short-term borrowing and costs from borrowing from the PWLB and the Green Investment Bank. These costs are not budgeted from but form part of the borrowing costs for the year in which they are incurred.

4.3 Investments decisions during 2017/18

4.3.1 When making investment decisions the Council must have regard to its investment priorities being:

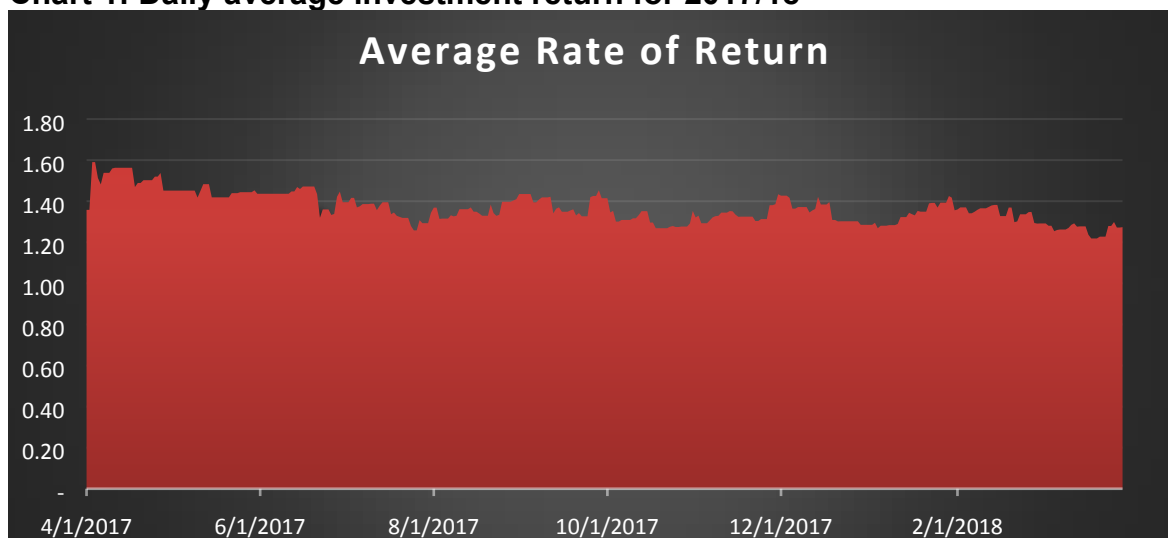
- (a) The **security** of capital;
- (b) The **liquidity** of its investments; and
- (c) **Yield** (after ensuring the above are met).

4.3.2 Using the above as the basis for investment decisions does mean that investment returns will be lower than would be possible were yield the only consideration. During 2017/18, the Council ensured that all investments were made with appropriately rated counterparties and that liquidity was maintained. On occasion, short term borrowing was also used to allow the Council to take advantage of investment opportunities.

4.3.3 During the year there were several opportunities for the Council to invest with credit worthy financial institutions as well as Local Authorities over a longer duration at much improved rates. As a result of these opportunities the Treasury Section was able to

provide an average return of 1.37% for 2017/18. Chart 1 below graphically illustrates the increase in the average daily return for the Council during the year

Chart 1: Daily average investment return for 2017/18



4.3.4 The average cash balance held was £273m, which included the use of short-term borrowing to cover some of the investment opportunities. Short-term borrowing was also used to smooth the cash flow fluctuations, allowing treasury to keep a considerable proportion of its investments invested over a longer duration.

4.4 Strategy Changes in 2017/18

4.4.1 The Council's investment policy was agreed in the AIS approved by the Assembly on 22 February 2017. Members agreed to delegate authority to the Section 151 officer in consultation with the Cabinet Member for Finance, Performance and Core Services to proportionally amend the counterparty lending limits agreed within the TMSS.

4.4.2 During the year, there were no changes to the AIS.

4.5 Performance Benchmark in 2017/18

4.5.1 As part of ensuring value for money and to monitor the Council's investment return, the Council's treasury performance is benchmarked by against a peer group of Local Authorities. Benchmarking date is provided by the Council's treasury advisors, Link Asset Services. Table 3 summarises the benchmarking data as at 31 March 2018.

Table 3: Advisor's Benchmarking data as at 31 March 2018

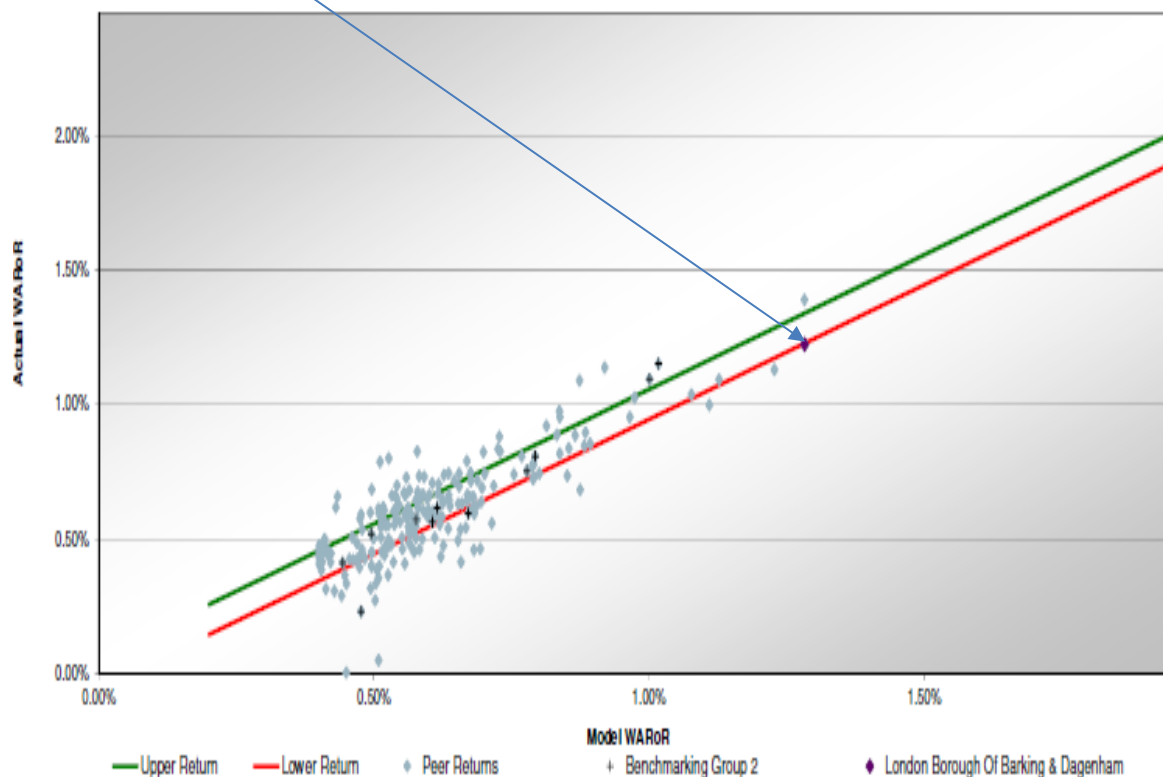
Savings Proposal	LBB	London Peer Group (20)	Total LA Group (223)
Weighted Average Rate of Return	1.22%	0.71	0.66
Model Banding Target	1.22-1.34%	0.67%-0.79%	0.69%
Weighted Average Maturity(days)	507	137	116
Credit Risk	3.78	2.91	3.05

4.5.2 The benchmarking data outlines the outperformance of the Council's investment return compared to a group of 20 London Boroughs and 223 Local Authorities (LAs). The Council's average return as at 31 March 2018 was 0.51% higher than the

average London Peer Group return and 0.56% higher than the Local Authority average return.

4.5.3 Chart 2 illustrates the Council's return against the upper and lower banding levels and shows the Council's performance compared to all LAs within the benchmark group.

Chart 2: Advisor's benchmarking data as at 31 March 2018



4.6 Investments Held as at 31 March 2018

4.6.1 Table 4 outlines the investments held by the Council as at 31 March 2018. The table shows the interest rate received and the repayment date for each investment:

Table 4: Investments held as at 31 March 2018

Investment Counterparty	Credit Rating	Interest Rate %	Principal £000s	Start Date	End Date
Lloyds Deposit Account	A+	0.40	1,450.2	04/11/2013	Open Ended
ROYAL BANK OF SCOTLAND	BBB+	0.21	8.8	31/03/2015	Open Ended
Goldman Sachs International	A	0.98	10,000.0	03/04/2017	03/04/2018
Goldman Sachs International	A	1.01	5,000.0	05/04/2017	05/04/2018
Goldman Sachs International	A	1.01	10,000.0	07/04/2017	06/04/2018
LANCASHIRE CC	Local Authority	1.00	5,000.0	11/11/2015	11/05/2018
LLOYDS BANK PLC	A+	1.43	10,000.0	06/06/2016	06/06/2018
Doncaster MBC	Local Authority	0.90	2,000.0	24/06/2016	25/06/2018
Goldman Sachs International	A	0.98	5,000.0	16/06/2017	04/07/2018
ROYAL BANK OF SCOTLAND	BBB+	1.00	20,000.0	30/01/2017	30/07/2018
LANCASHIRE CC	Local Authority	1.54	5,000.0	20/11/2015	20/11/2018
LANCASHIRE CC	Local Authority	1.54	5,000.0	26/11/2015	26/11/2018
LLOYDS BANK PLC	A+	1.67	5,000.0	20/01/2016	18/01/2019
Goldman Sachs International	A	1.10	10,000.0	23/06/2017	30/01/2019

Goldman Sachs International	A	1.13	10,000.0	03/07/2017	30/01/2019
LLOYDS BANK PLC	A+	1.67	5,000.0	03/02/2016	01/02/2019
LLOYDS BANK PLC	A+	1.80	10,000.0	15/03/2016	15/03/2019
LLOYDS BANK PLC	A+	1.79	5,000.0	01/04/2016	01/04/2019
LLOYDS BANK PLC	A+	1.00	5,000.0	05/04/2017	05/04/2019
LLOYDS BANK PLC	A+	1.84	5,500.0	21/04/2016	18/04/2019
VALENCE PRIMARY SCHOOL	Local Authority	3.50	100.0	12/02/2015	01/08/2019
BOROUGH OF POOLE	Local Authority	0.97	7,500.0	18/11/2016	18/11/2019
LLOYDS BANK PLC	A+	1.18	5,000.0	16/03/2017	16/03/2020
BARKING RIVERSIDE LTD		3.50	5,537.5	15/10/2014	01/04/2020
LLOYDS BANK PLC	A+	1.15	5,000.0	05/04/2017	06/04/2020
LLOYDS BANK PLC	A+	0.90	5,000.0	15/06/2017	15/06/2020
LLOYDS BANK PLC	A+	1.10	5,000.0	30/06/2017	30/06/2020
LLOYDS BANK PLC	A+	1.09	10,000.0	14/07/2017	14/07/2020
WARRINGTON BC	Local Authority	0.92	20,000.0	08/09/2017	08/09/2020
LLOYDS BANK PLC	A+	1.14	5,000.0	19/09/2017	18/09/2020
BARNSELY MBC	Local Authority	0.94	3,000.0	21/09/2017	21/09/2020
LANCASHIRE CC	Local Authority	1.00	5,000.0	01/11/2017	21/09/2020
NORTHUMBERLAND CC	Local Authority	1.04	10,000.0	28/04/2017	28/10/2020
Doncaster MBC	Local Authority	1.10	5,000.0	06/11/2017	06/11/2020
LANCASHIRE CC	Local Authority	1.16	5,000.0	27/11/2017	27/11/2020
LLOYDS BANK PLC	A+	1.24	5,000.0	05/12/2017	07/12/2020
LLOYDS BANK PLC	A+	1.16	4,500.0	19/12/2017	21/12/2020
L B NEWHAM	Local Authority	1.20	8,000.0	12/01/2018	12/01/2021
Southwood Primary	Local Authority	3.50	120.0	28/04/2017	28/04/2022
Grafton Primary School	Local Authority	4.50	100.1	03/03/2016	03/03/2026
Gascoigne Primary School	Local Authority	4.50	78.9	03/03/2016	03/03/2036
			Total Investments	247,895.5	

5. Borrowing in 2017/18

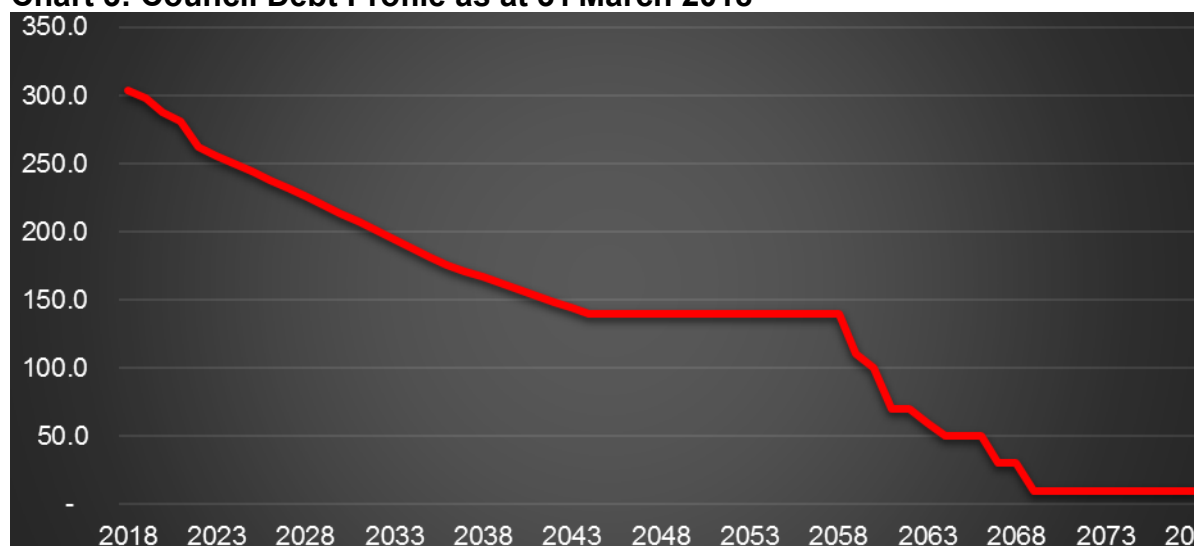
5.1 Council's Growth Strategy

- 5.1.1 In 2015, the Growth Commission Report – “No-one left behind: in pursuit of growth for the benefit of everyone”, recommended the establishment of a Borough-wide regeneration vehicle that would be an early statement of the Council's intent to increase the pace of regeneration of the borough.
- 5.1.2 Subsequently Be First has been set up, with the aim of delivering long-term strategic regeneration objectives, including enhancing economic growth and prosperity for the people of Barking and Dagenham. In addition, Be First is charged with delivering significant financial benefits to the council by bringing forward returns in New Homes Bonus, Council Tax and NNDR, and by delivering dividends to the Council.
- 5.1.3 In October 2016, Cabinet agreed an Investment and Acquisition Strategy (IAS) alongside an initial £250m investment budget and £100m land and property acquisition budget. An Investment Panel was also established and charged with managing an investment portfolio to deliver a net income of £5m per annum by 2020.
- 5.1.4 In 2017 the Council established a revised Investment and Acquisitions Strategy, which includes 44 schemes. In February 2018, Cabinet agreed the Be First Business Plan. Based on the Business plan treasury agreed that this could be funded, however, it was noted that the model used to forecast the borrowing costs is dependent on Be First completing each project within the timescales outlined in their cashflow forecast

and then handing them to Reside to fund and manage. As these forecasts were based on estimates, further work is required to ensure that the borrowing costs can be contained within the MTFs limitations. Part of the additional work includes identifying funding sources and borrowing options around duration.

- 5.1.5 During 2017/18 the Treasury Section, in consultation with the Section 151 officer, began a strategy of building up a debt portfolio to support the Council's investment. Although the Council has significantly increasing its debt, officers have sought to ensure that the borrowing matches the relevant asset life and potential repayment profile of the Council's investment portfolio. Chart 3 below summarises the GF long term debt position as at 31 March 2018, indicating the repayment profile.

Chart 3: Council Debt Profile as at 31 March 2018



5.2 Borrowing Owed as at 31 March 2018

- 5.2.1 Table 5 outlines the borrowing owed by the Council as at 31 March 2018. The table also shows the interest rate charged and the repayment date for each loan. The loans are split between HRA, General Fund Long and Short-Term Loans:

Table 5: Loans as at 31 March 2018

Lender	Start Date	End Date	Amount £'000	Rate
HRA				
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2042	50,000	3.5%
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2062	65,912	3.5%
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2061	50,000	3.5%
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2052	50,000	3.5%
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2060	50,000	3.5%
BARCLAYS BANK PLC	30/05/2008	30/05/2078	10,000	4.0%
HRA Total LT Borrowing			275,912	
General Fund				
DEXIA PUBLIC FINANCE BANK	30/06/2008	30/06/2077	10,000	4.0%
ROYAL BANK OF SCOTLAND	26/03/2010	27/02/2060	10,000	4.1%
ROYAL BANK OF SCOTLAND	26/03/2010	26/03/2059	10,000	4.1%
European Investment Bank	30/01/2015	31/03/2044	86,669	2.2%
PUBLIC WORKS LOAN BOARD	09/06/2016	09/06/2066	20,000	2.7%

PUBLIC WORKS LOAN BOARD	14/06/2016	15/12/2059	10,000	2.7%
PUBLIC WORKS LOAN BOARD	28/06/2016	29/12/2059	10,000	2.5%
PUBLIC WORKS LOAN BOARD	29/06/2016	29/06/2062	10,000	2.4%
PUBLIC WORKS LOAN BOARD	07/07/2016	06/01/2062	10,000	2.1%
WYCOMBE	03/04/2017	09/12/2019	5,000	0.9%
CORNWALL	03/04/2017	03/04/2020	10,000	1.0%
PUBLIC WORKS LOAN BOARD	05/04/2017	09/06/2066	20,000	2.4%
PUBLIC WORKS LOAN BOARD	12/03/2018	15/12/2059	19,565	2.0%
PUBLIC WORKS LOAN BOARD	19/12/2017	29/12/2059	30,000	2.4%
PUBLIC WORKS LOAN BOARD	21/02/2018	29/06/2062	20,000	2.4%
PUBLIC WORKS LOAN BOARD	07/03/2018	06/01/2062	10,000	2.2%
PUBLIC WORKS LOAN BOARD	19/03/2018	09/06/2066	20,000	2.3%
STEVENAGE BC	09/01/2017	09/04/2020	2,000	1.0%
RUGBY BC	09/01/2017	09/04/2020	2,000	1.0%
Green Investment Bank	15/12/2016	30/09/2046	4,000	3.4%
	GF Total LT Borrowing		319,234	
London Borough of Tower Hamlets	30/01/2018	30/04/2018	20,000	0.52
SURREY COUNTY COUNCIL	29/01/2018	30/04/2018	5,000	0.53
CITY & COUNTY OF SWANSEA	30/01/2018	30/04/2018	2,500	0.53
EAST HERTFORDSHIRE	15/02/2018	07/06/2018	1,000	0.55
LONDON BOROUGH OF BRENT	19/02/2018	21/05/2018	5,000	0.55
WEST MIDS MET.AUTHORITY	16/02/2018	25/06/2018	10,000	0.65
DACORUM BOROUGH COUNCIL	15/02/2018	19/04/2018	2,500	0.45
	GF Total ST Borrowing		46,000	

6. Compliance with Treasury limits and Prudential Indicators

- 6.1 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators (affordable limits) are included in the approved Treasury Management Strategy (TMSS).
- 6.2 During the financial year to date the Council has operated within and complied with the treasury limits and Prudential Indicators set out in the Council's annual TMSS. The Council's prudential indicators are set out in Appendix A to this report. In 2017/18, the Council did not breach its authorised limit on borrowing of £850m.
- 6.3 The Operational limit set in the 2017/18 TMSS was £802m, which was also not breached. As at 31 March 2018 the total borrowing was £641.1m.

7. Lending to commercial and external organisations

- 7.1 Section 2 of the Local Government Act 2000 (power of well-being) gives authorities the power to lend as part of promotion or improvement of economic /social wellbeing of the Borough. The guidance encourages local authorities to use the well-being power as the power of first resort removing the need to look for powers in other legislation. Further the power provides a strong basis on which to deliver many of the priorities identified by local communities and embodies in community strategies. The

Chief Operating Officer determines the rates and terms of such loans.

8. Lending to Special Purpose Vehicles

8.1 At the 30 June 2014 Cabinet Meeting, Members agreed to the principle of establishing a Special Purpose Vehicle(s) to develop, own and be responsible for procuring the management of the units to be developed as part of the Gascoigne Estate (East) Regeneration.

8.2 Members also agreed:

1. that the Council shall grant a 252-year lease to the Special Purpose Vehicle(s) which shall terminate at the option of the Council at the end of the funding term and repayment of the loans made by the Council, with full ownership reverting to the Council;
2. to the principle of establishing an independent charity which shall own and control the Special Purpose Vehicle(s) in accordance with the funding terms imposed by the Council;
3. to the principle of borrowing £62.86m within the General Fund to finance the development and ownership of the following tenures:
 - i. Borrow £39.98m to fund development and ownership of 236 affordable rented units, social rent units and shared ownership units to be owned and managed by a Special Purpose Vehicle(s) controlled within the General Fund;
 - ii. Borrow £3.75m to fund 50% of 51 private for sale units to be developed and sold jointly by the Council and East Thames Group via a limited company, and
 - iii. Borrow £19.13m to lend to East Thames Group to fund the development and ownership of 135 units shared ownership units which shall be owned by East Thames Group subject to agreement of satisfactory terms;

8.3 Cabinet also delegated authority to the Chief Executive, in consultation with the Director of Law and Governance, the Section 151 Officer and the Cabinet Member for Finance, Performance and Core Services, to negotiate terms and agree the contract documents to fully implement and effect the project and to authorise the Director of Law and Governance to execute all the legal agreements, contracts and other documents on behalf of the Council.

8.4 Following a significant period of legal discussions a number of SPV's were set up. On 31 March 2018, the following loan facilities were agreed between the Council and the Council owned SPVs.

1. £11,001,888 to B&D Reside Regeneration LLP
2. £36,315,762 to B&D Reside Weavers LLP
3. £37,002,114 to Barking and Dagenham Reside Roding Limited

8.5 Actual payment will be made to the various SPV throughout the construction period, with interest added to the Loan amount. After the construction period has been completed and the properties are being rented out, the loan and interest will be

repaid.

9. Council Transformation Programme - Be First Loan

- 9.1 At the November 2016 Cabinet, Members agreed to establish a new Council-owned company to manage the delivery of the borough's regeneration agenda, Be First, in line with Recommendation 8 of the report of the independent Growth Commission.
- 9.2 Be First will be a 100% Council-owned company that is operationally independent of the Council, operating in the same way as a commercial organisation, and being accountable to members through a Shareholder Executive Board.
- 9.3 In 2017 Cabinet Meeting, Members agreed to a loan of £4.2m to support Be First's cash flow requirements during the first few years of established.

10. Options Appraisal

- 10.1 There is no legal requirement to prepare a Treasury Management Annual Report, however, it is good governance to do so and meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

11. Consultation

- 11.1 The Chief Operating Officer has been informed of the approach, data and commentary in this report.

12. Financial Implications

Implications completed by: Katherine Heffernan, Finance Group Manager

- 12.1 This report sets out the outturn position on the Council's treasury management position and is concerned with the returns on the Council's investments as well as its short and long term borrowing positions.

13. Legal Implications

Implications completed by: Dr. Paul Feild, Senior Governance Lawyer

- 13.1 Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor its budget during the financial year and its expenditure and income against the budget calculations. The Council sets out its treasury strategy for borrowing and an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 13.2 The Council is legally obliged to 'have regard to' the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities when carrying out its functions under the Act. Furthermore, the Prudential Code emphasises that authorities can set their own prudential indicators beyond that specified in the Code where it will assist their own management processes.

14. Risk Management

- 14.1 The whole report concerns itself with the management of risks relating to the Council's cash flow. The report mostly contains information on how the Treasury Management Strategy has been used to maximise income throughout the past year.
- 14.2 EIB funded urban regeneration programme - The urban regeneration programme will be governed by a programme delivery board established in the Regeneration department. A programme manager will be identified within the Council who will be responsible for delivering each scheme within the investment programme.

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

List of appendices:

- Appendix 1 - The Prudential Code for Capital Investment in Local Authorities
- Appendix 2 - Glossary of Terms

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The Prudential Code for Capital Investment in Local Authorities

Treasury Management Outturn Report 2017/18

1. Introduction

1.1 There are a number of treasury indicators which previously formed part of the Prudential Code, but which are now more appropriately linked to the Revised Treasury Management Code and guidance 2009. Local authorities are still required to “have regard” to these treasury indicators.

1.2 The key treasury indicators which are still part of the Prudential Code are:

- Authorised limit for external debt;
- Operational boundary for external debt; and
- Actual external debt.

2. Net borrowing and the Capital Financing Requirement

2.1 To ensure that borrowing levels are prudent over the medium term the Council’s external borrowing, net of investments, must only be for a capital purpose. This essentially means that the Council is not borrowing to support revenue expenditure.

2.2 Net borrowing should not therefore, except in the short term, have exceeded the Capital Financing Requirement (“CFR”) for 2017/18 plus the expected changes to the CFR over 2017/18 and 2018/19 from financing the capital programme. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2017/18.

2.3 **The authorised limit** – This sets the maximum level of external borrowing on a gross basis (i.e. Not net of investments) and is the statutory limit determined under Section 3 (1) of the Local Government Act 2003 (referred to in the legislation as Affordable Limit).

2.4 **The operational limit** – This links directly to the Council’s estimates of the CFR and estimates of other cash flow requirements. This indicator is based on the same estimates as the Authorised Limits reflecting the most likely prudent but not worst case scenario but without the additional headroom included within the Authorised Limit for future known capital needs now. It should act as a monitor indicator to ensure the authorised limit is not breached.

2.5 Total external borrowing as at 31 March 2018 was £641.1m, which is lower than the Approved Authorised Limit of £850m and the Operational Boundary of £802m, which were set in the Treasury Management Strategy Statement for 2017/18.

3. Limits for Fixed and Variable Interest Exposure

The following prudential indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget.

The Council's existing level of fixed interest rate exposure is 100.0% and variable rate exposure is 0.0%. The high fixed interest rate is as a result of locking in low long-term rates for the HRA borrowing. The table 2 below shows the fixed and variable interest rate exposure.

Table 1: Fixed and variable rate exposure 2016/17 to 2019/20

Interest Rate Exposures	2017/18 Actual %	2018/19 Estimate %	2019/20 Estimate %	2020/21 Estimate %
Upper limit for fixed interest rate exposure	100.0	100.0	100.0	100.0
Upper limit for variable interest rate exposure	70.0	70.0	70.0	70.0

4. Maturity Structure of Fixed Rate Borrowing

This prudential indicator deals with projected borrowing over the period and the rates that they will mature over the period, as summarised in table 2.

Table 2: Borrowing as at 31 March 2018

Maturity structure of fixed interest rate borrowing 2017/18			
	Actual Position	Lower	Upper
Under 12 months	7.2%	0%	20%
12 months to 2 years	0.8%	0%	40%
2 years to 5 years	2.2%	0%	70%
5 years to 10 years	0.0%	0%	70%
10 years and above	89.8%	0%	100%

The fixed rate borrowing over 10 years was 89.9%, which is within the limits outlined below:

Table 3: Maturity Structure of Borrowing for 2017/18

	Upper Limit	Lower Limit
Under 12 months	20%	0%
12 months and within 24 months	40%	0%
24 months and within 5 years	70%	0%
5 years and within 10 years	70%	0%
10 years and above	100%	0%

5. Investments over 364 days

- 5.1 The overriding objective of the investment strategy is to ensure that funds are available on a daily basis to meet the Council's liabilities. Taking into account the current level of investments, and future projections of capital expenditure, the following limits will be applied to sums invested:

Maximum principal sums invested > 364 days £'000s	2017/18 £000's Actual	2018/19 £000's Estimate	2019/20 £000's Estimate	2020/21 £000's Estimate
Principal sums invested > 364 days	248,000	200,000	150,000	130,000

6. Summary Assessment

- 6.1 The outturn position is set out above in respect of the Prudential Indicators approved by Assembly in February 2017.
- 6.2 The outturn figures confirm that the limits and controls set for 2017/18 were applied throughout the year, and that the treasury management function adhered to the key principles of the CIPFA Prudential Code of prudence, affordability and sustainability. The treasury management indicators were regularly monitored throughout 2017/18.

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Glossary of Terms

1. **Authorised Limit** –represents the limit beyond which borrowing is prohibited, and needs to be set and revised by the Council. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable. It is the expected maximum borrowing need, with some headroom for unexpected movements.
2. **Bank Rate** – the rate at which the Bank of England offers loans to the wholesale banks, thereby controlling general interest rates in the economy.
3. **Counterparty** – the other party involved in a borrowing or investment transaction.
4. **Capital Financing Requirement (CFR)** – the level of capital expenditure to be financed from borrowing.
5. **Liquidity** – The ability of an asset to be converted into cash quickly and without any price discount. The more liquid a business is, the better able it is to meet short term financial obligations.
6. **LIBID** – London Interbank Bid Rate - The interest rate at which London banks ask to pay for borrowing Eurocurrencies from other banks. Unlike LIBOR, which is the rate at which banks lend money, LIBID is the rate at which banks ask to borrow. It is not set by anybody or organisation, but is calculated as the average of the interest rates at which London banks bid for borrowed Eurocurrency funds from other banks. It is also the interest rate London banks pay for deposits from other banks.
7. **LOBO** (Lenders Option Borrowers Option) - Long term borrowing deals structured which usually has a short, initial period (anything from 1 year to 7 years), followed by a “step rate” to a higher rate of interest (the “back end” interest rate), which is to be charged for the remainder of the loan period.

The overall length of LOBO’s is usually 50 or 60 years but can be shorter or longer periods. After the “step up” date, and at set intervals thereafter, the lender (the bank) has the option of increasing the “back end” interest rate. Whenever this option is exercised, if the proposed new rate is unacceptable, the borrower (The Council) can redeem the loan without penalty.
8. **Monetary Policy Committee** – independent body which determines the Bank Rate.
9. **Operational Boundary** – This indicator is based on the probable external debt during the course of the year; it is not a limit and actual borrowing could vary around this boundary for short times during the year. It should act as an early warning indicator to ensure the Authorised Limit is not breached.
10. **Prudential Code** – The Local Government Act 2003 requires the Council to ‘have due regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council’s capital investment plans are affordable, prudent and sustainable.

11. PWLB – Public Works Loan Board. An institution managed by the Government to provide loans to public bodies at rates which reflect the rates at which the government is able to sell gilts.

CABINET**19 June 2018**

Title: Pen to Print Project	
Report of the Cabinet Member for Community Engagement and Leadership	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Paul Hogan, Commissioning Director for Culture and Recreation	Contact Details: Tel: 020 8227 3576 E-mail: paul.hogan@lbbd.gov.uk
Accountable Director: Paul Hogan, Commissioning Director for Culture and Recreation	
Accountable Strategic Leadership Director: Tom Hook, Director of Policy and Participation	
<p>Summary</p> <p>The Council's library service has secured a grant of £720,000 from Arts Council England's National Portfolio Organisation funding stream.</p> <p>The funding will be spread equally over four years (£180,000 a year starting in 2018/19) and is specifically earmarked to support the expansion of the Pen to Print programme. This is a great achievement for the library service which reflects the high quality and positive impact of the Pen to Print project to date.</p> <p>So far, the Council's library service is the only one in London to secure funding as a National Portfolio Organisation and one of only seven nationally.</p> <p>The Arts Council requires the governing body of the successful applicant (in this case Cabinet) to formally approve the business plan for the project, which is attached at Appendix 1.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to approve the business plan for the Pen to Print project as set out at Appendix 1 to the report.</p>	
<p>Reasons</p> <p>To assist the Council in achieving its corporate priorities in relation to Encouraging civic pride:</p>	

- *Promoting a welcoming, safe, and resilient community:* Strengthen partnership arrangements for the borough; Support the development of the community and voluntary sector.
- *Narrow the gap in attainment and realise high aspirations for every child:* A borough where all young people participate in high quality education, employment or training opportunities which raise their aspirations and enable them to reach their potential.

1. Introduction and Background

Strategic context

- 1.1 The Borough Manifesto tells us that: *Culture, the arts and leisure boost our economy by creating jobs and supporting local people to raise their potential. They form and strengthen the identity of our community and make people want to visit. They provide learning opportunities for all ages and abilities and supports the delivery of health and social care. They can break down barriers between people, bringing people together and helping them take pride in their area and community.*
- 1.2 The Pen to Print project makes a meaningful contribution towards the achievement of several Manifesto priorities:
- Theme 1 Employment skills and enterprise... *ensure Barking and Dagenham is a place where every resident has access to lifelong learning, employment and opportunity.*
 - Theme 2 education ... *every resident reaches their potential, whether it's through academic attainment or any vocational route and we will ensure pathways exist to support this.*
 - Theme 6 – community and cohesion ... *we will support the community to celebrate our history and heritage through events and activities.*
 - Theme 10 – arts, culture and leisure*everyone will have the opportunity to take part in, enjoy and benefit from our culture, which will in turn improve our health and wellbeing.*
- 1.3 The importance of the Pen to Print project is also acknowledged in the Borough Culture Strategy as it contributes to the achievement of several of the priority aims set out in the strategy, including: Community Inspired, Building Capacity, Good Partnerships, Setting Standards, and New Talent.

Arts Council England's national portfolio scheme

- 1.4 Arts Council England provides several funding opportunities to support creative activity across the country. The National Portfolio is one of these funding streams and provides a four-year funding package worth some £1.6 billion to a total of 831 organisations.
- 1.5 Library services could apply for National Portfolio funding for the first time in 2017. This was because the Arts Council recognised that:

Again and again, the public tells us that they see libraries as trusted spaces, that they are welcoming to everyone and offer a safe, creative environment where

knowledge is respected - people don't feel intimidated to enter them. And, as a result, libraries can reach many different audiences, particularly children, young people and their families and older people.

- 1.6 The Council's library service submitted a successful bid for its Pen to Print project and secured a total of £720,000 (£180,000 a year for four years starting in 2018/19). It is the only library service in London to secure National Portfolio Organisation (NPO) status.
- 1.7 To secure the release of this funding, the Arts Council requires the governing body of the NPO (in this case Cabinet) to approve the business plan for the project, which is attached at appendix one.

Pen to Print

- 1.8 Pen to Print is a literature development project that is led by the library service. It exists to encourage people to write, get published and present their work.
- 1.9 Established in 2014, the reach and impact of the project has grown year on year and has been embraced by the local community, embedded into the Council annual events programme, and attracted world class authors and artists to the Borough.
- 1.10 The scheme has been supported with project grants from Arts Council England that have been applied for on an annual basis.
- 1.11 Pen to Print has an excellent track record of providing high quality creative writing classes and inspirational author events. Highlights include:
 - Dagenham Library won the British Book Industry Library of the Year award in 2016. Barking Learning Centre was also a finalist in the 2017 competition.
 - There have been total audiences of 5,362 at 141 Pen to Print events,
 - Six books have been published including *The Gaia Effect* by Claire Buss, which won the 2017 Uncaged Raven Award for fantasy and sci-fi.
 - 1,175 pieces of creative writing have been created, including further books in the process of being published.
 - Since broadcast started in July 2016 there have been 2964 views of the YouTube channel.
 - Since 2014 the project has worked with local volunteers, authors, local arts organisations and our community to deliver a programme that includes monthly writing workshops, several competitions, regular events including an annual festival, ReadFest.
 - The Pen to Print programme has been universally well received by participants and professional writers.

2. Proposals and issues

- 2.1 From 2018 onwards, Pen to Print will comprise three areas of activity: we will build high profile public moments through our festivals and commissions; bespoke local writer engagement through a programme of classes, events and workshops; and intensive local author development through a series of competitions.

- 2.2 To date it has only been possible to plan Pen to Print on an annual basis. National Portfolio Organisation status will allow the library service to set ambitious plans for the next four years, including:
- developing our workshops and competitions;
 - innovative commissions that will support local arts organisations
 - connecting into wider London and national projects that will enable us to develop new partnerships;
 - a shared professional development plan across the library partners network;
 - testing new "pay what you can" and crowdfunding financial models to support the diversification of funding sources; and
 - an emphasis on widening the reach of the programme together with engagement of volunteers and young people within the governance of the project.
- 2.3 The artistic programme will engage with several cultural partners including: The Adult College; The White House; Inspire youth arts festival; Studio 3 Arts; Creative Barking and Dagenham, Broadway, Digilab, Theatre Rites, Spread the Word, Eastside Community Heritage; and East End Women's Museum.
- 2.4 The programme will extend across three other geographical areas: Redbridge, Newham and Southend-on-Sea, working with library partners to share the learning through professional development activities and artistic programmes to communities across east London and south Essex.
- 2.5 There will be a specific theme for each year of the programme:
- 2018/19 Women and Activism (linked to the HerStory programme)
 - 2019/20 Digital - writing for performance/digital media
 - 2020/21 International stories - celebrating people and places in and beyond Barking and Dagenham reflecting the people now living in the area
 - 2021/22 Curated by Us - writing for performance with programming being developed by the participants engaged over the previous three years work.
- 2.6 By the end of the four-year programme, Pen to Print will have delivered: 2 cycles of the Book Challenge, resulting in 20 new books; 450 events; 4 festivals; 16,000+ participant engagements; 400+ artist employment opportunities and professional development and networking for library and volunteer staff across the partnership.
- 2.7 All of this activity will enable the library service to encourage more residents to get involved with writing, libraries and the arts.

Governance

- 2.8 It is proposed to review the governance arrangements for the project during the NPO funding period (2018 to 2022) with the view to considering whether there is a business case for establishing an arms-length vehicle, such as a Community Interest Company or charitable trust, to manage the service going forward.

Funding

- 2.9 No additional Council funding is required to support the delivery of the Pen to Print project.
- 2.10 However, an element of match funding is a condition of funding from Arts Council England and this ranges between £110,000 to £120,00 each year over the four-year life of the project. This will be met from existing expenditure on permanent staff, working in Culture and Recreation and Community Solutions who already support the delivery of the Pen to Print project, as well as an existing, modest project delivery budget.
- 2.11 The revenue budget for the Pen to Print programme is set out below.

	Year 1	Year 2	Year 3	Year 4	TOTAL
Income					
Council	109,700	110,000	111,500	120,000	£451,200
ACE NPO	180,000	180,000	180,000	180,000	£720,000
In-Kind Support	51,588	52,000	52,500	54,000	£210,088
Earned Income	3,000	3,500	3,500	5,000	£15,000
Donations	200	10,200	10,200	10,200	£30,800
Grants	0	3,000	5,183	7,000	£15,183
Sponsorship	0	700	1,500	2,000	£4,200
Total income	344,488	359,400	364,383	378,200	£1,446,471
Expenditure					
Artistic					
Area 1: Workshops	£33,615	43,614	44,406	45,369	£167,004
Area 2: Takeover	£23,850	28,000	31,193	28,500	£111,543
Area 3: Competitions/writer development	54,240	81,686	55,324	91,441	£282,691
Area 4: ReadFest	12,825	8,900	9,000	12,000	£42,725
Project Delivery	60,070	60,500	60,800	61,000	£242,370
Sub Total	184,600	222,700	200,723	238,310	£846,333
Operational					
Staff & Training	105,550	105,000	106,000	107,000	£423,550
Advisory Group	918	950	950	1,100	£3,918
Audience	29,470	30,000	31,000	32,000	£122,470
Engagement/Marketing					
Evaluation	6,750	6,750	6,750	6,750	£27,000
Contingency	5,200	6,000	6,000	6,000	£23,200
Subtotal	147,888	148,700	150,700	152,850	£600,138
Total expenditure	332,488	371,400	351,423	391,160	£1,446,471

3. Options Appraisal

- 3.1 Since its inception in 2014, the Pen to Print project has only been viable because of the grant secured from Arts Council England each year, which has come with expectations and obligations about the scale and scope of the programme to be delivered. There are similar expectations and conditions attached to the larger grant that has now been secured.
- 3.2 However, it is not considered that this requirement in any way impacts adversely on the Council as the development of the business plan has been heavily influenced by the Council's own strategic framework of policies, plans and priorities.
- 3.3 The options available to the Cabinet are to approve the proposed business plan and the grant from Arts Council England that comes with it or to reject it. Not to approve the business plan and grant would mean that there is no realistic means of delivering the Pen to Print programme.
- 3.4 Therefore, the Cabinet is recommended to approve the recommendations as set out in this report.

4. Consultation

- 4.1 The development of the Pen to Print business plan has been informed by extensive dialogue with local volunteers, authors, local arts organisations and library users and shaped through robust evaluation of feedback from participants and writers involved in previous Pen to Print programmes.

5. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager – Finance

- 5.1 This report recommends the approval of the Pen to Print business plan and to accept a grant from the Arts Council to support it of £0.72m over four years. The business case assumes a 31% contribution from the Council amounting to £0.451m over four years. This will be found from within existing budgets within Culture and Heritage and Community Solutions. This does not raise any new financial implications at this point – however Cabinet should note that Community Solutions will be required to make significant savings over the next few years.

6. Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance Solicitor

- 6.1 There is a legal obligation on the Council under the Public Libraries & Museums Act 1964 on the Council to provide a comprehensive and efficient library service for all persons who desire to make use of it. This reports proposal builds on this responsibility and will support growth in usership.
- 6.2 As a local authority the Council is subject to the Public-Sector Equality Duty set out in Section 149 of the Equality Act 2010, which obliges Councils in performing their functions “to have due regard to the need to:

- i. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- ii. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- iii. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.”

6.3 In relation to impacts of the proposals on different groups, the Equality Act 2010 provides that in exercising its functions a public authority must have due regard to the need to eliminate discrimination and to advance equality of opportunity between persons who do and those who do not share a relevant ‘protected characteristic’. Discharging this duty requires an assessment to be carried out of the impacts of the programme and ensuring its design, implementation and practice accord with the Councils Duty.

6.4 In terms of legal formalities the Grant agreement will need to be completed and monitored to ensure that its obligations are complied with and discharged. Furthermore, steps may need to be taken to ensure that protection of intellectual property rights generated by Pen to Print are secured.

7. Other Implications

7.1 **Risk Management** – a risk register has been produced as part of the business plan development process. Most of the identified risks are low impact, routine and operational in nature. Given that the Pen to Print delivery model is now tried and tested there are not perceived to be any high impact and high probability risks to be managed or mitigated.

The only risk of note is financial: as set out at table one, the business plan has an income target for grants, sponsorship, donations and other earned income. A funding plan has been developed and dedicated fundraising support has been commissioned to help ensure that the targets are reached. Also, the financial plan the project has been modelled so that there is only a low fundraising target for year one of the scheme.

Also, the thinking behind the proposal to consider transferring the governance of the Pen to Print project from the Council to a Community Interest Company or charitable trust is that this would open up additional sources of potential funding that are not available to local authorities.

7.2 **Customer Impact** - Pen to Print is for the community, it will allow anyone who wants to to explore their own creativity to do so, it will create aspiration, enable people to connect with reading, libraries and writing as well as other art forms.

The aims and objectives of the Pen to Print project are closely aligned to the Council’s equality and diversity strategy. Key actions to support the delivery of the strategy priorities include:

- artists appointed to work on the programme will be recruited from diverse backgrounds and will represent people with protected characteristics including those relating to age, gender and ethnicity.

- Young writers to be recruited locally and matched with high quality bespoke projects led by exceptional writers and supported by arts organisations familiar with working in partnership with community engagement specialists.
- Recruitment of local emerging writers and alumni of the programme will sustain the project and facilitate new groups. Previous Pen to Print projects have established a Poetry Society Stanza and The Barking Foxes. Poetry and creative writing groups will enhance the experience for reading groups in several locations across the borough.
- Develop new partnerships with literature development agencies and writer development programmes to increase the range of professional writers engaged from diverse backgrounds.
- Each year will be assigned a theme: The first year profiles women's writing and writers as part of a project with The East End Women's Museum; in year 2 the focus will be on writing for performance, exploring digital accessibility and film to broaden engagement; year 3 the of the programme will celebrate the world of stories within the Borough, focusing a lens on a range of international stories, exchanges and translation best practice for adult and young writers reflecting the community we work in. The final year's theme for the programme will involve input from participants who have become involved with Pen to Print along with the local community and developed over the whole programme celebrating past achievements and with assistance of staff commissioning new work and artists to deliver their ideas.
- An Advisory Group will be established with members drawn from a wide range of backgrounds acting as critical friends, drawing in local and national intelligence to maximise the positive impact of the Pen to Print programme.
- Professional development for local writers will be provided to support the delivery of writers' groups and workshops in the community to sustain careers and the legacy for the Pen to Print programme within the borough and beyond
- Recruitment of two apprentices per annum, encouraging applications from BAME backgrounds to support the delivery of the programme.
- Aim to increase the number of local volunteers involved in the delivery of the project and provided training to support them as local ambassadors.
- Support library staff to develop the breadth of understanding of equality of access to maximise access to exceptional arts for everyone, linking with literature agency, Spread the Word, and other best practice organisations to deepen existing approaches to recruitment of artists and publishers from diverse backgrounds

7.3 **Safeguarding Vulnerable Adults and Children** – libraries are places where everyone can mix freely and socialise in a safe, friendly and accessible community space. The Pen to Print programme will provide positive and diversionary activities for children and young people.

The existing safeguarding arrangements adopted by the library service will continue to be utilised for the Pen to Print programme.

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

List of appendices:

Appendix 1 Pen to Print business plan

Pen to Print Business Plan 2018 - 2022

PART 1	Introduction & Summary plans for 2018-22
PART 2	Vision and aims (Of P2P as situated within the Library / B&D)
PART 3	Context
3.1	Introduction and Context
3.2	London Borough of Barking and Dagenham - Corporate Plan
3.3	Partners
3.4	Borough Initiatives
PART 4	Activity 2018-22
4.1	High Profile Events
4.2	Bespoke local writer engagement
4.3	Intensive Skills Development
4.4	Audience and Engagement Plan
PART 5	Partnerships - Beyond Barking & Dagenham
5.1	Key Partnerships
5.2	Partnership Outcomes
PART 6	Monitoring outcomes, ACE goals, Risks and Equality
6.1	Outcomes year one and outlines year 2-4
6.1	Equality Action Plan
6.3	Risk Assessment
PART 7	Audience, communications and digital engagement
PART 8	Management and Governance
8.1	Management and resources
8.2	Governance
8.3	Volunteers
8.4	Evaluation and reporting
PART 9	Finances
9.1	Overview
9.2	Income diversification
9.3	Development Objectives
9.4	Building Financial Resilience and sustainability
9.5	Mitigation of Risk

Appendices

- A. P2P Artistic Plans
- B. Equality plan
- C. Risk register
- D. Budgets and cash flow

PART 1 Introduction

Pen to Print (P2P) is a literature development project that is led by the Libraries team of the London Borough of Barking and Dagenham, established in 2014 the project has grown exponentially and has been embraced by the local community, embedded into the Council and attracted world class authors and artists.

From the outset the project was part of a wider strategic vision for the borough: One borough; One community; London's growth opportunity.

The different elements of the project respond to the three corporate priorities:

- Encouraging civic pride (particularly by building pride in the borough and providing welcoming civic spaces through the library service);
- Enabling social responsibility (particularly by encouraging children and young people to realise their creative potential);
- Growing the borough (particularly through the development of the borough's creative offer, celebration of the community's creative talents and developing the skills of local people).

P2P exists to encourage people to write, get published and present their work, we have been supported by ACE since 2014. Barking and Dagenham Libraries have an excellent track record of providing high quality creative writing classes and inspirational author events.

In 2017 P2P was awarded Arts Council England National Portfolio Organisation status, one of the first Libraries to achieve this award. We have set ambitious plans for the next four year, including; developing our workshops and competitions; innovative commissions that will work with local arts organisations; connecting into wider London and national projects that will enable us to develop new partnerships; a shared professional development plan across the library partners network; testing new "pay what you can" and crowdfunding financial models to support the diversification of funding sources; an emphasis on widening the reach of the programme; together with engagement of volunteers and young people within the governance of the project. All of this will enable us to reach further and get even more of our community engaged with writing, libraries and the arts.

We are really proud of our successes to date:

- We have been recognised for our wide-ranging work by the publishing industry when Dagenham Library won BBI Library of the Year 2016. Barking Learning Centre was also a finalist in the 2017 competition.
- We have had a total audience of 5,362 at 141 events,
- We have successfully published six books including *The Gaia Effect* by Claire Buss which won the 2017 Uncaged Raven Award for fantasy and sci-fi.
- 1,175 pieces of work created, including further books in the process of being published.
- Since broadcast started in July 2016 we have had 2964 views of the YouTube channel.

We are also proud to be a resource for our local community. We have provided free rehearsal space to Young and Talented, introducing them to the playwriting tutor Eddie Coleman. Working in collaboration they recorded performances of the group's monologues for our Videobite booth, they went on to develop the relationship by performing short plays written by the group at ReadFest 2016.

Since 2014 we have worked with local volunteers, authors, local arts organisations and our community to deliver a programme that includes monthly writing workshops, several competitions

per year, regular events including an annual festival. We have received positive feedback from participants and professional writers.

Summary of artistic plans for 2018-22

Pen to Print (P2P) will comprise three areas of activity. We will build high profile public moments through our festivals and commissions, bespoke local writer engagement through a programme of classes, events and workshops, and intensive development through a series of competitions.

The artistic programme will engage with the following cultural partners: Studio 3 Arts, Creative Barking and Dagenham, Broadway, Digilab, Theatre Rites, Spread the Word, Eastside Community Heritage and The East End Women's Museum.

The Programme will extend across three other geographical areas: Redbridge, Newham and Southend-on-Sea, working with library partners to share the learning through professional development activities and artistic programmes to communities across east London and south Essex.

Over the four years we will use the following themes to focus our support:

2018/19	Women and Activism (part of Making Her Mark) – in collaboration with The Barbican/The East End Women's Museum and Eastside Community Heritage
2019/20	Writing for performance/digital storytelling (*potentially Borough of Culture in 2019)
2020/21	International stories - celebrating people and places in and beyond B&D
2021/22	Writing for performance/curated by us – led by participants

We will explore how reading and libraries connects with making and creativity, engaging as many and as broad a range of people as possible. We will explore what a venue can be, looking to continue with events within borough libraries while looking further afield into places more people can come across our work, such as cafes, supermarkets, the football ground and local markets.

Each year we will ask more and more people living in Barking and Dagenham to help us to design, programme and deliver our Pen to Print programme, making sure we are building work that connects with our community while building skills and interest in the people across Barking & Dagenham, Newham, Redbridge and Southend on Sea.

By the end of the programme we will have delivered 2 cycles of the Book Challenge, resulting in 20 books; 450 events; 4 festivals; 16,000+ participant engagement; 400+ artist employment opportunities and professional development and networking for library and volunteer staff across the partnership.

PART 2. Vision and aims (Of P2P as situated within the Library / B&D)

Our vision is to build a creative, collaborative network of writers focused on creating stories in different media.

P2P is for the community, it will allow anyone to explore their own creativity, it will create aspiration, enable people to connect with reading, libraries and writing as well as other art forms. We have an ambition that their work with P2P will show them they can do things differently, think big and make different choices around work.

We believe that libraries are places where everyone can mix freely and come together, offering a safe and welcoming community space. Our libraries are at the centre of local communities and operate as community hubs for formal and informal learning for all ages, frequently sharing space with other social and learning facilities.

We will pursue possibilities of P2P becoming an independent charity, one that functions to support the library service, act as a feeder and be able to offer an external view, opening up more opportunity.

Our aims for P2P will guide our approach, partnerships, programming and resourcing over the next four years. They are to:

1. Place libraries at the centre of local creativity by providing opportunities for exceptional artistic engagement through creative writing; (ACE Goal 1, 2)
2. Open pathways to bring new audiences into contact with excellent writing, libraries and the arts; (ACE Goal 2)
3. Explore new ways of working to build strong and resilient communities, empowering everyone to achieve their full potential through cultural and creative enrichment including a series of activities for Children and Young People; (Goal 2, 5)
4. Foster entrepreneurial spirit and high ambitions for our community and services in the borough; (ACE Goal 1, 4)
5. Encourage a culture of creativity in the London Borough of Barking & Dagenham (B&D) surrounding boroughs and beyond, breaking down barriers to arts engagement, meeting our communities where they are and encouraging them to step firmly into civic life through culture. (ACE Goal 1)

P2P Objectives

1. Deliver a series of workshops and masterclasses supported by established creative writing experts and authors.
2. Identify local writing talent and provide opportunities to project quality writing for publication
3. To build on the network of support for aspiring writers in Barking and Dagenham
4. Increase engagement and participation from a diverse section of the local community;
5. Raise the profile of the P2P project, the activities and work that is taking place and promote the work created by writers involved
6. Build a network of libraries enabled to build from the P2P model and extend the work beyond Barking & Dagenham

In order to achieve these aims, over the next 4 years we will address the following areas of work:

- Artistic Programme – across three strands of work we will develop partnerships, specifically design to reach more people and deliver in depth experiences through our intensive skills development strand. Our strands of work are designed to attract Children and Young People to creative writing through bespoke activities;
- Professional Development – a specially tailored programme of intensive skills development and sharing for staff and volunteers throughout the duration of the business plan;
- Building Partnerships (in the borough and beyond) - looking outwards to new cultural partners which increases the quality and range of cultural offer in order to attract a broader range of participants;
- Audience, communications and digital engagement – researching and establishing new ways of accessing hard to reach and low engaged communities through innovative data analysis and digital content;
- Management, governance and resources – establishing a governance system and management as the foundation for delivery of the programme;
- Finances and business models – setting up charitable status to support planned new ways of diversifying the income stream and monitoring processes through the Council.

PART 3 Context

3.1 Introduction and context

The ACE NPO funding and the Pen to Print plans will be part of a vision that will see huge change in the Borough. The Council's vision is far reaching, exploring the role a council can play to offer the best possible future for its citizens, developing civic engagement and pride, offering opportunity for all and supporting individuals, communities, businesses to aim high with their ambitions and realise their full potential.

The activity is taking place within a difficult local context and is designed to engage all members of the community described below. When looking at a range of deprivation indices, we still experience high levels of deprivation, ranking 3rd most deprived in London and 12th most deprived area nationally. Residents are not as healthy as they could be, life expectancy for both men and women is amongst the lowest in London. Lone parent households with dependents have seen a large increase. Unemployment was 7.5% in 2016 compared to the London average of 5.8%. In 2015 B&D was 3rd from bottom amongst London Boroughs for students achieving 5+ GCSE A*-C. The qualification profile highlights the challenges that exist in helping people to less precarious employment opportunities. In 2014 those with no qualification were, at 15% nearly double the London average of 6.6%. The Borough has seen one of the highest growths in population in the county from 186,000 people at 2011 census to an estimate of over 206,500 in 2016.

3.2 London Borough of Barking and Dagenham - Corporate Plan

Pen to Print (P2P) works with the LBBD corporate vision *One borough; One community; London's growth opportunity*. It contributes to Council priorities by engaging participants and partners providing an educational and entertaining programme for adults and children, representative of the vibrant and diverse local community. Supporting people to gain new skills, raise attainment, foster ambition and create new opportunities for employment.

P2P builds a creative community of artists and organisations, fostering productive working relationships and offering employment to deliver elements of the project; promoting local creative skills and raising the profile of the area by attracting new artistic partnerships. We will widen the scope of our project to include other neighbouring libraries in east London, expanding the project into Essex.

There are 3 Council priorities, each with a set of objectives defined by areas of focus for the library:

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 children and young people are well-educated and realise their potential
- Fully integrate services for vulnerable children, young people and families

Growing our 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
- Enhance the borough's image to attract investment and business growth

3.3 Partners

- Redbridge, Newham libraries and Southend-on-Sea Council library, The Forum
- Spread the Word
- Cultural Education Partnership: Creative Barking and Dagenham & Studio 3 Arts, East End Women's Museum, DigiLab and Eastside Community Heritage

3.4 Borough Initiatives

It is an exciting time for the Borough and working with local partners we plan that Pen to Print will be an integral part of other new initiatives including:

- Participatory City
- London Borough of Culture
- Film Studios

PART 4 Artistic Activity 2018-22

4.1 Introduction

Building on the Pen to Print activity to date, over the next 4 years we will deliver a programme for writers from the age of 14 years up, bringing new audiences in contact with excellent writing, the libraries and arts. Detailed programme plans can be found:

- **Appendix A** shows detailed plans for Year1 and an outline of activity for years 2-4, this will be developed further as we start to work with partners and the newly formed Advisory Group
- **Section 6** outlines the target outcomes of the programme and how they connect to ACE goals

The project is structured across four interlinking areas of activity:

1. **High profile events** showcasing professional and aspiring writers at ReadFest and other library showcases
2. **Bespoke local writer engagement** through workshops and author events
3. **Intensive skills development** projects identifying and supporting participants from across eEast London and Essex through 3 annual competitions (The Book Challenge; Writing for Performance; Young Writers) to move from concept to publication
4. **Distribution & Broadening reach**

Across four years we will use the following themes to focus our planning:

1. Women and Activism (part of Making Her Mark) – collaboration with The Barbican/Eastside Community Heritage and The East End Women’s Museum
2. Writing for Performance/Digital storytelling – creating digital content to reach new audiences
3. International stories - celebrating people and places in and beyond B&D and developed by Theatre Rites
4. Writing for Performance/Curated by us – led by participants based on and showcasing the work of the previous 3 years.

Our programme will test new ways of working, building strong and resilient communities to help everyone achieve their full potential through cultural and creative enrichment. By the end of the programme we will have delivered up to 20 books; 450 events; 4 festivals; 16,000+ participant engagement; 400+ artist employment opportunities within B&D

In 2018 we are collaborating with Barbican/Eastside Community Heritage and The East End Women’s Museum, contributing to the Making Her Mark programme and delivering over 130 P2P events across B&D and beyond establishing a mechanism to disseminate our P2P expertise and programme with new library partners in neighboring boroughs and Southend-on-Sea.

Pen to Print will:

- develop strong practice in artist development and have established support systems for writers through peer group support enhanced by creative writing classes and workshops and regular author events;
- work closely with established writers to share their books and writing techniques;
- commission independent artists to offer workshops associated media such as illustration and comic book art; and will
- foster links with creative groups involved in the project.

4.2 High Profile Events: Year One

Readfest

Our annual reading festival (September) *ReadFest* featuring literary themed events, an entertaining and informative mix of leading, newly published and local authors. Sharing writing experiences and promoting latest books aimed to inspire and give local people access to quality cultural experiences not normally accessed locally.

Take Out - pilot

Year 1 we will commission Spread the Word to pilot a 4-day, experiential project taking Pen to Print into the community. After testing the idea the ambition is to develop a month long 'Take-out' of Barking & Dagenham libraries, taking the library out into the community working with local shops and businesses and staging events in shops, bars, and other community locations not normally associated with the arts. We will use this opportunity to connect into wider borough initiatives, to access to hard to reach groups who would not normally come to libraries. We will work with Young Writers and writer groups including The Barking Foxes, and other P2P participants.

Each year will be a different commission with a specific brief responding to the programme as it evolves. It is planned that our library partners will use this as a model for their own Take Out programmes.

East End Women's Museum

P2P will work with the newly established East End Women's Museum in Barking set up by East End Women's Museum and Eastside Community Heritage. The P2P programme will develop exchanges of events around women's stories, linking to the wider Borough project which is titled 'Making Her Mark'. This project celebrates the work of the suffragettes, investigating the connections of these and other women activists such as the Fords Machinists to B&D and their inspirational contribution to modern day Britain.

4.3 Bespoke local writer engagement

Writing Classes

A network of new and emerging talent offering free-to-access quality writing classes facilitated by established authors. We will explore developing other methods of storytelling, including regular writing classes working through visual and performing art forms e.g. poetry, comic books, animation, plays and digital media to widen the reach and entry points to the programme.

Author Events

Year one will see the introduction of a bi-monthly series of author events featuring a mix of local and leading professional authors. Themes will reflect local, national and international events, such as Women's Empowerment Month and Black History Month. This will increase to monthly activity in year 2-4 and be toured to other library partners.

Writer led workshops

We will work with Spread the Word to develop our alumni from The Book Challenge, supporting these writers to deliver their own workshops within this series, leading events to promote their own books and act as role models to show that support offered by P2P can make it possible to start a new and exciting career

4.4 Intensive Skills and Talent Development

We will deliver this through three writing competitions per year:

The Book Challenge

Novel Writing Competition – supports 10 writers to produce a book length piece suitable for publication, supported with mentoring linked to established writers with financial support to publish their work. Individual mentors will develop personal training plans and a bursary will enable delivery of each plan.

Poetry and Short Story Competition

Encouraging poets and others attending creative writing classes to produce work, which can be included in an anthology.

Young People’s Writing Competition (Y4 to Y9)

Encouraging creative writing for Young People working closely with schools and CBD/CEP, with introductory workshops to support engagement with the competition. Writers from this project will be invited to participate in the Library Take Out month, as well as showcase work in *ReadFest* all of which will be accredited through Arts Award at their local schools.

As P2P develops, we will seek other opportunities to develop new ways in to engaging communities and CYP through imaginative new competitions, including photography, script writing, Instagram and food writing. We will look to develop our partnerships to evolve new ways of testing new writing, for example in theatres, film, online etc.

4.5 Audience and Engagement Plan

Distribution of work that is created by writers on the P2P programme is essential to the success of the project. We intend to build a platform for local writers and artists to support broad distribution.

Our audience and engagement plan will ensure that:

- More people have the opportunity to experience and participate in great art, museums and libraries, and
- We have demonstrated an increase in the depth and quality of people’s cultural experiences

This is how we plan to do this:

- Publicise published P2P Books and comics at events and online, add copies into library stock to make available for borrowing
- Exhibit and sell photographs created, consider producing a calendar comprising work created for sale
- YouTube screening facilities in Dagenham Library and Barking Learning Centre
- With our partners will we also explore innovation in our distribution models, looking to the start-up, entrepreneur and technology sectors for new models and ideas.
- In April 2017 B&D Council established its innovative Insight Team. This team of data analysts, statisticians and social scientists are mapping live data across the Council, co-ordinating the range of data from teams across the Council. We will use this information to help us target harder to reach communities within Barking & Dagenham, to broaden our reach over the next four years

SMART targets for engagement can be found within section 6 of the business plan.

PART 5 Partnerships – Beyond Barking & Dagenham

5.1 Key Partnerships

P2P is a partnership between three other libraries, Southend-on-Sea, Redbridge and Newham libraries. Each of these library partners brings a range of skills and expertise, together with an eagerness to develop creative writing for those 14+ across their communities.

In recent discussions with library partners, they have highlighted the following hopes for the programme:

- Build a programme for local writers - a place where local writers can come, uniting existing local activity and deepening the quality and engagement through work with exceptional artists
- Build closer year-round relationships with local FE and HE institutions
- Provide a platform for staff development, leadership development and broaden their understanding of the processes and engagement of artists within library settings
- Experiment with new models of engagement of harder to reach communities
- Make visible a progression route for young writers from schools, to informal settings, supporting creative writing beyond schools
- Establish a stronger network between libraries, working with high quality artists and increase the profile of libraries in the community
- Change the way libraries are perceived within the community - we want to be (even) edgier!

5.2 Partnership Outcomes

The focus for the first year will be to ensure a strong foundation is built for upcoming years, meeting three times a year, the team of literary and cultural development officers will share expertise and build the programme for year 2. This programme will be developed and facilitated by the team at Spread the Word and will create continual professional development for staff and volunteers, who will in turn support the journey of the library partners into creative hubs.

Our outcomes divide into four areas:

Training

- Commission Spread the Word to development a framework for the library teams involved in the development and delivery of Pen to Print;
- Create an action learning set for the development and sharing of skills across all the library partners, travelling to each of the library settings within the first year;
- Extend and support our library volunteers to help with the delivery of the programme through P2P induction and training workshops;
- Invite library partners to attend ReadFest and other key events in Barking so that the teams can understand the model of engagement what will be required.

Work force development

- Appoint one full-time Delivery Officer
- Appoint and train two Library Apprentices encouraging applications from BAME backgrounds to develop their skills as a library project administrator and social/digital media communications officer;

Measuring impact

- Support the development of new thinking in evaluation of work and impact

- Formalise and develop links with communities across these boroughs through the shared library card, many users already move between boroughs, particularly those with adjacent services across borough boundaries.

Programme Specific

- Draw in other cultural partners from the partners network e.g. Redbridge Drama Centre an NPO which Redbridge library team currently use as a testing ground for creative writing;
- Build progression for young readers and writers, mostly addressed through in school activities and improve the sparse development opportunities for adult writers across the partner boroughs;
- Supporting and extending digital activities and linking them with new ways of storytelling which builds in STEM/STEAM activity;

SMART targets for engagement can be found within section 6 of the business plan.

PART 6 Monitoring outcomes, ACE goals, Risks and Equality

6.1 Outcomes Year 1 with outline for 2 – 4

P2P is a relatively new project with huge ambitions for growth and reach over the next 4 years. As a National Portfolio Organisation, the activity reflects LBBD wider goals alongside the Arts Council's Goals.

The first year of activity is designed to establish systems, strong governance and staffing and establish key relationships in order to deliver year 2 -4 of work. It also allows for time to pilot some of the ambitions project ideas. The first year will see:

- P2P commissioning arts organisations to deliver work
- Reaching further into the community by implementing the newly commissioned marketing and audience development plan;
- The development of the Advisory Group and the library partners steering group;
- Developing strong strategic partnerships with libraries and other cultural partners;
- Establishment of governance systems and staffing (including an advisory group, and a 4 strong staff team)

Arts Council Goals:

- Excellence is thriving and celebrated in the arts, museums and libraries (Goal 1)
- Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries (Goal 2)
- The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled (Goal 4)
- Every Child and Young Person has the opportunity to experience the richness of the arts, museums and libraries (Goal 5)

P2P Objectives

1. Deliver a series of workshops and masterclasses supported by established creative writing experts and authors.
2. Identify local writing talent and provide opportunities to produce quality writing for publication
3. To build on the network of support for aspiring writers in Barking and Dagenham
4. Increase engagement and participation from a diverse section of the local community;
5. Raise the profile of the P2P project, the activities and work that is taking place and promote the work created by writers involved
6. Build a network of libraries and cultural partners to build on the P2P model and extend the work beyond Barking & Dagenham

Outline Outcomes YEAR 1 (to be reviewed annually)							
Activities	Outcomes	ACE Goals				Case for Diversity	P2P objectives
		1	2	4	5		
High Profile Events ReadFest	<ul style="list-style-type: none"> Increase opportunities for local writers to develop content for Readfest 2018 – Barking Foxes to curate min 3 events 2018 – min 3 events to be programmed with competition winners Formalise commission with Theatre Rites to develop a project international story telling for Y3 (2020/21) Utilise gallery spaces for exhibitions of art pieces created as part of the P2P –1 exhibitions Yr1 Increase attendance by 20% from 2017/18 40% of artists to be recruited from diverse backgrounds 		X	X			2, 4
			X				2, 3, 4
			X			X	X
Take Out	<ul style="list-style-type: none"> First P2P commission of Spread the Work to develop ‘Take Out’ model. 4 events minimum, reaching 200 people. 	X	X		X	X	4, 5
			X			X	4
				X		X	4
Women’s Museum	<ul style="list-style-type: none"> Programmed 3 events in partnership with the Museum, target of 65 attendees across the event Profile 5 female participants of P2P in programme 	X	X	X		X	3, 4, 5, 6
Local Writer Engagement Workshops/ Classes	<ul style="list-style-type: none"> Initiate synopsis writing class for writers target 20 people attend Playwriting workshops: <ul style="list-style-type: none"> Formalise 4 workshops per year Sept – Dec Attract 15 regular attenders Generate 10 entries to Playwriting competition Facilitate the creation of new writing and content. Include at least one specific genre of writing. Recruit 10 new participants for the new beginners creative writing classes 	X	X			X	1
		X	X				1, 2, 3, 4
		X	X			X	1, 2, 3, 4
			X			X	1, 4

Author Events	<ul style="list-style-type: none"> Establish regular bi-monthly events with 20 attendees per month 40% artists booked will be from diverse backgrounds aligning with ACE creative case for diversity 	X	X	X		X	1, 4 4
Intensive Skills development	Book Challenge <ul style="list-style-type: none"> Publish up to 18 new books for distribution across the libraries 90% of entries published. Increase number of entries by 50% from 60 to 90 (target to reach 200 2020) Strengthen systems for recording Equality and Diversity information of entrants 50% of winners to successfully publish work 20% of entrants to attend synopsis workshop 30 % of participants will be from diverse backgrounds 	X	X			X	2, 4, 5
	YP writing competition <ul style="list-style-type: none"> Increase number of entrants from 523 (16/17) to 600 (17/18) Increase number of schools involved in competition, 2 primaries, 1 secondary year on year Start tracking how many entrants put competition towards Arts Award Profile the schools and entrants in at least 2 events in Readfest/ Take Out 	X	X		X	X	2, 4, 5
	Poetry and Short Story competition <ul style="list-style-type: none"> 10% increase in entries to 120 and aim to reach 200 by 2022 Identify and work with new partners to increase reach and profile Create an opportunity for writers to showcase work in Readfest 	X	X		X	X	2, 4, 5
Audiences and engagement			X	X		X	3, 4, 5, 6

	<ul style="list-style-type: none"> • Publicise published P2P Books and comics at events and online, add copies into library stock to make available for borrowing <ul style="list-style-type: none"> ○ 18 published titles to be added to library stock from Book Challenge ○ Area on bespoke website to sell directly ○ Set a pop-up bookshop at Readfest ○ Target of £1,000 sales in Yr 1 • Establish social media strategy to build engagement • Complete communications and marketing strategy with support from new agency • Increase women’s participation across the programme by 20% year on year • Devise and deliver the first year of the front-line library staff/volunteer training series to support engagement with new audience • Identify a partner (from start up, entrepreneur or technology sectors) who are able to support research and investigation into new models of engagement • Build a P2P website • Establish partnership with B&D Borough Council’s Insight team and agree brief for mapping the project across all partners • Establish brief and appoint evaluator for 4 year period to ensure continuity of data 						
Governance/Management/ Training	<p>Training</p> <ul style="list-style-type: none"> • Commission Spread the Word to develop a framework for the library teams involved in the development and delivery of Pen to Print and deliver up to 3 training events to 25 staff/volunteers across the partners network; • Create 1 action learning set for the development and sharing of skills across senior library staff • Extend and support B&D library volunteers to help with the delivery of the programme through 4 P2P induction and training workshops; 			X		X	6

	<ul style="list-style-type: none"> • Ensure all library partners have made at least 2 visits to events outside of their boroughs to explore the range of programming models and cultural engagement <p>Work force development</p> <ul style="list-style-type: none"> • Appoint and train two Library Apprentices in B&D encouraging applications from BAME backgrounds • Appoint and train a Project Delivery Officer <p>Measuring impact</p> <ul style="list-style-type: none"> • Support the development of new thinking in evaluation and impact, appoint the INSIGHT team and at least one champion on the Steering Group to lead on evaluation methodology for the project • Commission the INSIGHT team to explore how to collect and map data using the shared library card to track uptake of activities – develop one case study around the Book Challenge project in Year 1 • Develop SMART targets for Year 2 – 4 by July 2018 <p>Governance</p> <ul style="list-style-type: none"> • Appoint 10 members of the Advisory Group for a three-year term • Hold 3 Advisory Group meetings per year and 3 library partner meetings per annum • Recruit and induct 2 Young People (+16) to join the Advisory Group 			X	X	X	6
		X	X				3, 4
				X	X	X	3, 4, 5
Partnerships	<p>Establish the network</p> <ul style="list-style-type: none"> • Set up partnership agreements for x4 partner organisations (libraries and Spread the Word), signed off by CEO of each organisation • Meet three times a year to discuss the programme, maximising assets and development of ideas • Establish the evaluation brief, appoint the communications agency and agree the training programme 			X			5, 6

	<p>Programme Specific</p> <ul style="list-style-type: none"> • Agree the programme of activities for delivery in Year 2, ensuring that there are no less than 3 tours of authors and connections between writer groups, linking to at least 2 borough festivals beyond B&D • Draw in at least 4 other cultural and borough events, sharing resources across the partners network for development in Year 2; • Build progression for young readers and writers ensuring an increase of 20% of over 16s applications to the B&D Book Challenge project; <p>Audience Engagement</p> <ul style="list-style-type: none"> • Create links with representatives at least 10 local community groups across the partnership to ensure the reach of the programme is maximised. • Use the wider network of partnerships to promote events and activities reaching at least 10 hard to reach target groups, targeting 20% women's groups and 60% young families • Work with Audience Finder to develop our understanding of audiences and maximise our reach 	X	X		X	X	2, 3, 4, 6
			X				3, 6

Outline Outcomes years 2-4 (to be reviewed annually)

Activities	Outcomes	ACE Goals				Case for Diversity	P2P objectives
		1	2	4	5		
High Profile Events							
ReadFest	<ul style="list-style-type: none"> • Increase numbers of community curated events by 2 per year across the project, introducing YP programming in Y3 • Increase attendance at events with a target year on year increase of 20% physical audience and 20% digital per year • 40% of artists to be recruited form diverse backgrounds • Profile work from YP created in workshops and YP competitions 		X	X	X	X	1,3,4 & 5
Take Out	<ul style="list-style-type: none"> • 50% of artists to be recruited form diverse backgrounds • Profile work from YP created in workshops and YP competitions • Yr 2: review pilot to establish model moving forward, connect programme with BoC, building links with international poets. Explore at least one event with international link up on skype/ available to view online 	X	X	X	X	X	4, 5
Women's Museum	<ul style="list-style-type: none"> • Establish a strong partnership between P2P and Museum through a programme of workshops, author events and connecting to Readfest and Take Out 	X		X			1

<p>Local Writer Engagement Workshops/ Classes</p>	<ul style="list-style-type: none"> • Include 2 new workshops per year (6 sessions for each), make classes relevant to the theme of each year • Increase attendance 25% per year • 40% of attenders from diverse characteristics • 50% of beginners to join advanced each year • Recruit 10 new participants to beginners creative writing class per year • Encourage graduating advanced participants to establish own writing groups – target of 1 new participant led group per year 	X	X	X			1,2,4
<p>Author Events</p>	<ul style="list-style-type: none"> • YR2: Increase to monthly events • Increase attendance 20% year on year • 50% artist with diverse characteristics • Yr 3: Establish ‘micro-touring’ network with partner boroughs aiming for 5 events across 3 partners attracting 120 people • Increase number of international artists – 4 international artists across yrs 2-4 starting with City of Culture Y2. 	X	X	X			1,2,4
<p>Writer led workshops</p>	<ul style="list-style-type: none"> • Yr2: 2 workshops to be run by P2P alumni • Yr3 & 4: 2 new alumni per year to start leading workshops • Yr3 & 4: Writers experienced leading workshop to progress to out of borough events with partners • Across 4 years, 6 P2P alumni to lead workshops in and out of borough 	X	X	X			1,2,6
<p>YP workshops</p>	<ul style="list-style-type: none"> • Yr 2-4: 2 specifically targeting Young People per year attracting 10 people per workshop • Establish workshops in digital technologies to support new approaches to creative writing. 2 workshops per year, reaching 10 people per workshop 		X	X	X		1,2,4

	<ul style="list-style-type: none"> • Develop two new partnerships to support the running of these workshops • 50% of activity for YP to be self-programmed, achieve this by working with partners including LBBD, Creative B&D and the Borough of Culture Bid • Minimum 6 genres of writing to be explored across the programme 						
Intensive Skills development							
Book Challenge	<ul style="list-style-type: none"> • Increase applications by 25% each year by raising profile of P2P • Publish 9 books per year, 18 books by end of year 4 • Target 90% of winners to be published • Develop links with at least one publishing house • 40% entrants from people with diverse characteristics • Develop micro tour out of borough for writers to hold events • Showcase winners in 2 UK book festivals • 1 nomination for a national book award 	X	X	X		X	1,2,4,5
YP writing competition	<ul style="list-style-type: none"> • Increase engagement with schools, 3 additional schools per year, 100 additional entries per year. Target of 1,000 entries for year 4 • Increase number of entrants connecting the competition and Arts Awards (targets to be set after bench mark Y1, grow 20% per year) • 2 – 3 events per year at Readfest/Take Out to showcase works from YP entrants 		X	X	X		1,2,4,5
Poetry and Short Story competition	<ul style="list-style-type: none"> • Increase links with rest of P2P programme looking at one additional cross engagement per year • Work with library partners to increase out of borough entrants and look at profile events out of borough • Yr2: Test creation of calendar (poss. Linked to photography competition) • Start anthology that will gather all poems across the 4 year programme of work 		X	X			2,4,5,6

Additional competitions	<ul style="list-style-type: none"> • Explore different genres from competitions (e.g. Photography, Animation) in different mediums (e.g. Social Media, film) to increase engagement with young people • YR2: Photography competition connected to Borough of Culture, connected photographers and poets aim for 30 submissions 		X	X	X		1,4,5
Audiences and engagement	<ul style="list-style-type: none"> • Increased library membership with 20% of residents engaged by 2020 and visits increasing to 1.5 million per annum • 50% of audiences across activity will be BAME audiences • Minimum 26,400 increase participant engagement (physical and digital); • 400+ artist employment opportunities within B&D • Increase women’s participation across the programme by 20% year on year • Look for increased opportunities to sell published material • Increase books from local writer to be available across the Library partners • Test new models of distribution established through Y1 research • Continue to build relationships with insights team and act on data findings • Grow website interaction and social media engagement • Increase programming by local people • Exhibit and sell photographs created, consider producing a calendar comprising work created for sale • Establish YouTube screening facilities in Dagenham Library and Barking Learning Centre. 	X	X	X	X	X	1,2,3,4,5,6

Governance/Management/ Training	<ul style="list-style-type: none"> • Review Advisory Group, appraisal of Chair/Co Chair • Refresh membership of the group in Year 3 & 4, maintaining continuity • Explore legacy with CBD Cultural Citizens cohort • Two Young people per year to join Advisory Group • Continue to develop training programme and ALS for senior managers • Develop one sector wide networking and sharing event by the end of the programme 	X	X	X	X	X	3,4,6
Partnerships	<ul style="list-style-type: none"> • Continue professional development programme for library team, extending to volunteer's programme • Delivering 18 Pen to Print activities across Years 2 – 4, anticipating 2 "tours/author exchanges" per annum • Deliver at least one high profile event per annum, plus one joint commission which tours each area • Establish a minimum of 13 self-sustaining groups across the partnership • Supporting and extending digital activities and linking them with new ways of storytelling which builds in STEM/STEAM activity; • Consider new ways of maximising resources across the networks e.g. establishing a common system for applications and judging processes for writing competitions, economies of scale through common commissioning and production costs etc. 	X	X	X	X	X	1,2,3,4, 5,6

6.2 Equality Action Plan

The Equality and Diversity Strategy is the keystone of Barking & Dagenham's policy framework. This Strategy, which runs from 2017 – 2021 provides and overview of the borough's approach to equality and diversity. This comprehensive document is attached at the end of our business plan for Pen to Print. With have sought to align P2P aims and objectives with this recently launched strategy. The document is attached at **Appendix B**.

6.3 Risk Assessment

We have developed a risk assessment for the first year of the project, this is attached as an appendix to our business plan. Whilst the team has significant confidence in the delivery of the programme, there are a number of challenges that will be faced during the first year of the programme.

The plan is divided into 6 areas of risk: legal, financial, technological, personnel, programme and operations & strategy. The table outlines the consequences of the risk, management controls, monitoring system and who has lead responsibility within the team. The Advisory Group will be responsible for maintaining a regular overview of the risk register. **The risk assessment is attached as Appendix C.**

PART 7 Audience, communications and digital engagement

Our work fits into a wider context of LBBD Library service as well as other large-scale council projects and ambitions for the borough. We are committed to maximising P2P and to supporting our partners across the borough in the missions to position Barking & Dagenham as a creative destination.

We need to build the P2P brand, be bolder, louder and more confident in our communications. It is essential that we increase our expertise in this area. As such, phase one of our work will be to commission an audience development strategy and marketing plan. This will enable us to develop the P2P brand. We will recruit for a consultant and anticipate the strategy and plan to be ready to implement for the first year of activity starting in April 2018.

Current audiences / participants

P2P has a core group of enthusiastic participants that are regular attenders and a wider audience that is gradually building over the years. We have received positive feedback in evaluation of the project and engagement figures show that despite the demographic makeup in the area being one that is unlikely to engage in the arts, when we offer something that the community is really interested in they attend. (Audience Agency)

P2P is ambitious for its residents and those engaged in P2P. Since P2P began in 2014 we have had a total audience of 5,362 at 141 events, with 1,175 pieces of work created, with 6 books published and a further 4 books in the process of being published. Since broadcast started in July 2016 we have had 2,964 views of the YouTube channel. The next phase of P2P enables us to build on these audiences and participants, doubling our efforts to engage with the vulnerable and hard to reach members of our communities.

At the heart of the programme is the vision to support local writers to produce and publish their own work. There will remain a focus on writing, however we will continue to branch out, exploring writing for theatre, comic and developing links into other art forms.

Marketing positioning statement:

- Support writers of all abilities to become a creative writer across a range of writing genres
- It presents an innovative approach to engaging new users through creative learning and events, placing the participant in charge of their own creativity.
- P2P is unique as the project is driven by a commitment to engaging and revealing hidden talent in hard to reach communities, celebrating the right of all individuals to access exceptional arts practice to support their own development.

Product development: We are creating opportunities for as many people as possible to become a creative writer by ensuring many different entry routes into the programme, aimed at all level of writers. We will use our festivals as high profile events to encourage a wider audience and participant base and we will work with existing participants to further develop the programme.

Price: We price our activity to the market it serves, ensuring we are able to support those who have the least access and the greatest need. We plan to:

- Continue to offer a programme that is free to engage;
- Test the 'pay what you can' financial model to begin to increase earned income potential for specific activity;
- Identify events that might allow for higher pricing where we can maximise income;
- Explore differing fees for library members / non-members and borough/non-borough participants.

Promotion: This is an area of activity that will be significantly developed. To date our promotion has been heavily print reliant (our evaluation has found this to be successful in reach some of our core audiences). With the development of a bespoke website, we will have a place to promote the full range of our activities, to showcase the content that is being created and support the promotion of our writers. Creation of a P2P website and social media pages, uploading films created and live links to author events, talks and workshops held during the project, documented for subsequent sharing online

We intend to:

- Work with partner libraries to develop a targeted marketing and communications campaign ensuring the widest possible distribution through local advertising sites and social media
- Create links with representative local community groups and established arts providers to research what would attract hard to engage audiences via the Steering groups and volunteers
- Use the wider network of partnerships to promote events and activities
- Work with Audience Finder to develop our understanding of audiences and maximise our reach

Digital engagement

P2P has plans to develop work across the three priority areas: content, distribution and learning.

- We have invested in a video recording booth useable in multiple locations to record content and record feedback
- The theme in Year Two will explore Digital Storytelling, creation of new approaches to storytelling through digital media
- We have our own YouTube Channel where content can be viewed and shared. We will utilise this resource for exhibiting new materials, updating as work is produced
- Projection screens at Dagenham Library and Barking Learning Centre will screen P2P raising awareness and showcasing new work. This has potential to be rolled out to other locations
- We will train participants to create content for distribution via a new website, social media campaign and blogs.

Place: We currently distribute tickets through Eventbrite, we will continue to do so improving the data collection.

Data: Collecting and analysing audience data is a priority over the period of this plan. We will develop a new framework for capturing data in order to fully understand our audiences. We will work with our partners and the newly formed Insight Team at Barking & Dagenham to obtain permissions for maximum sharing as we believe this to be of benefit to us, our partners and the sector.

PART 8 Management and Governance

8.1 Management

Pen to Print Team

The development and delivery of Pen to Print Programme sits across two teams within Barking & Dagenham Council:

- Paul Hogan – Commissioning Director (strategic and artistic/community commissioning)
- Zoinul Abidin – Head of Universal Services – Community Solutions (Responsible for delivery)

The team of officers administrating the programme consists of the following:

Strategy & Commissioning leads:

- Lena Smith – Reader Development Officer leading the artistic and community development of the programme
- Ann Laskey – Service Improvement Manager Libraries overview of operational development and long-term sustainability/legacy of the programme.

Officer and Apprentice support:

- New Full-time officer post: day to day delivery of programme and co-ordination of partner activities with artists and libraries, support for evaluation/data capture.
- 2 Apprenticeships: general administration and communications/digital – support for website, social media campaigns, event management with professional development programme.
- Event Manager: freelance contract supporting delivery of events during large scale projects and supports delivery with volunteers.
- Communications Agency: External agency to be appointed for delivery of communications strategy across the project.

The plan for new staff recruitment is that job descriptions and skills will be developed over the next 3 months for roles to commence in April 2018. For the Communications Agency a brief will be advertised at the start of 2018, assuming a strategic plan will be in place by April 2018.

Within the Council, the Pen to Print team liaises closely with the following people:

- Finance: Dan Herholdt and Carolyn Ainsley
- Evaluation: Insight Team, Pye Nyunt and Tony Doherty
- Events & Mayoralty Team: Julia Pearson and Sarah Belchambers
- Volunteer Development: Chidi Wilson
- Fundraising Development: Barbara O'Brien

8.2 Governance

The Pen to Print will establish an Advisory Group, which, by the end of year 3, will become the full board of the charity.

The initial group will draw its membership from a mix of local residents as well as further afield. Current writers and participants involved in Pen to Print will be invited to put themselves forward for consideration.

This group will oversee the first two years of the programme with a review of the governance framework to be undertaken in September 2019. This review will provide a check and balance to

ensure that the structure is fit for purpose and there is a regular flow of new members and ideas. The added benefit of this review point is to enable the delivery team to recruit additional expertise as the programme develops.

In the first instance the Advisory Group will comprise up to 10 members drawn from the following areas of knowledge:

1. Arts: writer/artist development; producing; digital arts
2. Civic Engagement: participatory practice; volunteering; community engagement
3. Distribution: publishing; advocacy; digital/social media
4. Advocacy: evaluation/research; communications
5. Legal/Financial: governance; accounting; fundraising
6. Access: Young people; Vulnerable groups; Professional development; participant experience

The group will meet three times a year to receive updates and review progress of the project, with an annual away day for longer range planning and reflection. The initial term of appointment will be for 2 years, commencing in October 2018 and ending in October 2020, with a possibility of extension for a further year. The proposed structure:

- Co-Chair: Ruth Harrison, Director, Spread the Word
- Deputy Chair: to be confirmed
- Members (up to 10, with two reserved spaces for young people)
- Observers (up to 4 - Council member, programme partner, Creative Barking & Dagenham, members from other cross council projects as necessary)
- Notes – taken by Pen to Print Officer/Apprentice

The Advisory Group is responsible for supporting the delivery team, maintaining a strategic overview and ensuring the project is supported to flourish. The membership will draw in external intelligence to the development of the programme both nationally and locally.

Representatives will attend from the management team of Pen to Print, together with a champion from the LBBDCouncillor members and representative from Creative Barking & Dagenham and library partner (who will attend on a rotation basis). In addition, agenda and papers will be sent to ACE Relationship Manager within an invitation to attend as an observer.

It was originally intended to establish a Youth Writers group, but we have been advised to work through our existing Advisory Group, encouraging young participants/writers to participate in the governance for the programme. These individuals will be recruited through existing programmes. The first member that has agreed to participate is Ruth Harrison, Director of Spread the Word, who will act as Co-Chair for the first two years of the project.

Schedule for recruitment and delivery of first 18 months

2018 - 19	Action	Notes
April - July	<p>First meeting of interim working group</p> <p>Review recruitment process, draw up invitations and adverts placed, agree standing agenda and ¼ objectives for Year 1 monitoring framework</p>	<p>During this phase, an interim working group will be set up to manage the development of the programme. This will be undertaken by Lena Smith and draw on the expertise of Ruth Harrison (Spread the Word). This is a meeting place for all those involved in the delivery of the programme internally to build understanding and impact, linking with other large scale cultural & heritage projects.</p>

Aug - Sept	Recruitment continues for Advisory Group and invitations to attend events. Deadline for expression of interest and selection made	Delivery of summer programme and ReadFest 2018
Oct – December	First meeting of Advisory Group takes place	Interim evaluation of 2018 activities and establishment of library partnerships
Jan – March	Second Meeting: Review establishment of charitable status; Review patrons for the programme	Receive evaluation of 2018
April – July	Third Meeting:	
Aug - Sept	Advisory Group away day to be attended by all partners and Council representatives	To receive evaluation from first year and review progress.

8.3 Volunteers

LBBB currently has a comprehensive volunteer strategy, with volunteers delivering elements of its current services from event management to library welcoming. Over the first 18 month phase of the Pen to Print project we plan to develop a new strand of volunteering which encourages local residents to get involved in supporting its local programme. (ACE Goal 2/4)

This aspect of the project will be led by the LBBB Community Solutions team, embracing an annual training event developed for all P2P library partners. Recruitment will be drawn from all walks of local community, as well as linking with the ambition of the fundraising programme to engage with city business with employees living in Barking & Dagenham, Newham, Redbridge and Southend-on-Sea.

Drawing on best practice from Creative Barking & Dagenham, London 2012 Volunteer programme and Hull Capital of Culture, the team proposes 8 key stages in the volunteer pathway:

1. **Educate:** marketing and communications about volunteering, arts and culture, and the commitment and expectations of the Volunteering Programme to create initial interest and build understanding
2. **Attract:** sharing the message that local residents can play a role in delivering Pen to Print activities and to engage those residents who may need extra support in order to participate in the Volunteering Programme to ensure that the programme is a best practice exemplar of inclusivity and accessibility
3. **Application:** enhance existing website information to provide to access to digital guides on the Volunteers, FAQs and example roles, with the option to make contact by email
4. **Interview:** inviting successful applicants to Volunteer Selection activities for an informal interview, as well as provide them with the chance to ask further questions and meet existing volunteers
5. **Offer:** inviting successful interviewees to become a Pen to Print Volunteer
6. **Train:** inviting all volunteers to attend core training and if applicable 'Role & Venue specific training', with a limited number undertaking specialist training.
7. **Deploy:** offering volunteer placements to volunteers and deploying them to these roles (internally or externally)

8. **Celebrate:** rewarding and recognising the commitment and contribution made by volunteers and supporting them in continuing to volunteer.

8.4 Evaluation and reporting

As a library service, we regularly report on activity to relevant Council committees. We will monitor activity on P2P monthly, alongside core library activity. This includes: sharing the outcomes of individual events; discussing future events and delivery.

We will engage an independent evaluation consultant for the duration of the NPO to develop a framework for the evaluation, collection of data and to measure the impact of the project. We currently ensure that evaluation forms are completed at events and the results recorded alongside attendance figures. We plan to use a mix of electronically collected data and interviews.

We will work with the newly formed Insight Team to develop the evaluation approach for the project, linking our impact assessment to the borough's Social Progress Index and Open data platform for residents.

The research questions will be formed in conjunction with our library partners during Spring 2018. Some of the questions are likely to centre on:

- How we demonstrate an increase in the depth and quality of people's cultural experiences
 - The effectiveness of the professional development programme for the library partners
 - Statistical analysis of our participants, exploring the effectiveness of the programme to reach new audiences
 - Mapping how, when and where communities are accessing the programme to help us target the offer and refine the programme
-

9.1 Overview

- Financial planning is robust, we are confident that we have secured the financing for the project to enable us to supply the resources to deliver effectively and plans to scale down the activity where funding is not forthcoming
- The first year will be spent establishing a new charity which will be used as the legal framework for the planned development work, exploring models used by Music Hubs and friends/patron programmes for fundraising
- LBB and Library team has strong financial monitoring and contracting systems
- The finance team at LBB is currently exploring the most effective management accounting and cash flow processes to align the ACE monitoring requirements with the Council's own systems

9.2 Income diversification

Funding of the project is largely from LBB itself, and the team is confident that the levels of funding will be sustained for this programme. We plan to establish a funding stream that is independent from LBB and ACE contributions and aim to increase the proportion of this other funding as the project progresses. We have consulted with a Development expert and have received an outline plan for developing fundraising activities that are specifically designed to raise money for the overall project which tie in with specific artistic aims of Pen to Print.

9.3 Development Objectives

- To develop a 'mixed economy' fundraising strategy which allows B&D Libraries to build its fundraising capacity sustainably, by maximizing existing relationships and building fruitful new links with statutory funders, trusts, foundations, companies and individuals
- To pursue the fundraising opportunities which offer the best result of investment for reaching the set targets, with careful consideration for the limited resources to hand
- To develop creative fundraising initiatives in line with B&D Libraries and Pen to Print's aims to be innovative, inspiring and inclusive e.g. community share/crowd funding campaigns
- To raise the profile of Pen to Print with Trusts and Foundations, individual philanthropists
- To build the team's expertise, by training team members, ensuring support from experienced professionals (through the Advisory Group) and signposting support networks in the sector
- To explore methods of raising revenue from sales of books and producing merchandising for events
- To build a 'donate what you can afford' model so that the cost of attending is not prohibitive and supports our commitment to widening access to the Pen to Print programme.

9.4 Building Financial Resilience and sustainability

Fundraising plans and proposals for setting up fundraising mechanisms that can access other sources of income is a priority to ensure that Pen to Print has a legacy beyond 2022. We are exploring options to encourage and support the community to establish a 'Charitable Trust for Pen to Print' to specifically explore funding streams not accessible to us as a local authority.

The project hopes to support the development of self-sustaining writing groups who do not need to rely on financial support of the project so that they are peer led and can form their own fund raising capabilities or can associate themselves with establish networks of writers such the Poetry Society.

By offering personal development opportunities to alumni we will be creating our own community of accomplished writers and artists who will be able to go on to run activities in their own right, they will be in a position of offering their own services in return for payment as well as helping to support the projects work. We could explore the possibility to act as an agent for this work offering services to support other local authorities running their own project.

Based on plans we have targets to increase the proportion of money raised from outside sources to reduce the proportion year on year expected from LBBB and aims to reduce the dependence on LBBB and ACE funding in the future.

9.4.1 Establishing Fees for Artists and Management

- We pay artists for work in line with the fee structures of professional bodies such as the Society of Authors. We also offer reasonable expenses to artists taking part in the project.
- Any commissioned work will be paid for in line with quotations sought and must adhere to LBBB policies for purchasing.
- Any staff employed by LBBB used for management of the project will be paid in accordance with the established national local government pay scales.

9.5 Mitigation of risk

9.5.1 Monitoring Budgets and Reserves at different levels

- Budgets are monitored by our Commissioning Director, Group Manager, and the LBBB finance officer who meet regularly to monitor budgets. We must adhere to strict Local authority financial guidelines. We are bound to adhere to the LBBB's policies for purchasing goods and services and budgets are regularly audited.
- All budgets are regularly reviewed and approved by Local Councillors.
- As a local authority department, we are not in a position to build reserves specifically to support Pen to Print but as a Local government organisation there is sufficient provision to create a central reserve.
- There is potential for supporting the community to start their own fundraising organisation that in turn may also offer the opportunity for them to develop a reserve by fundraising in support of the project activities.

9.5.2 Large scale funding failure

In the event of the failure of large scale funding as a LA library service, LBBB has a commitment to supporting the project at the current levels but is very aware of the pressure on Council budgets to sustain the project beyond the period of the NPO. The Advisory Group will monitor expenditure and income and in the unlikely event of a drastic reduction of the funding commitment of LBBB the group would consider the following cuts to the programme:

- Scaling down areas of provision by running fewer sessions each month for example, removing mentoring element from The Book Challenge and offer it to far fewer number of writers.
- We would need to abandon plans to expand the project to other geographical areas.
- Cut back on planned commissioning, removing completely Takeout Months.
- Professional Development plans would have to be reduced or cancelled.
- We would not be in the position to employ Apprentices for the project.

Through careful management of the budget and having a realistic idea of costs we are confident that the project will be resilient for the duration of NPO funding agreement. The team is under very strict LA controls and there is a very limited risk.

CABINET

19 June 2018

Title: Procurement of Cashless Catering and Online Payment Supplies and Services	
Report of the Cabinet Member for Educational Attainment and School Improvement	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: Nicole Phillips, Traded Services Category Manager	Contact Details: Tel: 07970 497 218 E-mail: Nicole.phillips@elevateeastlondon.co.uk
Accountable Director: Chris Bush: Commissioning Director; Children's Care and Support	
Accountable Strategic Leadership Director: Anne Bristow, Strategic Director of Service Development and Integration	
Summary:	
<p>By Minute 64 (14 November 2017), the Cabinet approved proposals to procure, through a full Open Procurement exercise, a cashless catering hardware replacement system including software upgrade, support, installation and maintenance of the new system.</p> <p>This report seeks approval to amend the previously agreed procurement strategy and procure through a Restricted Procurement Exercise, in order to engage and elicit responses from the entire market whilst restricting the number of tender submissions received to a manageable quantity.</p> <p>This report also seeks approval to include within the scope of the contract, additional functional requirements which have been identified as offering synergy and providing additional value resulting from the aggregation of requirements and economies of scale.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (ii) Approve the revised approach for the procurement of supplies and services' contracts for the provision of a cashless catering and online payment solution, in accordance with the strategy set out in the report; and (iii) Delegate authority to the Commissioning Director for Children's Care and Support, in consultation with the Cabinet Member for Educational Attainment and School Improvement, the Chief Operating Officer and the Director of Law and Governance, to award and enter into the contract(s) with the successful bidder(s). 	
Reason(s)	
To assist the Council in achieving its priority of a "Well run organisation".	

1. Introduction and Background

- 1.1 In November 2017, Catering Services sought and received approval to procure through a full Open tender, a cashless catering hardware replacement system to include software upgrade, support, installation and maintenance of the new system for 3 years, plus the possibility of two further extension of up to 12 months
- 1.2 Since receiving approval, several factors have influenced the decision to seek further approval to change the originally proposed route to market and include additional requirement into the scope of the contract.
- 1.3 Catering Services has recently piloted a Kitchen Management Software Solution delivered by Cypad and also have an annual license agreement for the provision of Nutritional Analysis Software provided by Fretwell-Downing Hospitality (Saffron).
- 1.4 To achieve value for money, it is proposed to bring these requirements within the scope of the Cashless Catering Strategy in order to achieve economies of scale through the increased buying power presented as a result of aggregating these requirements. Further savings will be achieved as result of less hardware (in the form of additional tablets required to operate the Kitchen Management Software) being procured as part of the proposed procurement of Cashless Catering Terminals/tablets.
- 1.5 In light of this information, and the constraints which have impacted upon the previously proposed timeline, a revised indicative project timeline for the Cashless Catering Procurement has been provided below.

2. Proposals

2.1 Proposed Procurement Strategy

- 2.1.1 The tender will be advertised in two lots. Lot 1, which is for outright purchase of cashless catering hardware. Lot 2, which is for lease of cashless catering hardware. Both Lots will include purchase of software and annual maintenance agreement.
- 2.1.2 The tenders will be evaluated separately for both Lots. The most economically advantageous tender for the Council will be awarded the contract. The contract will either be awarded under Lot 1 or Lot 2, not both or a combination thereof.
- 2.1.3 A schedule of rates shall be required from all suppliers which shall remain valid throughout the contract term and will be used to call off all additional requirements during this period. This shall be required for both Lots 1 & 2 and shall employ a volumetric tiering approach which shall lock in prices for a minimum number of asset to be procured and achieve further savings for increased activity, thus reducing risks associated with any downward or upward scalability.
- 2.1.4 To determine whether a lease or buy option provides greater value, each lot will be evaluated to determine the most economically suitable option in terms of financial viability and sustainability and will consider the following factors which will form part of the evaluation criteria:
 - Initial Payment

- Annual Payment
- Licence and Hosting Fees
- Maintenance and Repair Costs
- Installation and Set Up
- Training
- System Upgrades and Innovation

- 2.1.5 An investment appraisal will be conducted to determine the annual cash outflow for each option and shall be based on assumptive figures for the purpose of the evaluation only. This will be assessed in consideration of the capital investment to be made available for this provision and attributed to the areas above to determine the most advantageous option. As such, an indicative periodic and terminal cashflow position will be determined and the position presenting the lowest present value of cash outflow will be selected.
- 2.1.6 Should a lease option be the most advantageous, it is likely that a transfer of ownership of all assets procured shall occur at the end of the Contract.
- 2.1.7 The procurement will be conducted under the Restricted procedure. The Restricted process will allow for the maximum engagement of the market, whilst restricting the volume of full tenders received to a manageable quantity. This approach will also encourage SME involvement and supplier consortia and will be likely to produce the best value for money.
- 2.1.8 It is the intention to source and appoint a single Provider to deliver all parts of the Cashless Catering Service, although It is assumed that the Provider may sub-contract a proportion of the provision to a third-party supplier(s). This approach allows for clear and distinct areas of responsibility as Provider will be required to secure sufficient assurance that sub-contracts with its suppliers are robust and include all necessary provision to satisfy the requirements, which will be assessed at the pre-qualification stage. Any non-performance of any aspect of the service shall be the sole responsibility of the Lead Provider under this Contract.
- 2.1.9 All Suppliers will be required to demonstrate at SQ stage before progressing to the ITT stage sufficient financial standing and that sufficient and relevant internal policies, procedures and accreditation to include GDPR, Cyber Security, Business Continuity and Disaster Recovery Plans and H&S policies are in place before the commencement of the contract.
- 2.1.10 A PIN (Prior Information Notice) will be published for the Cashless Catering System to provide prior notification to the open market of our intention to procure. This publication will, in accordance with Public Contracts Regulations 28 and 47, allow for the timescales required to be reduced. It is the intention to utilise this, by reducing the timescales from 30 to 20 days for each of the SQ (Selection Questionnaire) and ITT (Invitation to Tender) stages. The PIN Notice issued will not be a formal call for competition.

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

- 2.2.1 The key requirements to procure the replacement/upgraded Cashless Catering Systems shall consist of approximately:

- 120 EPOS terminals and/or enabled tablets running at least Windows 8.1 OS and ancillary equipment;
- Software for advanced reporting, nutritional analysis, menu planning, inventory and kitchen management and which provides various interface capabilities; and
- Capable of storing/transmitting all the relevant information and which provides a method of communication with central offices, full management, backup and archiving services for the system and the data it contains.

2.2.2 The Provider must install, maintain and provide any upgrades as necessary to enable the correct functioning of the equipment and must, at its own cost, supply all consumables such as stationery and materials necessary to the delivery of the Service. A Schedule of variable costs shall be required which will include (but will not be limited to): Peripherals such as cables, wireless aerials, battery packs, plug-in card readers, Biometric readers, ethernet cables etc.

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

2.3.1 The total contract value for the initial three years, plus a two-year extension has been estimated to be circa £600,000. This includes the total purchase price range for hardware and software, the cost of support services provided by the contractor. The total budget capitalized for this project to cover the initial outlay and ongoing support costs for the duration of the initial three years is set at £500,000. The additional £100,000 will only be required should the contract be extended. It is expected that an additional budget to cover the surplus will be allocated in-year at the time of an extension, should this option be considered.

2.3.2 If the successful supplier is the incumbent supplier, the overall contract cost may be reduced.

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

2.4.1 The Contract duration shall run for a period of 36 Months plus the possibility of two further extension of up to 12 months each subject to the satisfactory performance of the Provider.

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

2.5.1 It is recommended to undertake a Restricted Procurement Procedure to procure the Cashless Catering System, restricting the number of providers Invited to Tender to 5, based on those scoring the highest score at SQ (Selection Questionnaire) stage. This approach will allow us to engage the entire market to assess capabilities and capacity, prior to receiving details solution orientated submissions.

2.5.2 The value is above the EU threshold, therefore there is a requirement for this tender to be advertised in accordance with UK and EU legislation. All tenders will therefore be advertised in the OJEU, and Contracts Finder. The contract will also be advertised on the Council's website.

2.5.3 This tender exercise will be carried out by Elevate Procurement.

Outline Procurement Timetable for Cashless Catering System

Indicative Timetable	Dates
Procurement Strategy Report to Cabinet	19 June 2018
OJEU Contract Notice placed on or around	27 June 2018
SQ returned on or around	17 July 2018
SQ Evaluation completed on or around	23 July 2018
Issue ITT	26 July 2018
Tenders returned on or around	15 August 2018
Tender Evaluation completed on or around	24 August 2018
Award Report Sign Off	27 August 2018
Alcatel (10 days)	3 - 14 September 2018
Contract Commencement	Around mid-September 2018
Publish Contract Award Notice on Contracts Finder	Mid-September 2018
Implementation	22 September 2018 – 22 October 2018

2.6 The contract delivery methodology and documentation to be adopted

2.6.1 The contract will be let using London Borough of Barking and Dagenham's standard Terms and Conditions.

2.6.2 The contract will be managed and monitored by Catering Services Head Office / Traded Services Head Office from the commencement of each contract which is expected to be around October 2018.

2.6.3 Formal contractual performance review meetings will be arranged monthly for 1st year, then quarterly thereafter so that performance is actively monitored.

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

2.7.1 The new contract aims to ensure efficiency savings by leveraging the benefits of new technology.

2.7.2 Saving to be realised shall be measured against the historic expenditure for the provision outlined above and benchmarked prices.

2.7.3 Further efficiency savings are expected but as yet, have not been quantified.

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

2.8.1 The criteria will be set based on 60% pricing and 40% quality. The Traded Services Procurement Category Manager will advertise the contract widely, on OJEU, Contracts Finder and the Council's website.

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

2.9.1 Consideration shall be made of how the Contract may improve the social, economic and environmental well-being of residents within the Borough as part of the

procurement process and shall form part of the award criteria. Contractors will be required to demonstrate a commitment to providing further social benefits as part of this Contract by proposing innovative means to achieve one, or all of the following outcomes:

- Providing employment opportunities for long term unemployed residents within the Borough;
- Offering Work Placements for School leavers within the Borough.

2.9.2 Contractors will be encouraged to make further proposals over and above those listed in consideration of these and all other Authority considerations as part of their tender submission.

3. Options Appraisal

3.1 **Do nothing** – Rejected as the continuation of the current system would pose a significant security risk to both the Council and its partner agencies as a result of Microsoft no longer supporting Windows XP post 2019. Schools would be obliged to discontinue use of the system which would have serious financial implications with regards to supplying school meals throughout the borough. In addition, it would not be possible to leverage efficiency savings by making use of new technologies in the marketplace, becoming less competitive when tendering for new business.

3.2 **Do not replace the current operational software** - Rejected as Microsoft will not be supporting Windows XP from early 2019, therefore this is not a viable option.

3.3 **Do not replace the current tills** – Rejected The current EPOS tills do not have the capability to run the software that is needed.

3.4 **Use an Alternative Framework** – Rejected This has been researched and the majority of the authorities using Cashless Catering are signed up with ESPO Framework (other authorities include Manchester, Leicestershire, East of England). There are several other cashless catering companies, including Synel and Bio Store, that are not on a framework and should therefore not be excluded from this process by limiting ourselves to a particular framework.

3.5 All other options have been considered and the procurement route recommended in this report has been considered to be the most viable and beneficial to the Council.

4. Waiver

4.1 This is not applicable to this procurement

5. Equalities and other Customer Impact

5.1 When XP is no longer supported, without action, this would pose a possible security risk to pupil's personal data, which the tills link to through ParentPay.

5.2 Additional functionality and stability updates will improve service times and throughput. The new system will allow for combination meals to be created and significantly improve overall till performance. This will improve the speed of service. Additionally, a tablet based till solution allows for dining halls to be reconfigured to make best use of space.

- 5.3 Removes the need for time consuming and costly adjustments - Tills will still be able to operate and store transactions if they are disconnected e.g. due to a power outage or if they lose internet connectivity. This will then have a positive impact on staff within Catering Services as it will reduce the amount of time and staff resources it takes to manually adjust school children's accounts when meal transactions have been unable to go through a till.

6. Other Considerations and Implications

6.1 Risk and Risk Management

- 6.1.1 The risk identified and mitigating measures to be employed have been provided within the table below.

Risk	Description and Mitigation
Risk of failure to procure before the expiry of existing arrangements	Failure to procure before the expiry of existing arrangements could lead to service disruption – a waiver has been sought for up to 6 months to facilitate the process to mitigate against this risk.
Risk of supplier failure	The Suitable Trading Level has been set for Cashless Catering System using a risk register which look at the risk of contract failure due to financial instability and the consequential risk of failure to the Authority. The STL has been set at a value of £900,000 which one and half times (1.5) the estimated total contract value.
Risk of loss, theft or misappropriation of data	Cyber Security - The Authority's IT and Transformation department and the Information Governance Team has been formally engaged to provide support with these projects and to ensure adequate protection is secured. The Supplier will be required to demonstrate compliance with all relevant legislation (i.e. GDPR) and the adoption of Cyber Essentials and PCI Compliant as a minimum
Risk of Non-compliance with the General Data Protection Regulation 2018	Privacy impact assessments are currently underway to ensure full compliance with the new provisions. Any necessary provision shall be built into the specification, contract terms and technical questions and measures will be implemented to satisfy all requirements to protect Traded Services, Schools and the Authority from any associated risks which may be identified.
Risk of Business Continuity or Service Failure	The Authority and schools may be prevented from meeting their statutory obligations in respect of providing free school meals to pupils. If the system is not upgraded and the operating system is expose to security vulnerabilities, School ICT Managers could refuse permission and access for Catering Services to operate equipment on school networks.
Reputational Risk and Impact on Competitive Advantage	On 1 April 2018, the new business would be launched with a technological offering that is outpaced by competitors in the private sector, therefore putting the trading company at a significant disadvantage in the marketplace.

6.1.2 A Risk Assessment of the impact of Contract Failure has been conducted based on the CIPFA 2011 guide and toolkit: 'a pre-qualification questionnaire toolkit.

6.2 **Safeguarding Children**

6.2.1 A key requirement for the overall Service is to be capable of facilitating the secure collection of payments from parents/carers, allowing payment deposits or online accounts to be used against the purchase of their child's school meals. The Service must also have the ability to recognise and cater for Free School Meals (FSM) and Universal Free School Meals (UFSM) and Subsidised School Meals and store all the information required to process, manage and reconcile payments securely in a central/online system. This removes some of the stigmas associated with Free School Meals, Universal Free School Meals or Subsidised School Meals by affording total anonymity to users.

6.2.2 Nutritional Analysis Software shall support Traded to Services to continue to deliver the well-established and flexible service, with nutritionally analysed menus in line with central government standards. Providing carefully planned meal choices and wherever possible taking into consideration children's likes and dislikes whilst ensuring variety and catering for allergies and special dietary needs.

6.2.3 The Kitchen Reporting Software to be procured will support the Traded Services meet its obligations under GDPR by safeguarding the right to privacy for pupils in terms of improved confidentiality and information sharing practices.

6.3 **Health Issues**

6.3.1 Long-term objectives of the Cashless Catering Management System include:

- to encourage healthier eating with Schools; and
- to continue to provide Parents with a flexible and secure Online platform to top-up and manage School Meal accounts, increasing school meal take up and promoting healthier eating.

6.3.2 A key aim of the Kitchen Management Software is to support kitchen staff to plan, operate and manage kitchen activities more efficiently and developing new ways of working in terms of stock ordering and replenishment practices. The Software is also required to provide advanced reporting capabilities to support menu development at a granule level. This will support the preparation of healthier, nutritious meals across all maintained schools.

6.3.3 The Nutritional Analysis is intended to afford the added benefits seamlessly generating detailed information based on menu ingredients to include calorie, fat, salt and additive content which will support Catering staff to accurately prepare and manage meals and menu choices in consideration of healthy eating policies and initiatives and pupil allergies and/or intolerances.

7. **Consultation**

7.1 The proposals within the original report were considered and endorsed by the Corporate Procurement Board on 16 October 2017 and by Cabinet in November 2017.

- 7.2 This revised approach was endorsed by the Commercial Lead, Hilary Morris, on behalf of the Procurement Board on 24 May 2018.

8. Corporate Procurement

Implications completed by: Euan Beales – Head of Procurement

- 8.1 The proposed approach will comply with LBBD's Contract Rules. As this procurement falls under the remit of the European regulations, a Contract Notice and Contract Award Notice will be placed in OJEU and Contracts Finders. A notice will also be placed on the Council's website.
- 8.2 Publication of the PIN Notice and subsequent reduction in timescales are not perceived to be disadvantageous to the Authority or Providers and complies with the Public Contracts Regulations 28 & 47.

9. Financial Implications

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

- 9.1 This report requests approval to proceed with the recommended change in procurement strategy for the cashless catering replacement system and the Online Payment system. The costs for the replacement of the entire till and on-line payment system is estimated to be £500,000 over the 3-year contract period, with the option to extend the contract for a further two years at an estimated cost of £50,000 p.a. This does not include the costs of the Stock/meal management systems for which benchmarking will be carried out prior to procurement.
- 9.2 A revenue allocation to capital of £500k has previously been set aside and is expected to cover the costs of the full system. It is expected that if the procurement of all three systems is not affordable within the available budget, system requirements will be tailored to remain within budget.
- 9.3 A separate decision will be required as to whether this funding can be transferred directly to the company or if it will be provided in the form of a loan. This funding was set aside from surpluses generated by the relevant services whilst they were part of the council and so it may be appropriate for it to be transferred directly. This should be clarified before the final decision is made.
- 9.4 The annual revenue costs are estimated to be between £50,000 - £100,000 per annum which will be incurred from the second year of the contract, with the first year's cost included in the initial purchase cost. Future support costs will be met from the income generated by the Traded Services Company which comes into existence from 1st April 2018.
- 9.5 This report sets out a mechanism for determining whether outright purchase or a lease arrangement is more advantageous. This will need careful implementation but should ensure that best value is achieved.

10. Legal Implications

Implications completed by: Pamela Igbo, Regeneration Project Lawyer, Law & Governance

- 10.1 This report seeks Cabinet approval to undertake a procurement exercise for the supply of a cashless catering hardware system including software upgrade, support, installation and maintenance of a new system. Given that the proposed contract comprises the supply of a hardware system as well as the provision of support and maintenance services and is valued above the stipulated EU threshold for goods and services which is £181,302, it will be governed by the provisions of Regulation 4 of the PCR 2015 and will be categorised as a mixed contract.
- 10.2 Regulation 4(1)(b)(ii) of the Public Contract Regulations 2015 stipulates that where a contract has as its subject matter two or more categories, e.g. supplies and services, the correct categorisation is made by reference to the main subject of the contract. In this instance the main subject matter is determined by reference to the part of the contract that has the greater value. The cashless hardware system is estimated to cost up to £500k, with its related maintenance service likely to cost approximately £100k therefore this contract will be categorized as a supply contract.
- 10.3 Officers wish to procure the above-mentioned contract utilising the Restricted Procedure as set out under Regulation 28 (10) of the PCR 2015 therefore interested bidders will be required to submit expressions of interest, however only those meeting LBBB's Pre-qualification selection criteria will be invited to tender. In addition, a minimum of 5 bidders must be selected to tender unless fewer suitable candidates have applied and these are sufficient to ensure genuine competition.
- 10.4 Under the Restricted Procedure the minimum time limit for the receipt of Selection Questionnaires and ITTs from bidders is 30 days, however Regulation 28(10) permits a reduction of this period where a state of urgency duly substantiated by the contracting authority has rendered the time limit impracticable. In this instance Officers have set a time limit for the receipt of SQs and ITTs of 20 days respectively which is satisfactory provided officers have ensured that that they can substantiate their reasons for doing so.
- 10.5 Officers are to ensure that they do not negotiate with bidders following the submission of tenders however the clarification of bids and the finalisation of contract terms with the successful tenderer is permitted.
- 10.6 The proposed contract has been divided into two separate lots in accordance with Regulation 46(1) PCR 2015 therefore Officers are to ensure that they indicate in the contract notice whether tenders may be submitted for one or both lots.
- 10.7 The report author and responsible directorate are advised to keep the Law & Governance team fully informed at every stage of the proposed tender exercise. The team will be on hand and available to assist and answer any questions that may arise.

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

List of appendices: None

CABINET**19 June 2018**

Title: Corporate Plan 2017/18 – Quarter 4 Performance Reporting	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Laura Powell, Strategy and Performance Officer	Contact Details: Tel: 020 227 2517 E-mail: laura.powell@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>As a key document, the Corporate Plan 2017/18 was developed to ensure the Council maintained a co-ordinated approach to delivering the vision and priorities and made best use of the resources available throughout the year. Key Performance Indicators (KPIs) and Key Accountabilities were developed to monitor performance against the priorities and frontline services.</p> <p>Progress has been reported quarterly to the Corporate Performance Group (CPG) and Cabinet and every six months to the Public Accounts and Audit Select Committee (PAASC). An in-depth focus on performance took place at the Performance Challenge Sessions held quarterly, with areas of concern scrutinised at 'Deep Dive' sessions on a monthly basis.</p> <p>The corporate performance framework for 2017/18 consisted of KPIs and Key Accountabilities presented under the Cabinet portfolio areas to form the basis of corporate performance monitoring. The framework set out what needed to be monitored in the year ahead whilst acknowledging that a new framework would be required by 2018/19, as the Council moved further towards becoming a new kind of council.</p> <p>This Quarter 4 report provides an update of performance for the year (1 April 2017 and 31 March 2018) against the Key Performance Indicators (KPIs) and Key Accountabilities.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
<ul style="list-style-type: none"> (i) Note progress against the Key Accountabilities as detailed in Appendix 1 to the report; (ii) Note performance against the Key Performance Indicators as detailed in Appendix 2 to the report; and (iii) Agree any actions to address areas of deteriorating performance. 	

Reason(s)

To assist the Council in achieving its priority of a “Well run organisation”.

1. Introduction and Background

- 1.1 The Council’s vision and priorities were developed and agreed by Assembly in September 2014. The Corporate Plan 2017/18 has played an important part in ensuring the Council has a clear focus on delivering the vision and priorities for Barking and Dagenham. The Plan has allowed the Council to make best use of limited resources in areas that will make the greatest difference in achieving the overall vision and priorities.
- 1.2 Despite aiming to set a balanced budget for 2017/18, further savings have been required. As a new kind of council we have embraced commercialism to generate vital revenues through the creation of services such as Be First. We are also supporting residents to become more self-sufficient and resilient whilst providing early intervention through our flagship new service, Community Solutions.
- 1.3 The Corporate Plan is a key part of the Council’s overall 2017/18 performance framework and ‘golden thread’ which links the vision and priorities through to the key accountabilities and indicators, business plans, team work programmes and individual objectives in appraisals. It was developed in order to ensure that the Council’s contribution to achieving the priorities was proactive, co-ordinated, resourced in line with the MTFs and monitored so that Members and residents could see progress.
- 1.4 The development of commissioning mandates and business plans detail key service priorities linked to the corporate priorities, deliverables, actions services will take (with timescales) and resources to take forward the priorities in the Corporate Plan.
- 1.5 To complete the golden thread, all staff have an annual appraisal (with a formal six-monthly review). Through this process, performance in the last year is reviewed and objectives set for the year ahead. Individual objectives are set based on business plans, thereby ensuring all staff are focused and working towards delivering the Council’s priorities. Staff are also assessed against competencies based on the values, on the basis that success also depends on the way they carry out their role. Individual learning and development needs are also identified through this process.
- 1.6 Alongside a formal appraisal, all staff should have regular supervision or one-to-ones. This enables performance to be monitored and issues addressed. The aim is to help people maximise their performance, but also to provide a formal capability process should there be consistent under-performance.

2 “What we will deliver” – 2017/18 Key Accountabilities

- 2.1 In the development of the Corporate Plan, a number of Key Accountabilities were identified that linked to the Council delivering the vision and priorities as well as service delivery over the year ahead.

2.2 The Key Accountabilities (Appendix 1) are a key element of the corporate performance framework and have been reported to CPG and Cabinet on a quarterly basis and at PAASC every 6 months. They have also been used as a key aid for discussions at the quarterly Performance Challenge Sessions.

3 Key Performance Indicators 2017/18

3.1 This report provides a final performance update at Quarter 4 (for the period 1st April 2017 to 31st March 2018) on the key performance indicators for 2017/18 (Appendix 2).

3.2 The KPIs are reported with a RAG rating, based on performance against target. Where relevant, in-year targets were set to take into account seasonal trends / variations, as well as provide performance milestones. Assessing performance against in-year targets has made it easier to identify progress at each quarter, allowing for actions to be taken to ensure performance remained on track with the aim of reaching the overall target for the year.




4 Performance Summary - Key Performance Indicators

4.1 The key performance indicators focus on high-level areas of importance and have allowed Members and officers to monitor performance in these areas. In addition to these corporate indicators, throughout the organisation there are a significant number of service level indicators which are monitored locally and provide a more detailed picture of performance.

4.2 A detailed breakdown of performance for Quarter 4 2017/18 (1st April 2017 – 31st March 2018) is provided in Appendix 2.

4.3 Those indicators which have seen a significant improvement or may be an area of concern have been included in the body of this report.

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

Symbol	Detail
	Performance has improved when compared to the previous quarter and against the same quarter last year.
	Performance has remained static when compared to the previous quarter and against the same quarter last year.
	Performance has deteriorated when compared to the previous quarter and against the same quarter last year.
G	Performance is expected to achieve or has exceeded the target.
A	Performance is within 10% of the target.
R	Performance is 10% or more off the target.

- 4.5 The table below provides a summary at Quarter 4 2017/18 of the direction of travel for all KPIs. Depending on the measure, Direction of Travel is determined by comparing performance with the same period last year (Quarter 4 2016/17), or performance from the previous reporting period (Quarter 3 2017/18). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel			
↑	↔	↓	N/A
25 (53%)	1 (2%)	15 (32%)	6 (13%)

- 4.6 The following table provides a summary of the number of indicators with either a Red, Amber or Green rating, according to their performance against the 2017/18 target.

RAG Rating against 2017/18 target			
G	A	R	N/A
24 (51%)	9 (19%)	5 (11%)	9 (19%)

5 Key Performance Indicators – Rated Not Applicable (n/a)

- 5.1 At Quarter 4, some indicators have been allocated a Direction of Travel, or RAG Rating of 'Not Applicable'. The reasons for which are set out in the tables below.

Reason for Not Applicable Direction of Travel	Number of indicators
New indicator for 2017/18 / Historical data not available	6

Reason for Not Applicable RAG rating	Number of indicators
Good performance neither high or low – no target set	8
Awaiting data / target	1

6 Focus on Performance

- 6.1 For Quarter 4 2017/18 performance reporting, focus has been given to a small selection of indicators which have either shown good performance against target or have shown deterioration since last year and fallen short of the target. It is hoped that by focusing on specific indicators, senior management and Members will be able to challenge performance and identify where remedial action may be required.

6.2 Improved Performance

KPI 29 – The average number of days lost due to sickness absence

Performance throughout 2017/18 has continued to improve with the number of days lost due to sickness absence now at an average of 7.43 days. This places the Council's performance below the London Average, and a revised target of 6 days has been set to achieve by 31 December 2018.

Although our absence levels are reducing, and compliance with monitoring, recording and managing absence are improving, it is recognised that there is still further work to be done. The breakdown by Service Block/Director reflects recent changes in establishment. The service area with the highest average absence is Public Realm. However, many of the actions taken previously are expected to have an impact over the coming months.

KPI 18 – The number of permanent admissions to residential and nursing care homes (per 100,000)

Year-end performance has continued to exceed expectations. During the year 108 older people were admitted to residential or nursing care homes, equivalent to 545.7 per 100,000 older people. Performance remains within our target of 170 admissions.

We continue to maintain significant management focus on ensuring that community-based care and support solutions are optimised.

6.3 Areas for Improvement

KPI 11 – The number of burglary offences

End of Year Figures at March 2018 (1653 offences) shows a 22.1% increase (+299 offences) when compared to 2016/17 (1354 offences). In comparison total burglary across London is up 11.0%

As part of Operation Mexico a dedicated police unit was set up on 8th January 2018 made up of 2 Sergeants and 16 Constables, who operate out of Fresh Wharf police station. The unit investigates all crimes of Robbery and Residential Burglary where there has been a forensic identification.

In terms of Residential Burglary the unit will investigate any linked series, any artifice offence, any offence with a named suspect any offence with a realistic line of enquiry which could lead to the identification of suspects, as well as any other offences which the CID DI believes should be investigated by the unit.

Proactive work will be undertaken especially on linked series offences to locate and arrest suspects who are currently wanted. This initiative will help reduce the current increase trend and will also improve victim care and positive outcomes. Since inception the Operation Mexico team have made 105 arrests and 65 charges for residential burglary.

7. Consultation

- 7.1 The data and commentary in this report were considered and endorsed by the Corporate Performance Group at its meeting on 26 April 2018.

8. Financial Implications

Implications completed by: Katherine Heffernan, Finance Group Manager

- 8.1 There are no specific financial implications as a result of this report; however, in light of current financial constraints it is imperative that Officers ensure that these key performance indicators are delivered within existing budgets. These budgets will be monitored through the existing monitoring process to identify and address potential issues and also any benefits as a result of improved performance on a timely basis.

9. Legal Implications

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

- 9.1 Assembly agreed the vision and priorities in September 2014. The responsibility for implementing them rests with Cabinet. The delivery of these will be achieved through the projects set out in the delivery plan and monitored quarterly. As this report is for noting, there are no legal implications.

10. Other Implications

- 10.1 **Risk Management** - There are no specific risks associated with this report. The corporate plan report and ongoing monitoring will enable the Council to identify risks early and initiate any mitigating action. The Council's business planning process describes how risks are mitigated by linking with the corporate risk register.
- 10.2 **Contractual Issues** - Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 10.3 **Staffing Issues** – There are no specific staffing implications.
- 10.4 **Corporate Policy and Equality Impact** - The vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council's role in place shaping, community leadership and ensuring no-one is left behind. The key accountabilities and KPIs monitored allow the Council to track delivery ensuring resources and activity are effectively targeted to help achieve the vision and priorities.
- 10.5 **Safeguarding Adults and Children** - The priority **Enabling social responsibility** encompasses activities to safeguard children and vulnerable adults in the borough. The Council monitor a number of indicators corporately which relate to Children's safeguarding and vulnerable adults. By doing so the Council can ensure it continues to discharge its duties.
- 10.6 **Health Issues** - The priority **Enabling social responsibility** encompasses activities to support the prevention and resolution of health issues in the borough

and is delivered through the Health and Wellbeing Board. The borough has a number of health challenges, with our residents having significantly worse health outcomes than national averages, including lower life expectancy, and higher rates of obesity, diabetes and smoking prevalence. Although delivery of health services is not the responsibility of the Council, together with health partners the Council is committed to tackling the health issues prevalent in the borough.

- 10.7 **Crime and Disorder Issues** - The priority **Encouraging civic pride** encompasses activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership. Whilst high level indicators provide Cabinet with an overview of performance, more detailed indicators are monitored locally. Data for the borough shows that Barking and Dagenham is a relatively safe borough with low crime. There is some work for the Council and partners to do to tackle the perception of crime and safety.

Public Background Papers Used in the Preparation of the Report:

- Corporate Plan 2017/18 (<http://moderngov.barking-dagenham.gov.uk/documents/s113892/Corporate%20Plan%202017-18%20Report%20-%20App.%201.pdf>)

List of appendices:

- **Appendix 1:** “What we will deliver” – Progress against Key Accountabilities 2017/18
- **Appendix 2:** Key Performance Indicators – Performance at Quarter 4 2017/18

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What we will deliver in 2017/18

Key Accountability	Strategic Director	Quarter 4 2017/18 Update
Community Leadership and Engagement		
1. Delivery of the Borough Manifesto through the Barking and Dagenham Delivery Partnership.	Tom Hook	<p>The Barking and Dagenham Together- Borough Manifesto was launched last year and sets the roadmap of what collectively the Council and partners need to deliver. Progress against the targets will be monitored by the Barking and Dagenham Delivery Partnership.</p> <p>Since the launch, the portfolio holder has been engaging residents through roadshows in each ward asking them for their views on the manifesto aspirations and targets.</p> <p>An annual report setting out performance against the Borough Manifesto targets will be produced to share with partners later in summer.</p>
2. Summer of Festivals showcasing the best of the borough.	Inclusive Growth	<p>The Summer of Festivals programme was presented during the period May to September 2017. In 2017, an additional one-off event was presented called ElvisFest to commemorate the 40th anniversary of the death of Elvis Presley, which was paid for by business sponsorship.</p> <p>The Residents' Survey for 2017 tells us that attendance at Summer of Festival events by Borough residents has gone up for the third year running. The same is true for the level of awareness amongst residents about the Summer of Festivals programme and the demand from residents for similar events to be presented in 2018.</p>
3. Develop a 'giving model' for the Borough including crowdfunding and local lottery schemes.	Tom Hook	<p>Initial developments have taken place around a local giving model for the Borough:</p> <ul style="list-style-type: none"> • Crowdfunding has now seen 6 projects funded, generating over £20,000 from the community and other funders such as Santander. The model is embedding over time and officers and BDCVS are working to support groups around this initiative. • Barking and Dagenham lottery launched on the 21st October 2017. To date there are twenty-eight Good Cause groups registered and over 620 tickets are being sold each week. If ticket sales are maintained at this level then the lottery will generate almost £19,500 for local good causes in its first year.

Key Accountability	Strategic Director	Quarter 4 2017/18 Update
		In December BDCVS convened a range of partners to start a discussion on developing a Local Giving model further.
4. Strengthen partnership arrangements for the borough.	Tom Hook	<p>The commitment of partners to work together was apparent at the Borough Manifesto launch, at which all partners shared their excitement about the renewed partnership spirit that the establishment of the Barking and Dagenham Delivery Partnership has led to.</p> <p>Collaborate CIC, funded by Lankelly Chase Foundation, are undertaking a piece of work to help enable stronger partnership working in the borough. Initial work has focussed on taking one theme from the Borough Manifesto as a starter and through a focus group with partners, identifying the role partners can play in helping deliver the aspiration for that theme.</p>
5. Support the development of the community and voluntary sector.	Tom Hook	<p>A number of initiatives have been taken with this regard:</p> <ul style="list-style-type: none"> • Ongoing review with BDCVS and partners of the infrastructure support required to support civil society begun. • Every One Every Day initial hubs are now established, with over 40 residents projects in the February- April programme.- the newspaper advertising the programme was delivered to 16,000 homes. Additional funding of £850,000 has been confirmed by the GLA for a Warehouse to support residents in developing their ideas- this will be on the Film Studio site in the first instance. • Applications supported for a range of external funding bids for civil society • Officer recruited with Government funding has supported a number of initiatives in bringing communities together, including a women’s human library event in March and ongoing work with faith communities • MHCLG has awarded £1.3M to Barking and Dagenham – the connected communities programme will launch in April with a number of linked initiatives across the council, companies targeted at community cohesion and integration • Officers have been engaging with civil society groups, with 35 groups met individually over the 3 months and a number of wider engagement pieces. <p>Funding from Lankelly Chase has been secured for supporting the development of the Borough Delivery Partnership, delivered by Collaborate.</p>

Key Accountability	Strategic Director	Quarter 4 2017/18 Update
<p>6. Adoption of a master plan for Parsloes Park setting out plans to improve the park over time and when funding allows to encourage more residents to use it for formal and informal recreation and enable the council to apply for external funding to support the implementation of this vision.</p>	<p>Inclusive Growth</p>	<p>The Parsloes Park masterplan and the wider Parks and Open Spaces Strategy was adopted by Cabinet in July 2017.</p> <p>The development agreement for the Youth Zone has been agreed. Construction work started on site in January 2018 and is progressing well. It is expected that the facility will open to the public in early 2019.</p> <p>The planning application is now being developed for the Parklife regional football hub, which will comprise 3 new full size (11 a side) artificial turf pitches and new changing rooms and social facilities for park users.</p> <p>Consultation with ward members, park users and local sports clubs was undertaken in March 2018 at which the proposed scheme was very positively received.</p> <p>A final decision on funding for the scheme, which will cost c£6 million, is expected during summer 2018. If funding is secured, it is anticipated that the new facilities will open in September 2019.</p>
<p>7. Develop an East London Industrial Heritage Museum as part of the redevelopment of the Ford Stamping Plant.</p>	<p>Inclusive Growth</p>	<p>A feasibility study will be completed during spring 2018 to enable Members to make a decision about whether there is a robust and sustainable business case for the proposal and how it could be funded.</p>
<p>8. Improve the amenity value of the Abbey Green to encourage informal and formal recreation.</p>	<p>Inclusive Growth</p>	<p>An improvement scheme for the Abbey Ruins and Abbey Green has been developed by the Council in partnership with St. Margaret's Church. To enable the plan to be implemented, a funding bid to the value of £3.6 million was submitted to the Heritage Lottery Fund in December 2017. The scheme was passed by the Heritage Lottery Fund in April 2018 but they have inadequate funds to meet the costs of the scheme at this time.</p> <p>Once formal feedback is received from the Heritage Lottery Fund a way forward will be considered including phasing the delivery of the scheme over a number of years to spread costs.</p> <p>A management agreement for the Abbey Green and Ruins has now been agreed with Historic England This will now enable the site to be removed from Historic England's heritage at risk register.</p>

Key Accountability	Strategic Director	Quarter 4 2017/18 Update
Equalities and Cohesion		
9. Implement the Equality & Diversity Strategy for the borough, ensuring it helps deliver the council's vision.	Tom Hook	<p>The Equality and Diversity Strategy was agreed by Cabinet last year. It sets out the council's vision for equality and diversity. The strategy is a comprehensive document which seeks to improve outcomes for residents. It sets four high level objectives along with a series of objectives and actions to tackle inequality. The strategy links with existing plans and strategies across council services.</p> <p>An annual progress report will be produced in June 2018 setting out progress towards delivering the objectives set out in the strategy.</p>
10. Deliver the Gender Equality Charter actions, including Women's Empowerment Month (WEM).	Tom Hook	<p>Women's Empowerment Month (WEM) 2018 was a huge success and planning for Women's Empowerment Awards to be held later in the year is underway.</p> <p>Delivery of the GEC charter actions is continuing. More stakeholders have signed up to the Charter and a resource bank with useful gender equality resources has been created as an added incentive for those who sign up. A new quarterly gender equality newsletter has been introduced which will provide all signatories with updates on gender equality issues as well as with progress on delivery of the charter actions. The Council also held its first ever Gender Equality Hackathon which was well attended by members of the community leading to ideas to tackle important gender issues. As part of WEM an annual update was produced on actions taken this year to address gender inequality.</p>
11. Ensure Members and staff are appropriately trained in equalities issues.	Tom Hook	<p>In May 2018, as part of the induction programme following the local election, all Members will receive mandatory equalities training.</p> <p>Online training modules have been updated. All equalities modules are mandatory for staff to complete and reports are produced for Directors setting out completion rates for each service block. The online training can also be used for Members.</p>
12. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative.	Tom Hook	The 'Donate a Flag' initiative is progressing with a number of flag raising ceremonies taking place celebrating the diverse community of Barking and Dagenham.

Key Accountability	Strategic Director	Quarter 4 2017/18 Update
13. Develop and publish a Cohesion Strategy for the borough.	Tom Hook	<ul style="list-style-type: none"> • A paper updating on approach to developing a community cohesion strategy has been presented to CSG. The next steps are agreed with publication of the strategy towards the end of 2018. • Meetings with residents and providers took place building towards a “Big Conversation” in November, which was attended by 70 people and a follow up in Dagenham in February. In addition, five focus groups have now met • Engagement with residents and VCS organisations is ongoing. • The wider engagement with faith communities is being reflected in the development of the approach.
14. Develop a programme to make the Council an exemplar equalities employer.	Tom Hook	<p>The Equalities and Diversity Strategy has an objective around the Council being an exemplar equalities employer. The Equality in Employment policy sets out the council’s approach to leading the way in being an exemplar employer. The council offers flexible working, family-friendly policies, and is working to improve gender and BME representation across all levels of the workforce.</p> <p>The Council was recently awarded Silver Investors in People (IiP) accreditation. The report was complimentary of the Council’s approach.</p> <p>The Council has now re-established a number of staff networks including the women’s network and the LGBT+ forum. Plans are underway to re-establish the BME Forum.</p>
15. The establishment of the East London Women’s Museum to enable the creation of a heritage attraction of regional significance.	Inclusive Growth	<p>A Heritage Lottery Fund grant (£81,000) has been secured by the East End Women’s Museum to meet the costs of a ‘pop up’ programme of exhibitions, talks, workshops and events, which will be a cornerstone of the borough-wide HerStory programme that commemorates the centenary of women securing the right to vote and to honour women past and present who help drive change for equality.</p> <p>Cabinet has approved the terms of lease and other support for the Museum, which has now been established as a community interest company (CIC).</p> <p>The Museum was officially launched in January 2018. It is anticipated that the Museum itself will open during 2019 but this is wholly dependent on the completion of the housing development in which it will be sited.</p>

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Enforcement and Community Safety		
16. Implement the borough-wide parking strategy.	Fiona Taylor	The Parking Strategy was adopted in the Autumn of 2016. We have delivered on virtual permits, carried out a review of the fees and charges and invested in new technology. 5 new enforcement cameras have been installed to reduce congestion and improve traffic flow. New ANPR vehicles are now in use across the borough. Issuance of PCN's has increased, along with higher payment rates which now stand at over 61%
17. Deliver the new self-funding Enforcement Service using data and insight to target interventions and maximise impact, including the name and shame campaigns to communicate the enforcement work being undertaken.	Fiona Taylor	The name and shaming campaign which commenced in April has resulted in the publication of images of flytipping etc and with the help of the public may lead to prosecutions. Street Enforcement Officers have issued 2,300 FPNs since April 2017 which has resulted in an income of approximately £230k and 20 prosecutions has also taken place since April 2017.
18. Ensure the Council's Private Sector Licensing Scheme is working effectively and maximise enforcement activity using existing powers against rogue landlords.	Fiona Taylor	The council continues its programme to address rogue landlords. Since the start of the scheme in 2014 the Council have inspected 12,143 properties and issued over 11,700 licenses since April 2017. £1.02m income has been received between April – December 2017 from licence fees.
19. Progress the Civic Pride agenda through a series of behavioural change campaigns including the reduction of dog fouling.	Tom Hook	The council has now adopted a Public Space Protection Order against dog fouling in Barking Park, Mayesbrook Park and Abbey Gardens. We are also introducing a dog DNA registration scheme for council tenants who own a dog. This went live in October 2017.
Environment and Street Scene		
20. Ensure the Council promotes Reduce, Reuse, Recycling.	Claire Symonds	<ul style="list-style-type: none"> • 'SlimYourBin' campaign was launched last year to engage the public on behavioural change towards waste reduction. • As part of the wider review of Public Realm services, a waste reduction behaviour change communications strategy has been developed to support the council's ongoing waste reduction strategy. The marketing campaign will be delivered in two phases using the 'Slim Your Bin' campaign vehicle that still has salience with our target

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		<p>audience and feature the new messages we have developed within the communications strategy. Phase 1 Awareness & Comprehension – educate residents how to use waste services – 5 weeks from end of Feb to end of March 2018. Phase 2 Targeted Behaviour Change (food waste & recycling) May – June 2018.</p> <ul style="list-style-type: none"> • The ‘no side waste’ enforcement was launched in May 2017, by the Enforcement team with a view to changing behaviour and issuing Fixed Penalty Notice to persistent offenders who put out side waste repeatedly despite receiving warning letters from the Enforcement Team. • Waste minimisation visits and direct engagement- Key focus area: <ul style="list-style-type: none"> - Events updates/Blogs/articles and social media support - Public Events, Road shows and workshops - New initiatives hard to reach groups - Capacity Building of community organisations - Community Litter Picks - Recycling Sessions - Give and Take Days/Swap Shops - Schools workshops/assemblies/litter picks and eco school support activities
21. Develop a needs-based targeted approach to street and open space cleanliness.	Claire Symonds	<ul style="list-style-type: none"> • A deep clean programme started on 17 July 2017 to 24 July 2017, covering primary shopping areas, secondary shopping areas, main streets, and side streets. After piloting the new operating model, this will be reviewed after six months for seasonal adjustments, before making recommendations for borough wide implementation. • Following a recently concluded restructure of the service on 6 April, a new target operating model to improve this service will start to be implemented from May 2018.
22. Implement the Highways Improvement Strategy and funded programme with the	Fiona Taylor	<ul style="list-style-type: none"> • Marlborough have been appointed as the contractor for the next 5-year period.

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intention of improving conditions and perceptions of the quality of roads and pavements.		<ul style="list-style-type: none"> • A programme of works has been developed for the next three years and is now been actioned.
23. Delivery of an effective green garden waste service.	Claire Symonds	<ul style="list-style-type: none"> • A chargeable green garden waste service was successfully launched on 2 April 2017. The service operates from April to October each year. • The cost for the service is £80 for a two-year signed-up subscription expiring on 31 October 2018. Customers have the option to pay £40 per year. • The total number of residents that signed up for the service in 2017 was 7,587. • Registrations for the 2018 service opened on 4 July 2017. As of 16 April 2018, a total of 6,441 have signed up for the 2018 service. This includes new customers, renewals and customers that originally paid for the 2-year collections in advance.
Educational Attainment and School Improvement		
24. Seek to ensure all young people are in education, employment or training.	Anne Bristow / Inclusive Growth	<ul style="list-style-type: none"> • The borough's annual NEET scorecard was published in October 2017. It demonstrated that the borough's combined NEET and Unknown performance of 5.6% was an improvement of two quintiles on the previous year and was now better than England (6%) and only slightly behind London (5.3%). • The borough's most recent Dec-Feb NEET+Unknown Average saw further improvement at 4.2%. This is the sharpest decline in East London. London and National figures will not be formally published for several months, however, we estimate them to be 5% (London), and 6% (England) • A NEET action plan is in place following January and March 2017 Member workshops to accelerate progress. Fourteen core actions are in place, including across key groups, and are governed by the NEET Board. Almost all actions are on track or completed. • The NEET action plan includes an ambitious target that 30% of Council apprenticeships will be filled by Care Leavers. This has not been achieved. A Member workshop in March agreed to look at programmes and projects to move Care Leavers into EET more

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		broadly. This is to be explored further in September, alongside a focus on prevention for those in alternative provision.
25. Work with partners (particularly schools) to get more young people to go on to study at 18 and ensure all young people achieve good GCSE and 'A' Level results.	Anne Bristow	<ul style="list-style-type: none"> • The Council has established a Level 3 Working Party with schools and Barking and Dagenham College to reduce the numbers of students leaving Level 3 courses at age 17. The Working Party will also look at Information, Advice and Guidance prior to Key Stage 4 to increase awareness of non-A Level, vocational, Level 3 opportunities and advanced apprenticeships. • The Council is providing support for schools to improve their media coverage of post-16 successes. • More pupils are achieving higher grades at GCSE in English and Maths. The % getting a 9-7 in English, which is the equivalent of the former A/A*, is significantly above national. The Maths 9-7 result is in line with national. • The first scholarships, which recruit and aim to retain the top 50 students within the LA, were awarded in October 2017. • The numbers of young people progressing to higher education has increased from 586 in 2010 to 712 in 2017, and by 35% overall since 2007 (the largest increase in London). Even larger increases have been seen in the proportion of those young people that go to an institution in the top third, which has increased from 24% of all those going on to HE in 2014 (when figures were first measured) to 42% in 2017.
26. Create 300 new places for September 2017 and 120 for September 2018.	Anne Bristow	<ul style="list-style-type: none"> • An additional 300 school places were successfully created (Primary and Secondary) for September 2017. • For 2018, following national secondary allocation day, every pupil who wanted a school place has been offered one. There currently remain 144 vacant places in this year group which include an additional 60 places created at Eastbrook School. • A further 60 places were to be created by The Warren Academy. This has not been completed and will be followed up with the Trust and Education and Skills Funding Agency. • The new Lymington Fields provision (an All Through School) will be completed in 2020. Be First and the Local Education Partnership are engaged in the provision of additional

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		<p>accommodation at Robert Clack. The first phase of expansion will be open in September 2018.</p> <ul style="list-style-type: none"> The New School Place Planning and Investment report will be presented at the July 2018 Cabinet.
<p>27. Ensure every child attends a 'good' or 'outstanding' school, focusing on the schools that are currently 'requires improvement'.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> 91% of schools were rated by Ofsted as 'Good' or better at March 2018, an increase of 5% within 2 years. Between September and March 2018, 10 schools have been inspected including seven Section 8 monitoring inspections. Of the LA maintained schools, 4 maintained their 'Good' grades. 1 non-maintained school had its first inspection and was judged to be 'Good'; another had its first Section 5 inspection and was judged to 'Require improvement'. An academy school received a positive monitoring inspection and Elutec, currently in special measures, had its first Section 8 inspection which highlighted keys areas for it to address. Two further schools have received inspections and are waiting publication of the reports. Monitoring Boards are in place at 2 of the 3 local authority schools judged as 'Requiring Improvement'. Recent Ofsted monitoring inspection reports confirm their impact. The ULT Academy Trust has established a Review Board for the academy judged as 'Requiring Improvement'. The UTC in special measures is receiving additional support from an 'Outstanding' secondary school and Teaching School Alliance.
<p>28. Work with schools to improve teacher recruitment and retention.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> The availability of apartments for newly-qualified teachers is being promoted to all schools as well as the possibility of family housing for second and third appointments. The Street Purchasing Scheme has now commenced by the borough where properties will be available shortly for rent by schools and teachers. Further work and agreement is being undertaken in terms of the process for allocating properties and to whom i.e. whether we include community schools only. The success of local schools is being highlighted through increased active media coverage. Teaching School Alliances within the local authority are becoming increasingly successful at recruiting secondary NQTs.

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		<ul style="list-style-type: none"> Overall the above initiatives are progressing positively at the same time as the stalling of the school population is beginning to ease demand on recruitment.
<p>29. Ensure a focus on the needs of vulnerable children in all areas of education including those with Special Educational Needs (SEN) and those looked after and implement SEND inspection recommendations.</p>	Anne Bristow	<ul style="list-style-type: none"> Plans are underway with Partnership Learning and EFA for two additional new special schools to open in September 2018 and September 2019 – one for SEMH, initially for 30 children and expanding to 90 children within 3 years, and an all-age special school for children with complex needs aged 3-19 for approximately 160 children. We have increased our capacity in local mainstream schools to support children with severe learning difficulties and autism, commissioned 20 more Additional Resource Provision (ARP) places and increased Deaf provision by 3 places. We have increased the number of places in our special schools. We are reviewing our ARP provision to look at how capacity can be increased, particularly for children with severe learning difficulties and Autism. Following the SEND inspection, we have increased tailored services capacity, provided joint training around mental health and provided family support. Underpinned by an Improvement Plan, there is ongoing work to ensure that every child with SEND is placed in a 'Good' or better provision. We are reviewing capacity to improve support for children and young people with mental health needs in partnership with Health. It is an ongoing concern for Heads that demand for this support is not currently being met. Early drafts and proposals for the SEND Strategy, SEND Commissioning Plan and Outcomes Framework are being presented at the next Strategic Leadership Group SEND and will be progressed jointly.
Economic and Social Development		
<p>30. Launch Community Solutions within specified timeframe as set out in the Target Operating Model.</p>	Anne Bristow	<ul style="list-style-type: none"> Phase 1 restructuring has finished across the management tiers (HoS, Service Manager and Relationship Managers). Frontline recruitment will be finished by the end of April. Profiled savings realized as a result of the restructure. Successful Troubled Families earned autonomy bid to MHCLG - platform for release of £2m into service in advance of 2020 Positive feedback and endorsement of model, thresholds and structures from Ofsted focused inspection in March

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		<ul style="list-style-type: none"> • Service readiness for introduction of HRA and UC in April 18 – includes new IT system, process redesign, staff training • New Money and Home integrated team to target early and effective support to people affected by HRA and UC • Continued to see reduction in TA placements and new placements and increased % of people affected with benefit cap removed • Pace of ICT development work coordinated through cross-cutting and CED teams has slowed slightly. The delivery timetable is being revised to reflect this and work continues to ensure ICT solutions meet service requirements.
31. Develop and implement an Employment and Skills Strategy.	Inclusive Growth / Anne Bristow	<ul style="list-style-type: none"> • Scoping of Skills, Employment and Enterprise Strategy underway. Now working towards possible July Cabinet sign off. • Barking & Dagenham Skills & Employment Operational Partnership established to bring together a wide range of partners, including DWP and DWP-contracted provision, ESFA and ESF funded providers who are collaborating to improve outcomes. First meeting took place in March 2018 with future meetings to be chaired by external welfare to work representative. • Collaborate CIC supporting the establishment of more strategic skills and employment partnership with senior representatives from FE/HE, DWP, voluntary sector and business. • The Local London Partnership has commissioned delivery of the £40m Work & Health Programme and agreed a Skills Strategy. Work underway to: <ul style="list-style-type: none"> ○ Establish a Skills & Employment Board ○ Develop a delivery plan being developed to include joint working on construction sector, progression for low paid and advice and guidance for young people ○ Hold a skills conference for key stakeholders in October 2018. ○ Ensure Work & Health Programme is fully integrated with local services.
32. Implement the new Customer Access Strategy which includes promotion of digital services including 'One Borough Live'.	Claire Symonds	Work is continuing on developing and delivering new e-forms, 20 have been launched so far, with more forms going live each week.

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		Upgrades to telephony in the contact centre went live in March and have greatly improved the customer experience when calling the council.
<p>33. Implement plans for new homes across the borough including schemes in:</p> <ul style="list-style-type: none"> • Barking Town Centre • Riverside • Chadwell Heath • Ford Stamping Plant 	Inclusive Growth	<p>Construction commenced at Cambridge Road (360 Barking) and is progressing well on Abbey Road (Rivermill Lofts). Gascoigne East, North Street and Kingsbridge are also in construction.</p> <p>In discussion with C2C and Patrizia about comprehensive redevelopment of Barking Station incorporating Trocoll House</p> <p>Barking Riverside –Stage 2 North SFP and Station Square District Centre SFP and Strategic Infrastructure Scheme which combined equal 3500 homes</p> <p>Employment Study underway to survey industrial areas including Chadwell Heath and to develop concept masterplans with objective of no net loss of jobs and 3000 homes. The scope was increased to include River Road. Significant interest in sites within Chadwell Heath from a number of major housebuilders.</p>
<p>34. Implement the Local Plan for the borough, taking forward regeneration plans and ensuring high quality build for all new developments.</p>	Inclusive Growth	<p>Evidence base currently being finalised this includes Strategic Flood Risk Assessment (now complete), Gypsy and Traveller Study (refinements being made to final draft), Employment Study (due for completion February and will include conceptual Masterplans for Creekmouth, Chadwell Heath and Castle Green), Strategic Housing Land and Availability Assessment (complete), Religious Meeting Places Study (complete), Characterisation Study (complete). Draft Local Plan to be reported to June Cabinet.</p>
<p>35. Develop and take forward transport and infrastructure developments to support and drive growth including:</p> <ul style="list-style-type: none"> • The A13 Tunnel • Crossrail • Barking Station upgrade • Barking Riverside links • C2C stopping at Dagenham East • Lower Roding crossing 	Inclusive Growth	<p>ASF are currently in discussions with RMS over resolving the contractual barriers to delivering the Castle Green scheme. Development partner likely to be procured either on basis of agreed Masterplan or to develop a masterplan in partnership. Separately through the Employment Land Study Hawkins Brown are doing a concept masterplan for the Council for incorporation in the Local Plan.</p> <p>Crossrail – services began December 2018.</p> <p>Barking Station – AECOM appointed to agree passenger forecasts and short medium and long-term improvements. Delay due to all parties agreeing the modelling. In parallel to this</p>

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<ul style="list-style-type: none"> • Thames crossing • DLR Extension 		<p>Weston Williamson have presented a scheme for over-station development to C2C and Be First.</p> <p>Barking Riverside links –Positive SoS decision on Overground extension made. Onward extension to Abbey Wood included in Mayor’s Draft Transport Strategy.</p> <p>Lower River Roding crossing – Included in Mayor’s Draft Transport Strategy. TfL have identified a preferred alignment and an indicative cost of £100m. Will have to be funded by development and Berkeley Homes interest in sites either side of the river is a potential funding source.</p> <p>DLR – TfL have identified a potential DLR route to Barking Station from Royal Docks.</p>
36. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy.	Inclusive Growth	The workshops being established for the Employment Study are an ideal means of establishing a forum for engagement of businesses/business groups to help inform a Business Development Strategy.
38. Develop a film and creative arts centre in the borough that raises the profile of the borough, improves local economy and provides local skilled employment.	Inclusive Growth	Approval received for the purchase of additional land at Dagenham East to deliver the full ambition for the multi-media complex. The studio and entertainment complex will be build and operated by US-based Pacifica Ventures in partnership with Media Content Capital (MCC), a private equity investment fund focussed on media, internet and entertainment company investments.
Social Care and Health Integration		
39. Deliver transformation proposals for children and adults social care, disability services.	Anne Bristow	<ul style="list-style-type: none"> • Children’s Social Care: Implementation is well underway and delivered the required 17/18 savings. Since 2016, Children’s has reduced spend by £8.9m • Commissioning and operational activity continue to help drive down spend in individual cases, however in the face of significant demand pressures, the Children’s Care & Support budget was overspent by circa £2.8m. Work is underway to revisit the Children’s TOM and explore all possible early intervention and prevention opportunities with Community Solutions to reduce demand and budget pressures. • Excellent progress has been made in recruitment & retention of qualified social workers and managers. In 2017/18 we hired 67 permanent staff, had 19 permanent staff leave, and released 42 agency workers. This resulted in savings of £1.1m FYE

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		<p>(£570k PYE). We are currently at 28% agency across all qualified social workers and managers working with children and young people.</p> <ul style="list-style-type: none"> • Liquid logic successfully went live for Children’s Care & Support in March 2018. Operational teams have been capitalising on NWOW and also been heavily involved in the redesign of the office space at Roycraft which will take place in Q1 next year. • Key risks remain: demand and caseload pressures continue to result in an overspent budget; EU recruitment campaign does not deliver the expected 15 new hires; the commissioning initiatives • The implementation of the Children and Social Work Act is also likely to add to pressures (though new burdens funding can reasonably be expected – though at this stage remains unconfirmed). • The Disability Service has been live since May 2017 and has been engaged in an ongoing phase of service improvement including service user reviews, procedure and process improvement, staff training and reporting. The service inherited an imbalance of more Adults Social Workers than Children’s, which has caused the need to retain agency staff. There are 2 ASYE’s in the Life planning Team’s who require a protected caseload and FSW in the Life Planning Team A is awaiting HCPC registration, therefore children’s agency social workers required for caseload allocation. • The Enabling independence team are no longer using external agencies for the children’s cases. This will impact on the workload of the paediatric OT in the team and may result in other OTs taking on additional work. There is an OT within the service due to go on maternity leave in February 2018. Will need to seek maternity cover agreement from Workforce Governance Group. • The Disability Service succeeded in meeting the statutory deadline to transfer all SEND plans to Education, Health & Care Plans, except for six out of the 1,350 which remained in dialogue with service users and families. This was a major piece of work for the team to accomplish. • Work is well underway to expand the Shared Lives scheme to allow more people with disabilities to live in the community with a strong support network. A Shared Lives scheme matches someone who needs care with an approved carer. The carer shares their family and community life, and gives care and support to the person with care needs. It is critical to the Disability Service’s approach to meeting people’s needs more effectively (for them) and efficiently (from the Council’s perspective).

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		<ul style="list-style-type: none"> • The disabilities transformation programme has been closed since the actions to realise the remaining savings are now embedded into BAU. Progress is now being made on reducing service user package costs, together with the need to continue delivering savings targets through life planning, which is a key component to reaching better outcomes at lower cost. • Adult Mental Health social care services have transferred successfully back into Council management from NELFT, and there is a strengthening team and positive steps to ensure that all posts are filled on a permanent basis and to reduce reliance on agency social work staff. This is strengthening the unique contribution that social work can make to improving the lives and long-term future of those with mental health problems, alongside medical intervention. The new Head of Service is now in post. He is building good relationships with his colleagues and in his wider network. The overall relationships with our colleagues in NELFT have improved markedly after the disaggregation process. • The Integrated Care localities continue to deliver frontline services of good quality, with the new Assessment Service and the Social Care Navigators having established themselves as an important part of the adult social care system. Since the Autumn of 2017 the Service is experiencing additional pressure as a direct result of increasing numbers of hospital discharges. This puts pressure on the Assessment team. To strengthen the service, 3 extra workers will be taken on for a period of 6 months to help to specifically improve the situation in the Crisis Intervention Service. • A review has been initiated of the Joint Assessment & Discharge Service, which supports people to leave hospital quickly and safely. We have record low levels of 'delayed transfers of care' due to awaiting social care services, but this is at very significant cost which cannot be continued into the future. Key to resolving this is to look at the way in which needs are assessed and met as people are discharged from hospital. • A pilot scheme has been funded to investigate the use of a simplified digital tablet to help keep older people in touch with friends and relatives, and give them better access to key support services. Called 'Breezie', around half of the 75 available units are being set up for local residents to trial, and we continue to find volunteers who want to try the remainder.

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		<ul style="list-style-type: none"> Supporting people with learning disability into employment has seen an improvement and is now above London average. Work is underway to support the Disability Service to incorporate employment development more fully into its life planning approach. A business case is currently being produced following a Local Authority peer challenge.
<p>40. In implementing changes to children's social care, ensure new arrangements deliver improved outcomes for children and young people whilst delivering a balanced budget through initiatives such as improving the recruitment and retention of social workers.</p>	Anne Bristow	<ul style="list-style-type: none"> Implementation of changes to children's social care continue in line with the Target Operating Model. However, in the face of significant demand pressures, the Children's Care & Support budget was overspent by circa £2.8m. Work is underway to revisit the Children's TOM and explore all possible early intervention and prevention opportunities with Community Solutions to reduce demand and budget pressures. This work will also ensure the Children's TOM is as efficient and effective as possible using MI and benchmarking to help drive the re-design. Excellent progress has been made in recruitment & retention of qualified social workers and managers. In 2017/18 we hired 67 permanent staff, had 19 permanent staff leave, and released 42 agency workers. This resulted in savings of £1.1m FYE (£570k PYE). We are currently at 28% agency across all qualified social workers and managers working with children and young people. Further progress is required on the PO2/3 and PO4 Social Work positions, currently at 35% agency. An EU recruitment campaign and new framework for specialist recruitment agencies has launched in an attempt to address this.
<p>41. Ensure that the Council is planning and delivering a comprehensive set of housing options for people with care and support needs particularly older people and those with mental health problems.</p>	Anne Bristow	<ul style="list-style-type: none"> Across Care & Support Commissioning and Growth & Homes, work continues to put a specific programme in place to support the aspirations for older people's housing identified in the scoping report that was completed earlier this year. This work will fit within a new older peoples' strategy to set out the borough's aspirational vision for healthy and active ageing. Procurement of improved mental health floating supports services is underway and will be concluded imminently. A new framework of providers of semi-independent accommodation for care leavers is now in place and care leavers are also beginning to access refurbished properties through the Inclusive Growth Team. 30 properties (mix of 1 & 2 beds) have been allocated to care leavers via the street purchasing scheme and has delivered a saving in 17/18 of £280k PYE.

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		<ul style="list-style-type: none"> • A tender for supported accommodation was also completed in 17/18, delivering a saving of £200k • Housing for Care & Support steering group is helping to keep focus and drive progress in this area
42. Create employment opportunities and ensure appropriate support for people with Learning Disabilities.	Anne Bristow	<ul style="list-style-type: none"> • Outturn for the year was 8.5% of people with a learning disability having experience of work, which is equivalent to 33 people with a learning disability in paid employment on a short or long-term basis. This now exceeds the latest available London average of 7.2% (2016/17). • Funding for 2018/19 is allocated to the Disability Service and a business case has been drawn up to improve the employment support offer in the service with a view to improving the rates of people with a learning disability in meaningful work in future.
43. Ensure that there is an organisational focus on safeguarding vulnerable adults and children and young people through appropriate governance, an updated Domestic and Sexual Violence Strategy and a focus on child sexual exploitation.	Anne Bristow	<ul style="list-style-type: none"> • A new Chair of the Local Safeguarding Children Board (BDSCB) has been appointed and took up post in September 2017. The Chair of the BDSCB has met with key officers and chaired their first BDSCB on 4 October 2017. • Revised structures for the BDSCB (following the publication of the Children and Social Work Act) have been developed and are being implemented. A systematic review of the current position of the BDSCB is already underway to arrive at the final proposals to be submitted to the DfE (in late 2018). • A new Child Sexual Exploitation (CSE) co-ordinator has been appointed and this post has been established on a permanent footing. • The development of a CSE strategy and an update on our Problem Profile (though multi-agency profile that allows us to understand the prevalence of CSE in the borough) are underway. • SAB continues to meet quarterly, overseeing strategy and performance of the safeguarding system, and approving Safeguarding Adult Reviews of significant cases to ensure the learning is disseminated. • A Safeguarding Adults Review has been completed, with a number of actions either already completed or underway, to improve practice around modern slavery. The case concerned a young Roma woman who was supported to return to her home country (Romania) but without proper completion of the appropriate investigation into the

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		<p>circumstances in which she was found. A modern slavery 'pathway' has been drawn up, to better support professionals in responding to this complex issue.</p>
<p>44. Ensure the public health grant is effectively targeted to improve health outcomes and implement a range of behavioural change campaigns to help tackle issues such as obesity, smoking, substance misuse, teen pregnancy and low take up of vaccinations.</p>	<p>Anne Bristow</p>	<p>Smoking</p> <ul style="list-style-type: none"> • End of year figures will not be known until mid-June, but it is unlikely that we will have achieved our yearly target; around 70% is anticipated. • Following discussion in management team about the GP stop smoking programme and in the light of continued dwindling interest, the decision has been taken to cease the contract from October 2018 and to offer up the cost savings for 18/19. Portfolio Holder is in support of the decision and letters have now gone out to GP practices. • In view of this de-commissioning, there will be a discussion in the near future about quit targets/outcomes for 2018/19 and beyond; there will also be a need to review investment in the pharmacy and specialist service going forward. <p>Substance misuse</p> <ul style="list-style-type: none"> • The adult and young people integrated substance misuse contracts are due to commence on 1 April 2018. Weekly implementation meetings have taken place since contract award in January to ensure that both providers are on target to deliver services at contract start date. • The adult substance misuse service will cease to be delivered from three static sites and be more community based and flexible to work around the service user's needs. By taking this approach it is anticipated that more service users will successfully complete treatment. For example, female service users that may have been intimidated accessing adult services can be seen in a women friendly environment. Similarly, if childcare was a barrier to treatment, individuals can be seen in children's centres if appropriate. One static premises will remain, with the majority of clinical work delivered from this site. • The Subwize young people substance misuse service will continue to be based in the Vibe with outreach work delivered across the borough.

Key Accountability	Strategic Director	Quarter 4 2017/18 Update
		<p>Obesity</p> <ul style="list-style-type: none"> The contract for the behaviour insight project has now been completed. The project aims to understand the contextual and social factors driving behaviours and attitudes from different ethnic groups toward healthy lifestyles. Findings to be shape future commission and to be shared with relevant stakeholders across the council. <p>Teen pregnancy</p> <ul style="list-style-type: none"> Data on under 18 conceptions in quarter 3 2016/17 was released in March 2018. There were 23 conceptions in under 18s in this period, a rate of 23.6 per 1,000 females aged 15–17 years. The overall trend in Barking and Dagenham continues to be downward, with the 3-year rolling average halving over the last 10 years (from 66.8 per 1,000 females aged 15–17 years in quarter 3 2006/7 to 30.4 in quarter 3 2016/17). However, Barking and Dagenham continues to have one of the highest rates of teenage conceptions in London, with the fourth highest quarterly (non-rolling) rate in London in quarter 3 2016/17. The borough has the best performing C-Card (condom distribution) programme in London for the second year in a row; however, there is clearly room for improvement in view of the above figures. <p>Immunisation</p> <ul style="list-style-type: none"> MMR2: Figures for October to December 2017 at five years old were at 77.3%, lower than Q1 and Q2, all below the England average. Other pre-school immunisation rates were also lower than England average, but early childhood (babyhood) immunisations rates are comparable to the England averages. Seasonal flu uptake: 17/18 yearly statistics will be released on 1 May 2018. Provisional data for September 2017–January 2018 is showing that 68% of people were vaccinated in the 65+ group and 50% vaccinated in the at-risk groups. For pregnant women 43% were vaccinated, but this rose to 59% in the at-risk group. More 2-year olds and 3-year olds in the at-risk groups were vaccinated than those not in the at-risk groups.

Key Accountability	Strategic Director	Quarter 4 2017/18 Update
45. Continue to play a leading role in delivering greater integration of health and social care across Barking and Dagenham, Havering and Redbridge.	Anne Bristow	<ul style="list-style-type: none"> • Work has continued to shift the Barking & Dagenham, Havering and Redbridge health and care system towards more provider-led collaboration, and less top-down and fragmentary commissioner-directed planning. A Provider Forum has been established, alongside the Joint Commissioning Board, and these structures are key to ensuring that the interests of 'BHR' (and Barking & Dagenham within that) are well-represented in the wider north-east London Sustainability & Transformation Partnership. • The Council has been leading the development of localities, bringing social care teams together with GPs and community health services. The Sustainability & Transformation Plan has been signed off by NHS England and the ICP Board ensures that this delivers for residents of our three boroughs, even though concerns remain about the democratic validity of the STP approach.
46. Ensure corporate parenting responsibilities are being successfully undertaken.	Anne Bristow	<ul style="list-style-type: none"> • The Annual Corporate Parenting report demonstrates that Corporate Parenting responsibilities are being undertaken. • Performance outcomes for children in care are generally good and actions are in place for improvement where this is required. • Workshops focused on the timeliness of adoption have taken place and actions are in place for improvement. Timeliness is reported through a rolling 3-year cycle. Performance to end 2015-17 has been below targets. Timeliness has improved for 2017/18 but this single year will not show a significant improvement in the 2016-18 Adoption Scorecard. We will need three continuous years of improvement from 2018-2020 the Adoption Scorecard to achieve targets. Performance for 2017/8 is therefore positive. • Children and young people continue to attend the Member Corporate Parenting panel and give their views on further improvement. • Corporate Parenting Group is currently being reviewed to ensure it meets the new requirements of Children and Social Work Act 2017, due to report June 2018.
47. Deliver the Youth Zone for Parsloes Park, providing a fully accessible facility for young	Anne Bristow	Construction work started on site in January 2018. It is expected that the Youth Zone will open to the public in early 2019.

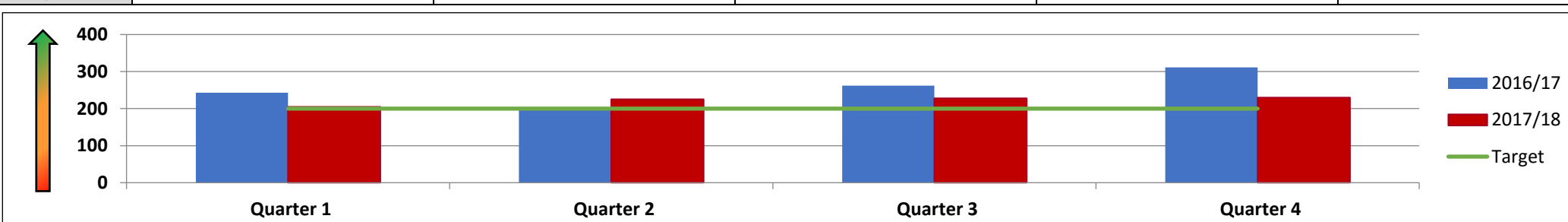
Key Accountability	Strategic Director	Quarter 4 2017/18 Update
people based on the successful Youth Zone model elsewhere in the country.		
Finance, Growth and Investment		
37. Supply heat and potential power to residents through affordable energy projects.	Inclusive Growth	First schemes underway are Gascoigne East and Becontree Heath with proposals for further schemes being developed.
48. Reduce the amount lost to the tax payer through rechargeable repairs where damages to council housing are the liability of the tenant.	Inclusive Growth	<p>As part of the Leader's project we agreed and implemented:</p> <ul style="list-style-type: none"> • That all 'void primary clears' would be recharged to tenants • That any jobs relating to lost keys / broken keys would be recharged, we were not able to introduce payment in advance due to the issue of taking payment / technology – however the scripts / processes were amended to make it clear to the tenant they would be charged for the service with an indicative cost at the point they made the request. • That we would continue to retrospectively charge tenants where damage was caused to properties and we could prove it was down to them (mainly unauthorised alterations / removing internal doors etc.) <p>Rechargeable repairs are continuing to be identified, but the difficulty with the recharge process remains the successful collection of revenue raised. This is required by Elevate who are responsible for ensuring that the process is followed and results in obtaining the identified rechargeable income.</p>
49. Ensure all residents that will be affected by changes to the benefits system, are engaged with to support them in preparing for changes.	Claire Symonds	<p>In preparation for the introduction of Universal Credit Full Service, a strategy group chaired by the Director of Community Solutions was set up to pull together stakeholders including JCP, Elevate and other Council Services to ensure the Council was prepared for the changes in terms of developing support and information for claimants. The strategy group were supported by a Task and Finish Group to implement the actions.</p> <p>Now that Universal Credit Full Service has come into effect, the Council has established Homes and Money Hub partnership team with the voluntary sector to support the</p>

Key Accountability	Strategic Director	Quarter 4 2017/18 Update
		financial resilience of residents affected by Universal Credit, Homelessness Reduction Act and other economic and housing factors.
50. Offer affordable housing to key workers within services areas that are struggling to attract and recruit suitable staff.	Inclusive Growth	<p>Key worker accommodation can be prioritised, and we have offered properties to both school and social work staff and we are awaiting confirmation of take up requirements. Properties will be available for allocation initially to care leavers.</p> <p>The Council is also working with Pocket Living on a low-cost starter home scheme of 77 units focussed on key workers. The scheme was presented to Development Control Board in November.</p>
51. Ensure that the 2017/18 budget is delivered and a MTFS (Medium Term Financial Strategy) agreed.	Claire Symonds	<p>The provisional outturn position for 2017/18 was an overspend of £5.6m. This is made up of significant overspends in some services (Care and Support, Community Solutions, Public Realm) and underspends in others.</p> <p>This has required a drawdown on the Council's reserves. Although we do have sufficient to cover this amount, a reduction in the reserves means less capacity for strategic investment and the management of future risks.</p> <p>With respect to the Medium Term Financial Strategy (MTFS) until 2021, a balanced budget for 2018/19 was approved by Assembly in February 2018. The remaining gap to 20/21 is now £15.6m.</p>
52. Set a balanced budget for 2018/19.	Claire Symonds	A balanced budget was presented to Assembly and approved in February 2018. This included a further £9m of savings and Council tax increases of 2.99% and an Adult Social Care precept of 3%.
53. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services.	Claire Symonds	The Revenues Team continues to improve collection rates for all streams of income. There are several risks and pressures that have and will arise throughout the year. Housing Benefit has decreased by 7%, or £900k, placing additional pressure on the Rents Service to collect more. The increase in council tax coupled with the Adult Social Care precept puts more pressure on council tax collection. In addition, council tax support paid to residents is now lower than at any other time. Strict adherence to good recovery practices are being maintained to mitigate these risk as well as close liaison with the Benefits Team and the Citizens Advice Bureau. Action by enforcement agents is closely monitored to ensure

Key Accountability	Strategic Director	Quarter 4 2017/18 Update
		maximum collection performance, but allows flexibility to recall cases where it becomes apparent that this action is no longer effective or appropriate.

COMMUNITY LEADERSHIP AND ENGAGEMENT					Quarter 4 2017/18
Volunteering and Engagement: KPI 1a – The number of active volunteers					
Definition	People who have actively volunteered their time in the previous 3 months within any area of Culture and Recreation or been deployed to volunteer by the volunteer coordinator Culture and Recreation.			How this indicator works	This indicator measures the average monthly number of active volunteers that support Culture and Recreation, Healthy Lifestyle and Adult Social Care activities.
What good looks like	We are working towards a continuous increase in the number of active volunteers within the borough.			Why this indicator is important	Volunteering not only benefits the individual volunteer by increasing their skills and experience, it also has a significant impact on the health and wellbeing on the community as a whole.
History with this indicator	Historically the number of active volunteers has been increasing. This is a result of increased awareness of volunteering opportunities, the diversity of roles on offer and the corporate shift to deliver some of the library offer to the community and volunteers at 2 sites.			Any issues to consider	Volunteering can be more frequent during Summer months particularly in support of outdoor events programmes such as Summer of Festivals.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	205	225	228	230	↓
Target	200	200	200	200	
2016/17	243	201	262	311	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Across the final quarter of 17-18 (January to March) there was an average of 230 active volunteers. This exceeds the monthly target figure of 200 by 30 and is 115% of the target figure. A more realistic target was set for this year as the previous target was well exceeded each month in 2016-2017. However, compared with Quarter 4 in 2016-2017 the figure is -26.04% lower. In terms of volunteer numbers this is 81 volunteers lower than the same period last year. Some of this difference can be attributed to a software update to the Volunteer Management system earlier in the year and subsequent data cleanse. The update is providing a more accurate and broader range of data recording and allowing for deployment of volunteers across a wider range of activities within the Culture and Recreation portfolio.</p> <p>Across all of 2017-2018 there has been an average of 221.17 active volunteers per month 110.85% of the higher target set for 2017-2018.</p>	<p>The success in maintaining volunteering numbers and the reason for the introduction of a higher target figure is due to the wide range of volunteer opportunities across the whole of Culture and Recreation. There has been an increase in venues with volunteer opportunities around the borough and the events programme is consistent throughout the year. There are also many public health funded projects running via the Healthy Lifestyles Team. The Volunteer Drivers Scheme and Heritage volunteers have constantly attracted regular volunteer numbers. In addition, 2 Libraries are also now community run providing regular volunteer opportunities. The regular recruitment programme for volunteers is working well and the variety of opportunities offered are seeing improved retention figures for volunteers across the year. The success of volunteers going on to gain employment with the council is also an incentive for local people to gain experience via volunteering with LBBDD.</p>
Benchmarking	Not applicable – Local measure only	

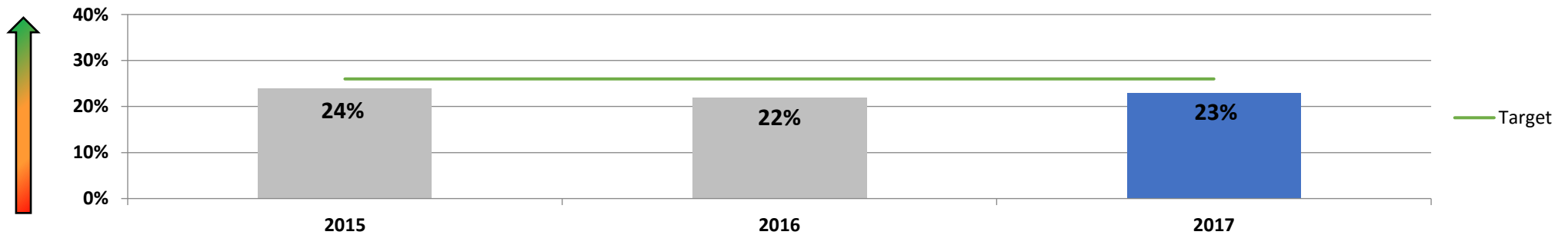
COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: KPI 1b – The percentage of residents participating in the community

Quarter 4 2017/18

Definition	The percentage of respondents that have given unpaid help to any group(s), club(s) or organisation(s) in the last 12 months.	How this indicator works	This indicator measures the number of Residents' Survey respondents who answered 'yes' to the question "have you given unpaid help to any group(s), club(s) or organisation(s)?" This includes anything they've taken part in, supported or provided help in any way, either on their own or with others.
What good looks like	We are working towards a continuous increase in the number of residents participating in the community.	Why this indicator is important	Volunteering not only benefits the individual volunteer by increasing their skills and experience, it also has a significant impact on the health and wellbeing on the community as a whole.
History with this indicator	2017 Residents' Survey – 23% 2016 Residents' Survey – 22% 2015 Residents' Survey – 24%	Any issues to consider	None at this time.
Annual Result			DOT 2016 to 2017
2017	23%		
Target	26%		
2016	22%		

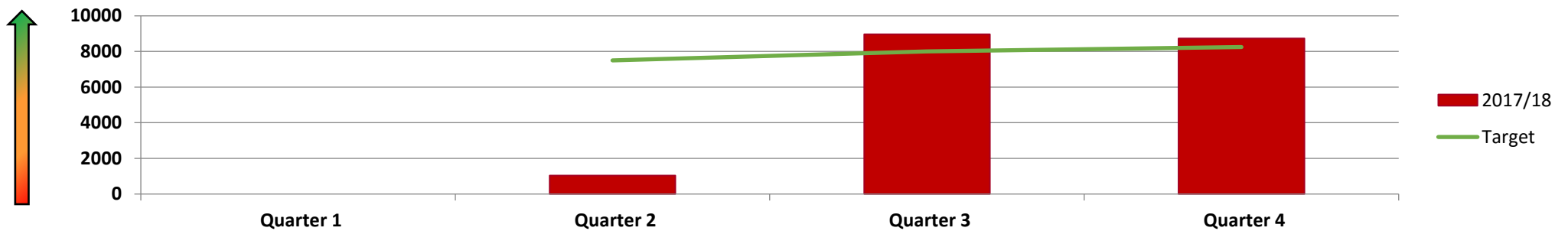
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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance between the 2016 and 2017 surveys remained relatively static, with a slight increase in the percentage of respondents who had formally volunteered in the previous 12 months.	There has been an increase in venues with volunteer opportunities around the borough and this includes options to be involved in the summer events programme. There are also a number of public health funded projects running including Healthy Lifestyles, Change for Life programme and Volunteer Drivers Scheme which are attracting regular volunteer numbers.
Benchmarking	The national Community Life Survey Results – 41%	

Definition	The number of engagements with the Council’s Facebook page			How this indicator works	This figure will look at the number of times people have commented on, shared or reacted to a post.
What good looks like	We are working to increase the amount of engagement we have with our residents via social media.			Why this indicator is important	To monitor how the Council’s engagement through the use of social media, is helping to increase the number of residents who feel well informed of local news and key Council decisions.
History with this indicator	A new monitoring and management software from 2017/18.			Any issues to consider	None at this time.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2017/18
2017/18	New from Qtr 2	1,031 average number of engaged users	8,961 average number of engaged users	8,737 average number of engaged users	↑
Target		7,500	8,000	8,250	
2016/17	New Performance Indicator for 2017/18				

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	This metric monitors how many unique users have engaged (clicked, commented on or shared) on a piece of content from the council	Continue to increase the visibility of the page and the number of followers.
Benchmarking	Not applicable – Local measure only	

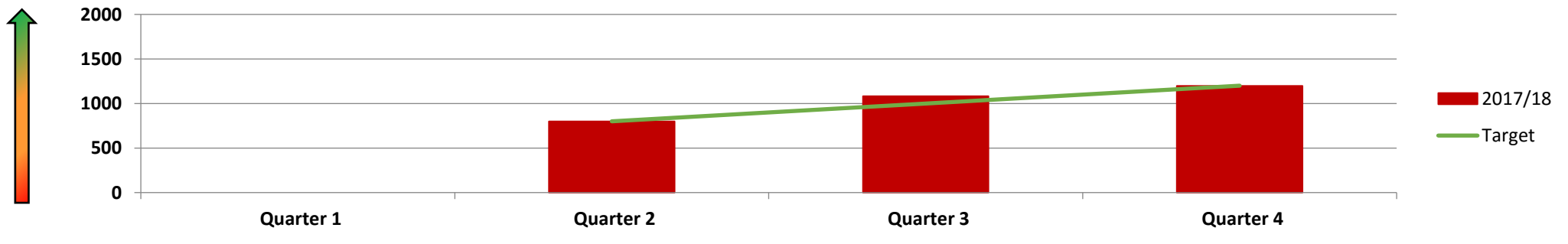
COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: KPI 1c – The number of engagements with social media (Twitter)

Quarter 4 2017/18

Definition	The number of engagements with the Council’s Twitter page			How this indicator works	This figure will look at the number of times people have commented on, shared or reacted to a post.
What good looks like	We are working to increase the amount of engagement we have with our residents via Twitter.			Why this indicator is important	To monitor how the Council’s engagement through the use of social media, is helping to increase the number of residents who feel well informed of local news and key Council decisions.
History with this indicator	A new monitoring and management software was introduced in July 2017, therefore data is not yet available.			Any issues to consider	None at this time.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2017/18	New from Qtr 2	799 unique users engaged	1,083	1,198	
Target		800	1,000	1,200	
2016/17	New Performance Indicator for 2017/18				

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Very happy with the performance. We have tweaked our posting schedule which has resulted in increased engagement.	<ul style="list-style-type: none"> Continue to promote our twitter handles, encouraging partners to share content directly with us
Benchmarking	Not applicable – Local measure only	

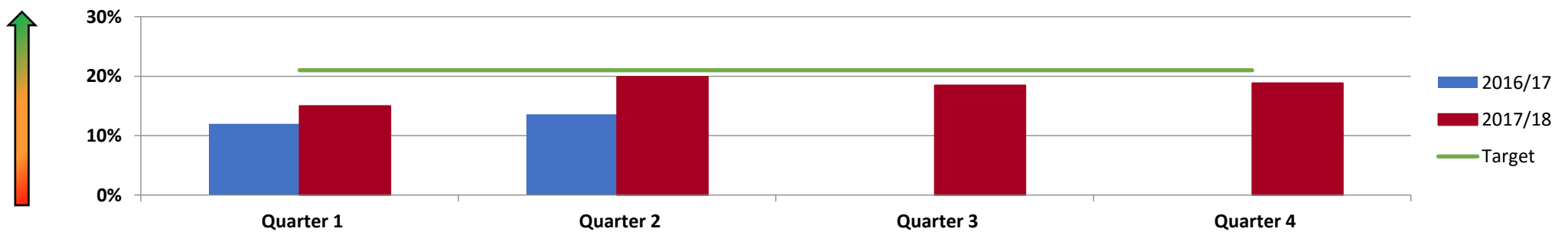
COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: KPI 1d – The number of One Borough newsletter subscribers (average open rate)

Quarter 4 2017/18

Definition	The average open rate for the One Borough newsletter			How this indicator works	This indicator monitors the average amount of times the bi-weekly One Borough newsletter
What good looks like	We are working to increase the percentage of opens our newsletter receives.			Why this indicator is important	We are looking to increase the number of residents who feel well informed of local news and key Council decisions. This figure indicates how many subscribers are engaging with our content.
History with this indicator	Over time we have increased the number of recipients opening their newsletters.			Any issues to consider	Increasing not only the number of recipients but enticing them to open the newsletter.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	15% average	19.9% average	18.47% average	18.83%	n/a
Target	21%	21%	21%	21%	
2016/17	12% average	13.6% average			

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	We have re-designed the newsletter to make it more modern and been including enforcement appeals. We've also been working harder at our subject lines to encourage residents to open the email.	<ul style="list-style-type: none"> • Improve data collection processes. • Run promotional campaign to encourage subscribers. • Strong subject lines and content
Benchmarking	Benchmark for Government newsletters is 26.33%, Benchmark for entertainment and events is 21.21%	

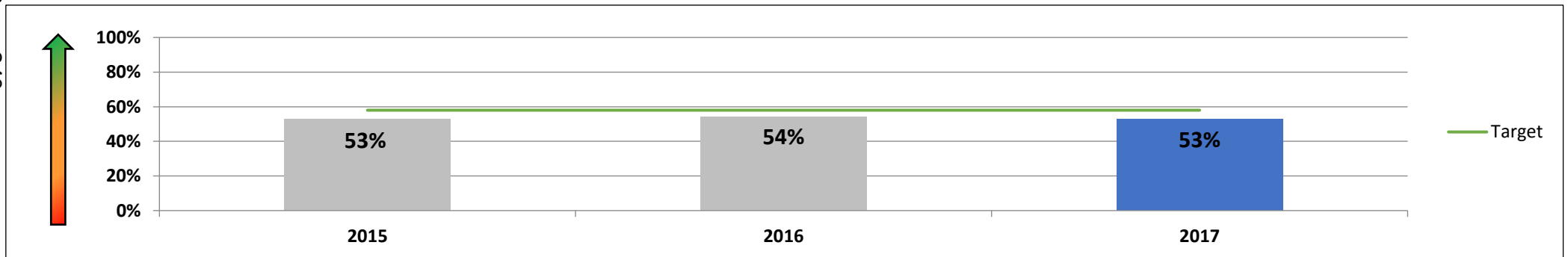
COMMUNITY LEADERSHIP AND ENGAGEMENT

KPI 2 – The percentage of respondents who believe the Council listens to concerns of local residents (Annual Indicator)

Quarter 4 2017/18

Definition	Residents Survey question: ‘To what extent does the statement “Listens to the concerns of local residents’ apply to your local Council?” The percentage of respondents who responded with either ‘A great deal’ or ‘To some extent’.	How this indicator works	Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1,101 residents (adults, 18+).
What good looks like	Good performance would see higher percentages of residents believing that the Council listens to their concerns.	Why this indicator is important	Results give an indication of how responsive the Council is, according to local residents.
History with this indicator	2017 Residents’ Survey – 53% 2016 Residents’ Survey – 54% 2015 Residents’ Survey – 53%	Any issues to consider	Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.
	Annual Result		DOT from 2016 to 2017
2017	53%		
Target	58%		
2016	54%		

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance for this indicator has remained static. The Council has carried out a number of major consultations over the past year with residents and has made an effort to encourage residents to get involved. This may have contributed to helping ensure performance did not deteriorate over the last year. However, in order to see real improvements on this indicator the Council needs to be better at responding to the concerns of residents through dealing effectively with service requests. A key part of this is also about setting clear expectations and service standards so that residents know what to expect.	To improve results, the Council needs to ensure it is doing the basics right through business as usual, ensuring the services delivered are relentlessly reliable. Development of campaign plans with key messages for priority areas, as well as continuing to work to improve consultation and engagement.

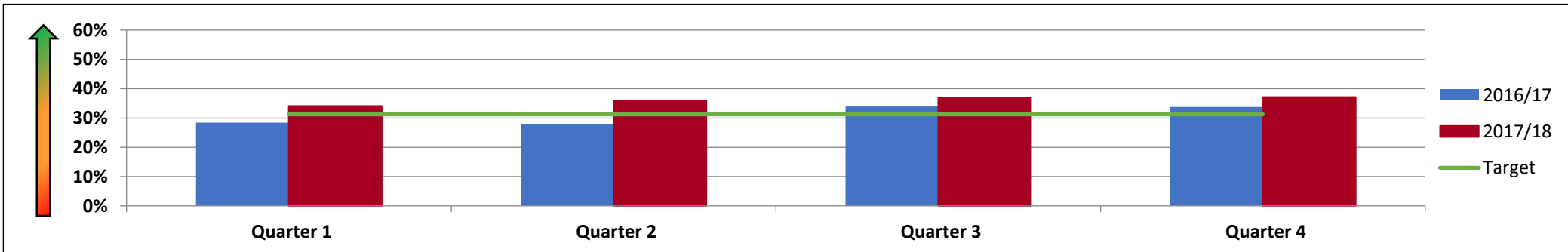
Definition	Survey of people attending the events to find out: <ul style="list-style-type: none"> • Visitor profile: Where people came from, Who they were, How they heard about the event • The experience: Asking people what they thought of the event and how it could be improved. • Cultural behaviour: When they last experienced an arts activity; and where this took place. 	How this indicator works	Impact / success is measured by engaging with attendees at the various cultural events running over the Summer. Results are presented in a written evaluation report.			
History with this indicator	See results below.	Any issues to consider	The outdoor cultural events programme runs from June to September.			
Questions			2016/17	2017/18	DOT	
3a	The percentage of respondents who agree that these annual events should continue			100%	91%	↓
3b	The percentage of respondents who agree that these events are a good way for people of different ages and backgrounds to come together			100%	92%	↓
3c	The percentage of respondents who live in the Borough			66%	64%	↓
3d	The percentage of respondents who were first time attenders at the event			43%	--	n/a
3e	The percentage of respondents who had attended an arts event in the previous 12 months			56%	64%	↑
3f	The percentage of respondents who heard about the event from LBBD social media activity			25%	28%	↑
RAG Rating	Performance Overview	Actions to sustain or improve performance				
n/a	Results for 2017/18 are included above. To allow comparison the results for the previous year are also included. In the 2017 survey, the question about first time attendance was not asked.	When we asked people what they particularly liked about the events and how they think they could be improved, a number of recurring themes were identified, which on the whole are similar to the responses received in 2016. Positive comments – free entry, atmosphere, good day out, family friendly; and seeing the community come together. Areas for improvement – more seating, cost of rides, more variety of food on sale, price of food, and more arts and crafts stalls.				
Benchmarking	Not applicable – Local measure only					

Equalities and Cohesion – Key Performance Indicators 2017/18

EQUALITIES AND COHESION
KPI 4 – The percentage of Council employees from BME Communities Quarter 4 2017/18

Definition	The overall number of employees that are from BME communities.			How this indicator works	This is based on the information that employees provide when they join the Council. They are not required to disclose the information and many chose not to, but they can update their personal records at any time they wish.
What good looks like	That the workforce at levels is more representative of the local community (of working age).			Why this indicator is important	This indicator helps to measure and address under-representation and equality issues within the workforce and the underlying reasons.
History with this indicator	The overall percentage of Council employees from BME Communities has been on an upward trend for a number of years but the rate of increase does not match that of the local population and the Borough profile.			Any issues to consider	A number of employees are “not-disclosed”, and the actual percentage from BME communities is likely to be higher. Completion of the equalities monitoring information is discretionary and we are looking at how to encourage new starters to complete this on joining the Council and employees to update personal information on Oracle.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	34.11%	35.98%	36.96%	37.17%	
Target	31.24%	31.24%	31.24%	31.24%	
2016/17	28.36%	27.82%	33.9%	33.8%	

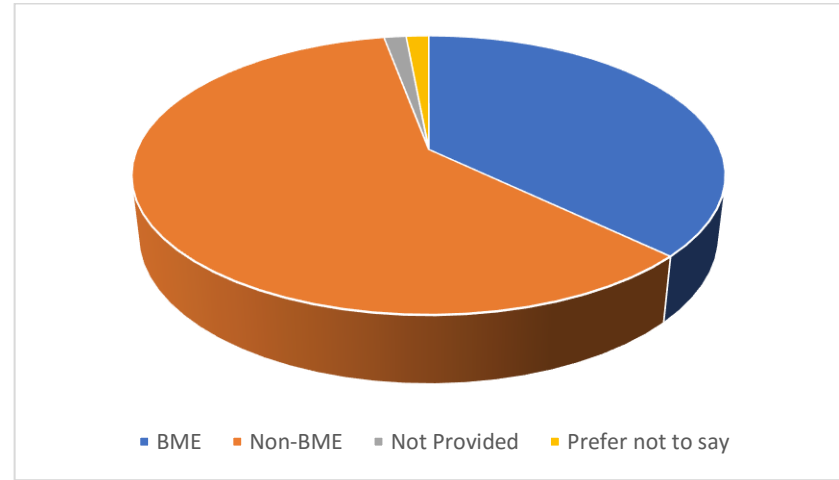
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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	This quarter shows an increase in the percentage of staff working at LBBB from BME backgrounds compared with the last quarter.	We continue to monitor recruitment data and have seen an increase in new starters from BME communities. Recruitment and selection training includes good practice recruitment standards for managers with a significant emphasis on E&D.
Benchmarking	Not applicable – Local measure only	

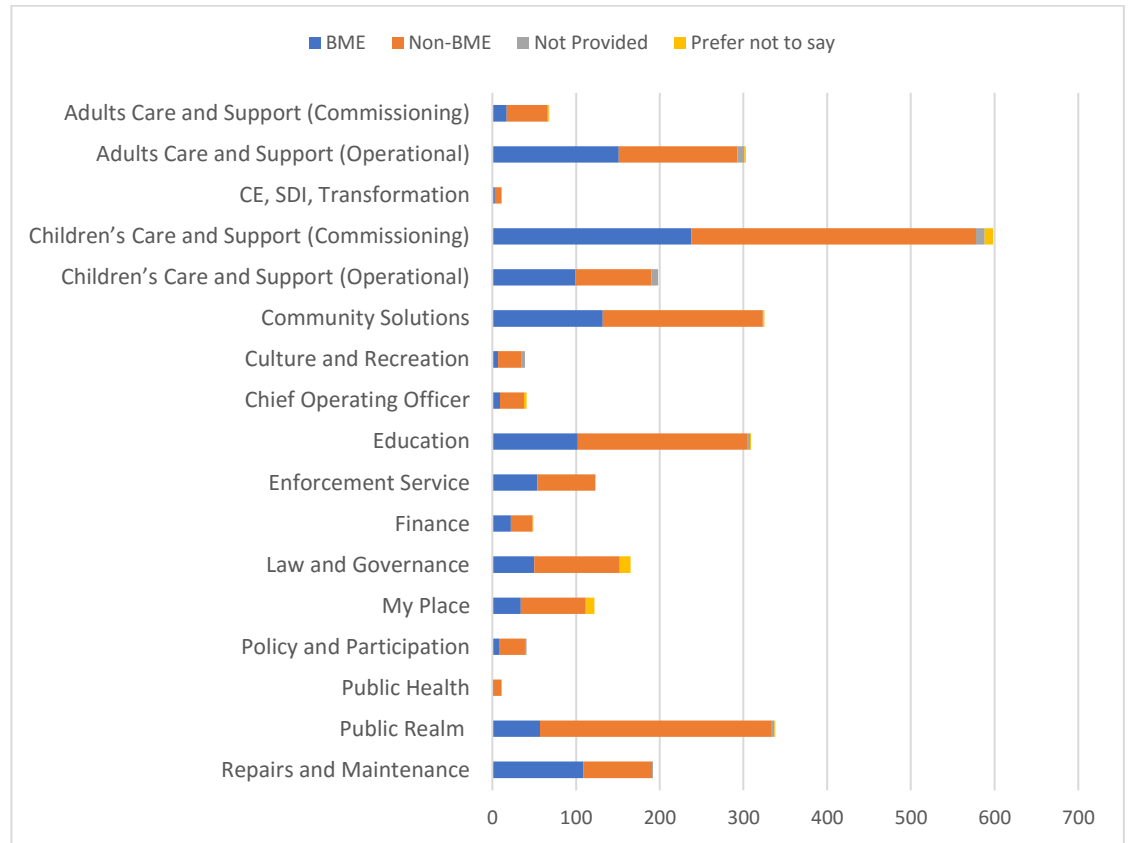
KPI 4 – The percentage of employees from BME Communities

BME	Non-BME	Not Provided	Prefer not to say
1086	1751	42	43
37.17%	59.92%	1.44%	1.47%



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Service Block	BME	Non-BME	Not Provided	Prefer not to say
Adults Care and Support (Commissioning)	17	49	1	1
Adults Care and Support (Operational)	151	142	8	2
CE, SDI, Transformation	3	8	0	0
Children’s Care and Support (Commissioning)	238	340	10	10
Children’s Care and Support (Operational)	99	91	8	0
Community Solutions	132	191	1	1
Culture and Recreation	4	28	4	0
Reports to Chief Operating Officer (previously CC&SD)	9	29	0	3
Education	102	203	3	1
Enforcement Service	54	69	0	0
Finance	22	26	0	1
Law and Governance	50	102	0	13
My Place	34	77	1	10
Policy and Participation	8	31	2	0
Public Health	2	9	0	0
Public Realm	57	277	3	1
Repairs and Maintenance	109	82	1	0



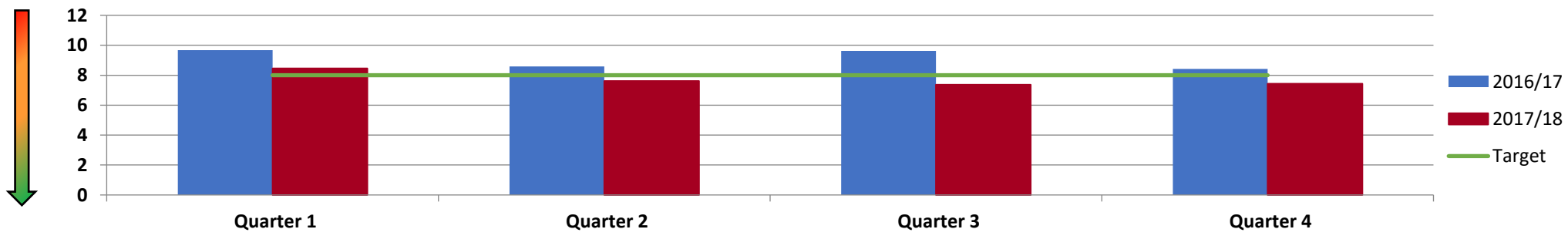
EQUALITIES AND COHESION

KPI 29 – The average number of days lost due to sickness absence

Quarter 4 2017/18

Definition	The average number of days sickness across the Council, (excluding staff employed directly by schools). This is calculated over a 12-month rolling year and includes leavers.			How this indicator works	Sickness absence data is monitored closely by the Workforce Board and by Directors. An HR Project Group meets weekly to review sickness absence data, trends, interventions and “hot spot” services have been identified. Managers have access to sickness absence dashboards.
What good looks like	Average for London Boroughs is 7.8 days.			Why this indicator is important	This indicator is important because of the cost to the Council, loss of productivity and the well-being and economic health of our employees. The focus is also on prevention and early intervention.
History with this indicator	2016/17 end of year result: 8.43 days 2015/16 end of year result: 9.75 days 2014/15 end of year result: 7.51 days			Any issues to consider	Sickness has increased marginally since the previous quarter. Monthly tracking though shows that there is a reduction in absence. We are still not achieving the revised target of 6 days. A breakdown of sickness absence in Public Realm is set out below.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	8.45	7.62	7.36	7.43	
Target	8	8	8	8	
2016/17	9.67	8.58	9.63	8.43	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Performance has reduced since the previous report, as there has been a slight increase in average absence. We are below the London Average, and the timescale for achieving the revised target of 6 days has been reset to 31 December 2018.	Although our absence levels are reducing, and compliance with monitoring, recording and managing absence are improving, there is still further work to be done. The breakdown by Service Block/Director reflects recent changes in establishment. The service area with the highest average absence is Public Realm. However, many of the actions taken previously are expected to have an impact over the next quarters.
Benchmarking	London average – 7.8 days	

The main contributor to average absence in Public Realm is long term sickness. 28 staff have contributed to 3434 days sickness over the last 12 months, but currently only 5 of this group are still absent. As the BVPI calculations include all sickness over the last 12 months this will also include the staff where the relevant actions have been taken and they have returned to work or deceased as in one case. The five staff that are still off sick the current sickness days amounts to 770 days.

The staff that are still absent are off with complex long-term conditions, and the service is taking proactive management in line with the Council's policies.

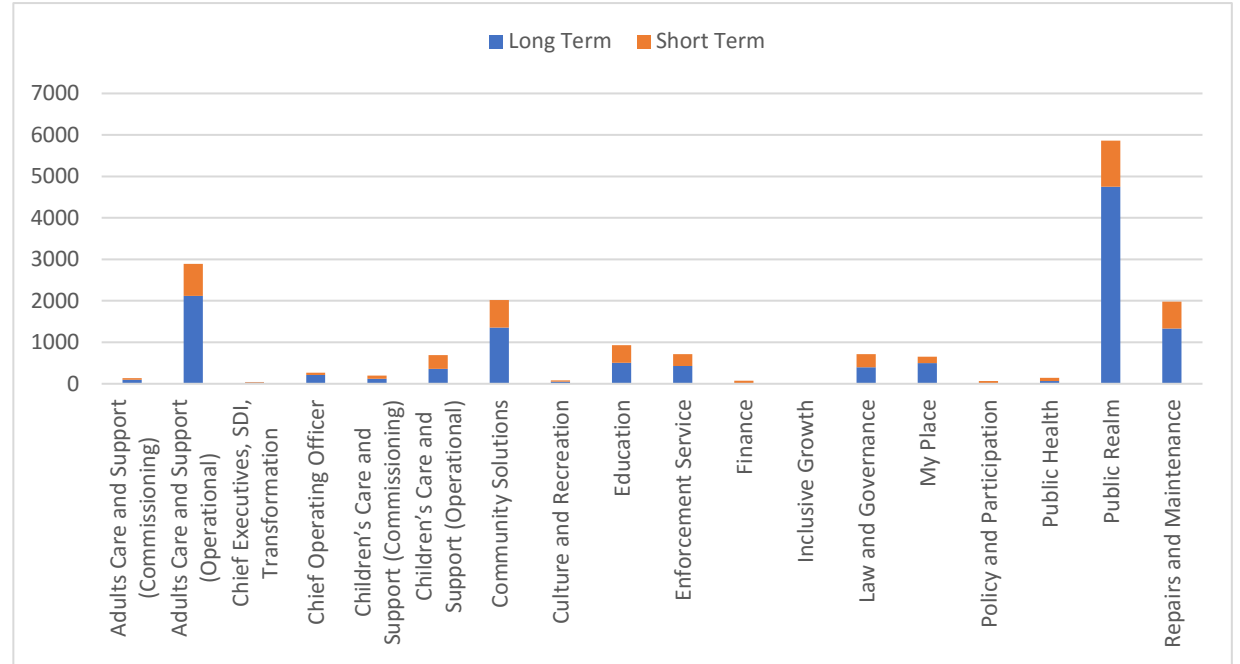
The other 23 staff were off with a range of serious long-term conditions including cancer, operations, musculo-skeletal, stress/depression. Some were absent because of accidents at work or road-traffic accidents. Of this group, some returned to work between May 2017 – December 2017. 8 employees returned to work in March and April 2018. The longest period of absence was 338 days with the majority between 100 and 50 days.

Robust absent management arrangements are in place in Public Realm, but it will take some time for the impact of such lengthy periods of absence to clear the 12-month rolling year reporting period. There will always be a higher level of absence in this service due to fewer options to reallocate duties, for example where staff are off work with a physical condition, it is unlikely that they could be allocated temporary suitable alternative employment. The service has very few options for home working if the employee is feeling ill, and the jobs are generally very physical.

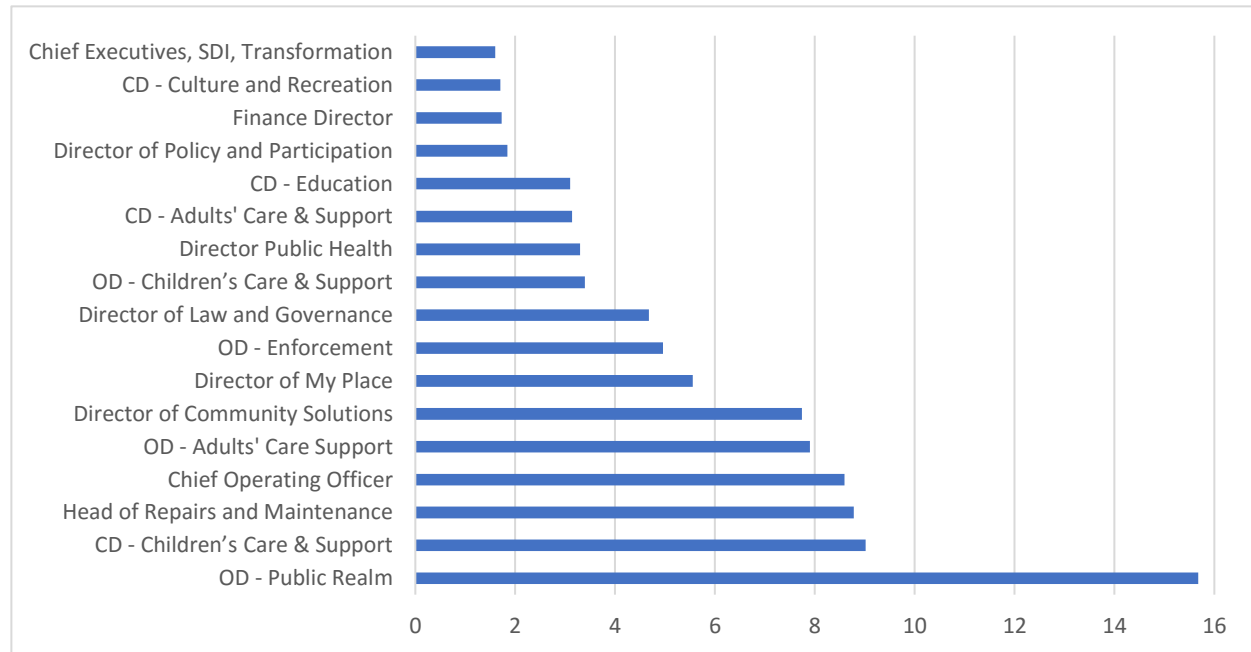
A range of prevention and intervention services are planned, and this together with robust absence management should start to see a reduction from the next quarter, and certainly over 2018.

KPI 29 – The average number of days lost due to sickness absence (Additional Information)

Director	Long Term	Short Term
Adults Care and Support (Commissioning)	95	43
Adults Care and Support (Operational)	2116	773.25
Chief Executives, SDI, Transformation	29	17
Chief Operating Officer	211	56
Children's Care and Support (Commissioning)	118	76.5
Children's Care and Support (Operational)	359	334
Community Solutions	1356	663.5
Culture and Recreation	48	37
Education	507.5	426
Enforcement Service	431	282.5
Finance	0	76
Inclusive Growth	0	6
Law and Governance	398	316.5
My Place	501	153.7
Policy and Participation	0	65
Public Health	67	74
Public Realm	4750.5	1110.75
Repairs and Maintenance	1331	651



Director	Average Days Lost per EE
CD - Adults' Care & Support	1.9
CD - Children's Care & Support	3.1
CD - Culture and Recreation	2.2
CD - Education	2.9
Chief Executives, SDI, Transformation	4.2
Chief Operating Officer	8.6
Director of Community Solutions	6.0
Director of Law and Governance	4.1
Director of My Place	5.3
Director of Policy and Participation	1.5
Director Public Health	11.8
Finance Director	1.4
Head of Repairs and Maintenance	10.3
OD - Adults' Care Support	8.8
OD - Children's Care & Support	2.7
OD - Enforcement	5.6
OD - Public Realm	15.8



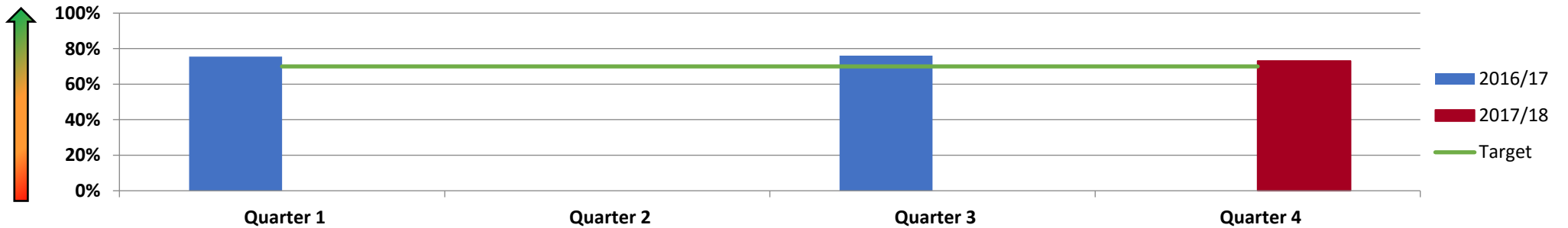
EQUALITIES AND COHESION

KPI 30 – The percentage of staff who are satisfied working for the Council

Quarter 4 2017/18

Definition	The percentage of respondents of the Staff Temperature check who are satisfied working for the Council.	How this indicator works	This is a survey of a representative cross section of the workforce and is followed by focus groups to explore the results. The results are reported to the Workforce Board, Members at the Employee Joint Consultative Committee, Trade Unions and Staff Networks and published on Intranet		
What good looks like	That the positive response rate is maintained and continues to improve.	Why this indicator is important	Staff temperature checks are “statistically valid” and this indicator provides an important measure of how staff are engaged when going through major change; it gives them an opportunity to say how this is impacting on them.		
History with this indicator	The Staff Temperature Check Survey is run two or three times a year and the questions are linked to those in the all Staff Survey to enable benchmarking with previous years back to 2006.	Any issues to consider	Depends on how changes and restructures continue to be managed locally and / or the impact on the individuals in those areas.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	Survey not conducted	Survey not conducted	Survey not conducted	73% (IiP proxy)	n/a
Target	70%	70%	70%	70%	
2016/17	75.52%	Survey not conducted	76%	Survey not conducted	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The last temperature check was circulated to all employees through an online survey, and a paper copy to those without regular access to PCs. The response rate increased overall, and there were more paper copies returned than the previous quarter.	The Investors in People Survey included a question that we can continue to track employee satisfaction. This is a proxy question: My organisation is a great place to work. We will now continue to track a range of questions in the temperature check to measure employee engagement.
Benchmarking	No benchmarking data available – Local measure only.	

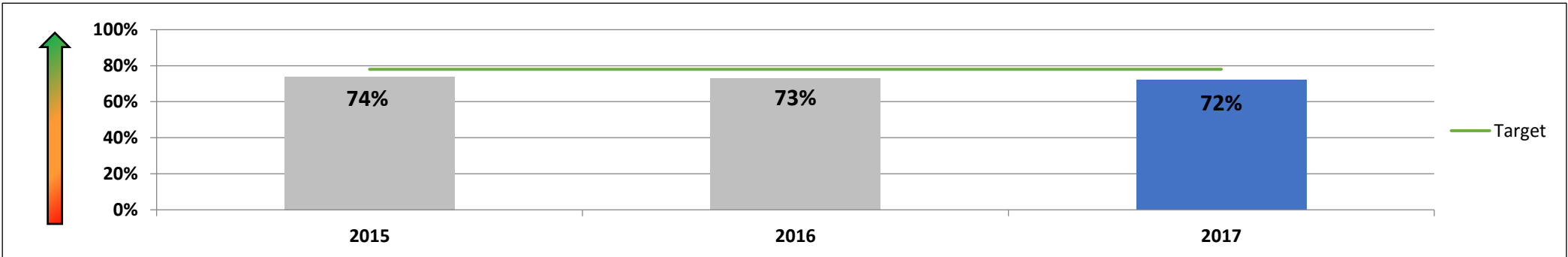
EQUALITIES AND COHESION

KPI 5 – The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together

Quarter 4 2017/18


Definition	Residents Survey question: ‘To what extent do you agree that this local area is a place where people from different backgrounds get on well together’ The percentage of respondents who responded with either ‘Definitely agree’ or ‘Tend to agree’.	How this indicator works	Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1000 residents (adults, 18+).
What good looks like	An improvement in performance would see a greater percentage of residents believing that the local area is a place where people from different backgrounds get on well together.	Why this indicator is important	Community cohesion is often a difficult area to measure. However, this perception indicator gives some indication as to how our residents perceive community relationships to be within the borough.
History with this indicator	2017 Residents’ Survey – 72% 2016 Residents’ Survey – 73% 2015 Residents’ Survey – 74%	Any issues to consider	Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.
Annual Result			DOT from 2016 to 2017
2017	72%		↓
Target	78%		
2016	73%		

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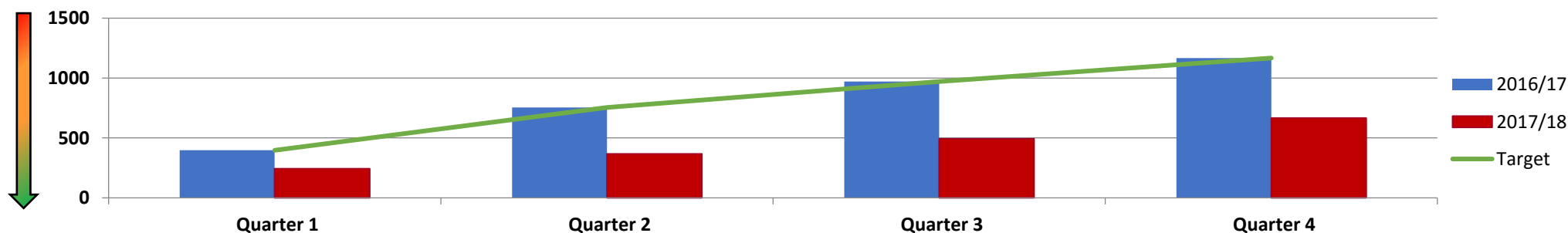


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Results for this indicator decreased slightly in 2017, dropping from 73% to 72%. Given the circumstances, nationally as a result of Brexit and the reported rise in hate crime in places across the country, it is positive to note that performance for this indicator is holding steady. However, the performance for this indicator is still below the target of 78% and therefore RAG rated Amber.	Work is underway to develop a Cohesion Strategy which will respond to issues and provide a plan to improve performance for this indicator.
Benchmarking	The national Community Life Survey Results – 89%	

Environment and Street Scene – Key Performance Indicators 2017/18

ENVIRONMENT AND STREET SCENE					Quarter 4 2017/18
KPI 6 – The weight of fly-tipped material collected (tonnes)					
Definition	Fly tipping refers to dumping waste illegally instead of using an authorised method.		How this indicator works	(1) Fly-tip waste disposed at Material Recycling Facility and provided with weighbridge tonnage ticket to show net weight. The weights for all vehicles are collated monthly by East London Waste Authority (ELWA) and sent to boroughs for verification. (2) Following verification of tonnage data, ELWA sends the data to the boroughs and this is the source information for reporting the KPI.	
What good looks like	In an ideal scenario fly tipping trends should decrease year on year and below the corporate target if accompanied by a robust enforcement regime.		Why this indicator is important	To show a standard level of cleanliness in the local authority, fly tipping needs to be monitored. This reflects civic pride and the understanding the residents have towards our service and their own responsibilities.	
History with this indicator	2016/17 end of year result – 1,167 tonnes collected 2015/16 end of year result – 627 tonnes collected 2014/15 end of year result – 709 tonnes collected		Any issues to consider	Performance for this indicator fluctuates year on year depending on the collection services on offer, for example, the introduction of charges for green garden waste. We are monitoring the impact of green garden waste charges on fly tipping, but thus far, we have not seen any significant impact.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	244 tonnes	367 tonnes	492 tonnes	665 tonnes	
Target	397 tonnes	755 tonnes	971 tonnes	1,167 tonnes	
2016/17	397 tonnes	755 tonnes	971 tonnes	1,167 tonnes	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	At the end of the year, the weight of fly-tipped materials collected (tonnes) was 665 tonnes. This is 502 tonnes below the target. The significant drop is due in part to the work of the area managers and enforcement team to pursue and prosecute fly-tippers. Moving forward, we will need to set a more challenging target for 2019/18, of approximately 600 tonnes.	We carry out monthly monitoring of waste tonnage data to be more accurate and have found out some discrepancies where waste had been allocated to the wrong waste type. The continuing work of the area managers and enforcement team to pursue and prosecute fly-tippers will continue to contribute in the improvement of this indicator. Quick response to fly-tips stops them from building up and increasing the tonnage and may deter those who would add to existing fly-tips.
Benchmarking	We benchmark our fly tipping waste monthly with other ELWA partners. However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.)	

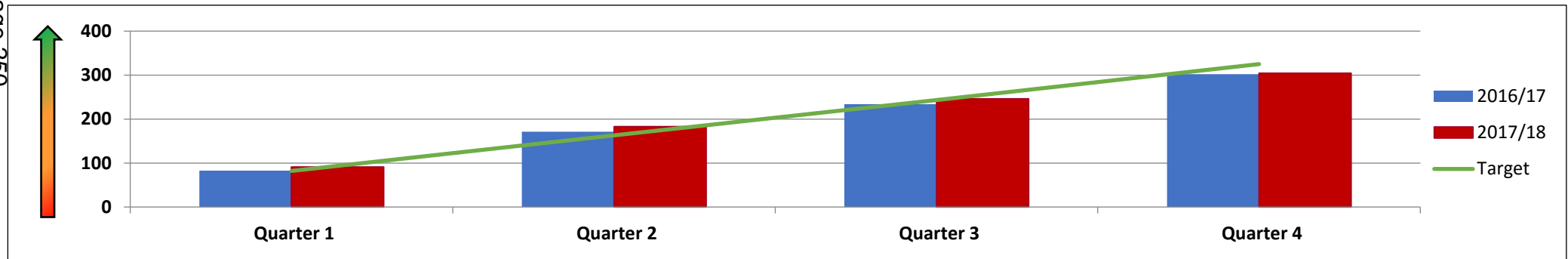
ENVIRONMENT AND STREET SCENE

KPI 7 – The weight of waste recycled per household (kg)

Quarter 4 2017/18

Definition	Recycling is any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes.	How this indicator works	This indicator is the result of all recycle collected through our brown bin recycling service, brink banks, RRC (Reuse & Recycling Centre) and ‘back-end’ recycling from the Mechanical and Biological Treatment (MBT) Plant. The total recycled materials weight in kilograms is divided by the total number of households in the borough (74,707 households 2017/18).		
What good looks like	An increase in the amount of waste recycled per household.	Why this indicator is important	It helps us understand public participation. It is also important to evaluate this indicator to assess operational issues and look for improvements in the collection service.		
History with this indicator	2016/17 – 302kg per household 2015/16 – 218kg per household 2014/15 – 291kg per household	Any issues to consider	August recycling low due to summer holidays and from October to March due to lack of green waste recycling tonnages/rates are also low.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	91kg	183kg	246kg	304kg	↓
Target	82kg	163kg	243kg	325kg	
2016/17	83kg	171kg	234kg	302kg	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	At the end of the year, the weight of waste recycled per household was 304kg. This is 21kg or 6.46% below the target of 325kg. The reasons for this are two-fold namely: 1.The months of February/March were poor months in terms of Frizlands Reuse and Recycling Centre recycling, particularly green waste, due in part at least to the poor weather. 2. Despite communication campaigns and engagement, contamination of the brown bins has been very high averaging 40% compared to more acceptable level of 10 – 15%.	The Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. Addressing this issue will be crucial to maintain LBBDD’s recycling rate. The team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents, instructing, and educating to resolve contamination from households. From mid-May 2018, we will be running series of communications campaigns to promote recycling and waste reduction, which hopefully will help improve this indicator.
Benchmarking	We benchmark our recycling waste monthly with other ELWA partners. LBBDD is ranked second out of the four ELWA boroughs (1 st Havering; 2 nd LBBDD, 3 rd Redbridge; and 4 th Newham). However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.)	

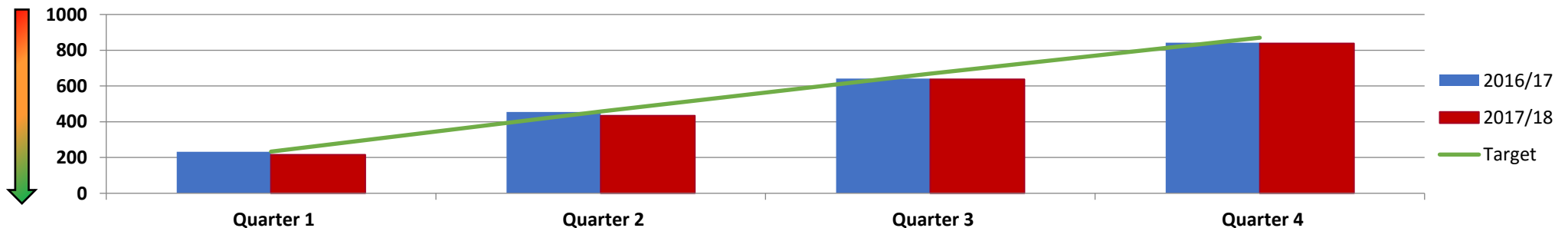
ENVIRONMENT AND STREET SCENE

KPI 8 – The weight of waste arising per household (kg)

Quarter 4 2017/18

Definition	Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.	How this indicator works	This indicator is a result of total waste collected through kerbside waste collections, Frizlands RRC, bulky waste and street cleansing minus recycling and garden waste collection tonnages. The residual waste in kilograms is divided by the number of households in the borough (74,707 households 2017/18).		
What good looks like	A reduction in the amount of waste collected per household.	Why this indicator is important	It reflects the council's waste generation intensities which are accounted monthly. It derives from the material flow collected through our grey bin collection, Frizlands RRC residual waste, bulk waste and street cleansing collections services.		
History with this indicator	2016/17 – 842kg 2015/16 – 877kg 2014/15 – 952kg	Any issues to consider	Residual waste generally low in month of August due to summer holidays and high during Christmas/New Year and Easter breaks.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	215kg	434kg	638kg	838kg	
Target	233kg	457kg	669kg	870kg	
2016/17	232kg	455kg	642kg	842kg	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>At the end of the year, the residual waste per household was 838kg. This is 32kg below the target of 870kg. This reduction is equivalent to approximately £310,830 savings in disposal cost.</p> <p>(32kg x 74707 households = 2,390,624kg/1000 = 2,391 tonnes x £130 disposal levy = £310,830). This reduction is likely to be reflected in the 2019/20 disposal levy.</p>	<p>Work is being continued to police the number of large bins being delivered. Increased communications campaigns such as slim your bin and the no side waste policy campaign being undertaken by the Enforcement team from April 2017, has contributed to an improvement of this indicator. We also plan to undertake waste communications campaign from mid-May to promote waste reductions and recycling.</p> <p>On-going corrections to waste reporting have also impacted on high household waste levels with waste being correctly categorised and removed from the household waste stream.</p>
Benchmarking	We benchmark our fly tipping waste monthly with other ELWA partners. However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.).	

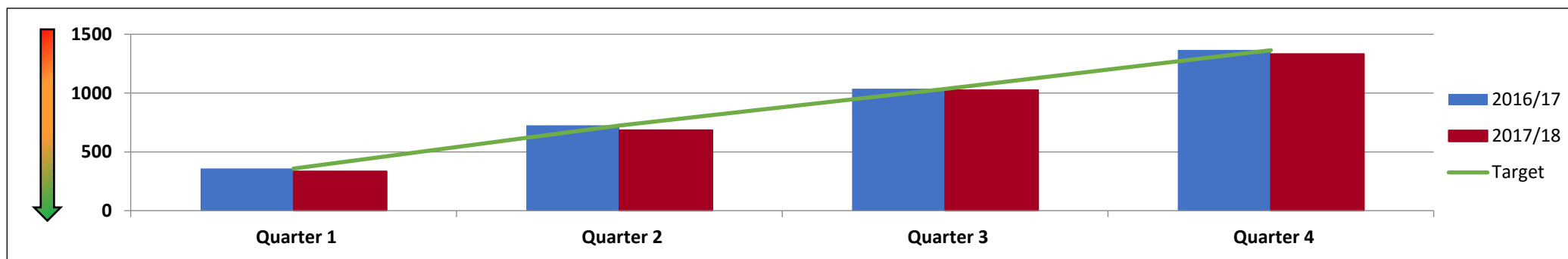
Enforcement and Community Safety – Key Performance Indicators 2017/18

ENFORCEMENT AND COMMUNITY SAFETY KPI 9 – The number of non-domestic abuse violence with injury offences recorded

Quarter 4 2017/18

Definition	Violence with Injury includes the following offences: Attempted murder, intentional destruction of a viable unborn child, causing death or serious injury by dangerous driving, causing death by careless driving under the influence of drink or drugs, cause or allow death or serious physical harm to child or vulnerable person, causing death by careless or inconsiderate driving, causing death by driving; unlicensed, disqualified or uninsured drivers, assault with intent to cause serious harm, endangering life, assault with Injury, Racially or religiously aggravated assault with injury, causing death by aggravated vehicle taking. <u>Non Domestic Violence Within Injury</u> is all of the above which have not been flagged as a Domestic Incident			How this indicator works	Overall count of the offences listed opposite.
What good looks like	We are looking for a decrease in this figure and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.	Why this indicator is important	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, The Crime and Enforcement Portfolio holder, the Chief Executive of the council, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC).		
History with this indicator	2013/14: 987 2014/15: 1,147 2015/16: 1,325 2016/17: 1,366	Any issues to consider	In April 2014 changes were made to the way in which violence was recorded and classified (see new Home Office Counting Rules Guidance). HMIC inspections of police data in 2013-14 also raised concerns about a notable proportion of crime reports not being recorded, particularly during domestic abuse inspections. Implementation of the new recording and classification guidance and training to improve crime recording mechanisms around violence and domestic abuse have led to a rapid upward trajectory in Violence with Injury.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	335	684	1,024	1,331	↑
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
2016/17	359	725	1,037	1,366	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The MOPAC reduction Target has been met. Using 2017/18 end of year figures at March 2018 (1331 offences) shows that Non-Domestic Abuse Violence With Injury is down by 2.6% (-35 offences) compared to 2016/17 (1366 offences). In comparison Non-DA VWI across London is up 0.7%	RAG rated as Amber due to not meeting local definition for green (which is a reduction of 5% or more). The Police have daily grip meetings to examine Violence offences (ensuring good reporting standards and seeking opportunities to identify and arrest offenders). The police set up a specific Operation Equinox arrest team to track down wanted violent suspects - There is daily mapping of violent offences and tasking's are altered each day in response.
Benchmarking	Benchmarking data not available.	

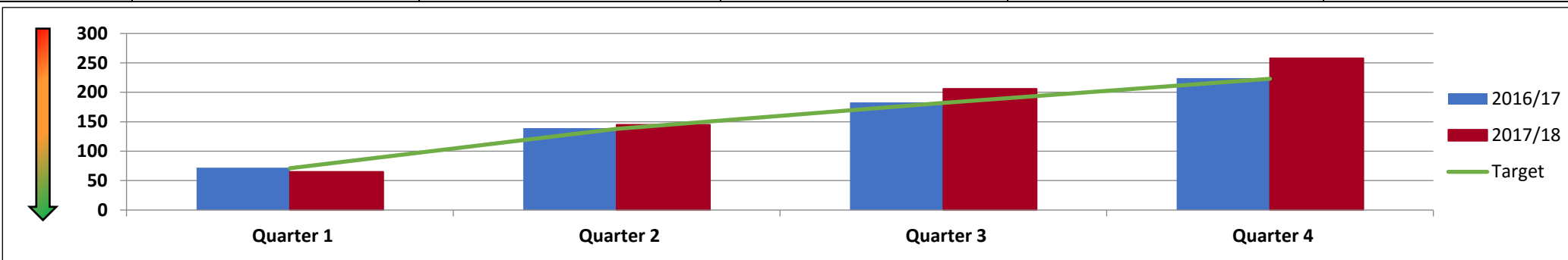
ENFORCEMENT AND COMMUNITY SAFETY

KPI 10 – The number of serious youth violence offences recorded

Quarter 4 2017/18

Definition	Serious Youth Violence is defined by the MPS as 'Any offence of most serious violence or weapon enabled crime, where the victim is aged 1-19.'		How this indicator works	Serious Youth Violence is a count of victims of Most Serious Violence aged 1-19.	
What good looks like	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.		Why this indicator is important	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.	
History with this indicator	2014/15: 182 2015/16: 245 2016/17: 224		Any issues to consider	Serious Youth Violence Counts the number of victims aged 0-19 years old, not the number of offences.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	65	145	206	258	
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
2016/17	72	139	183	224	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
R	<p>We have not achieved the MOPAC reduction target set. Using 2017/18 end of year figures at March 2018 (258 victims) Serious Youth Violence is up by 15.2% (+34 victims) compared to 2016/17 (224 victims). In comparison the number of SYV victims across London is up by 13.1%.</p>	<p>Although this measure focuses on those young people who are victims of serious youth violence, the perpetrators of these behaviours are often at greatest risk of becoming a victim of serious youth violence so the actions to address this area focus on both the victim and the perpetrator. £268,000 of the London Crime Prevention Fund has been allocated to the area of keeping children and young people safe (42% of the total funding). Work streams include:</p> <ol style="list-style-type: none"> 1) High level mentoring support for those identified as high risk of involvement in violence, gang involvement or resettling back into the community after a custodial sentence. 2) Supporting the delivery of Out of Court Disposals work in a bid to work with young people at an earlier stage to avoid entry into the criminal justice system. 3) Counselling and mentoring workshops and performances with targeted groups of young people in schools and other settings on offences with weapons such as knives, noxious substances and CSE. 4) Development of a Youth Matrix to identify the most at risk young people through schools, police, youth service and Youth Offending Service. 5) Full Time Support workers to provide one to one mentoring as part of early intervention identified by the matrix. <p>We are working with schools and voluntary organisations to develop a trauma informed approach which will have a long term impact.</p>
Benchmarking	Benchmarking data not available.	

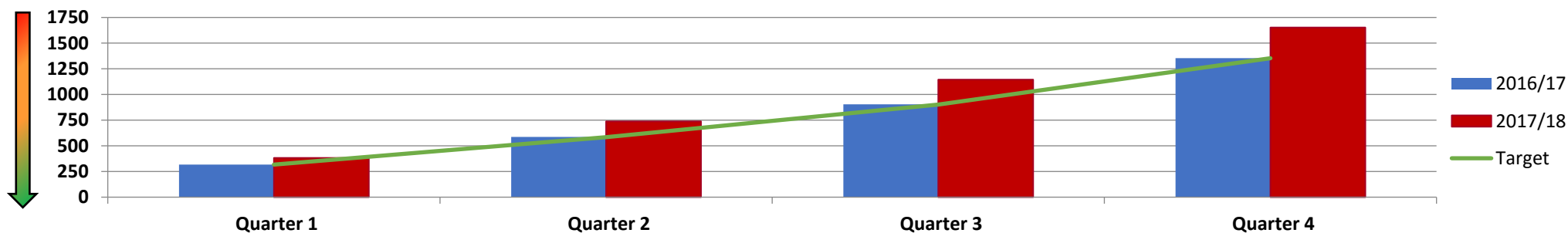
ENFORCEMENT AND COMMUNITY SAFETY

KPI 11 – The number of burglary offences recorded

Quarter 4 2017/18

Definition	This indicator includes residential burglary and burglary of a business property		How this indicator works	A count of total burglary offences reported to police (Residential <u>and</u> Business and Community)	
What good looks like	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal		Why this indicator is important	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor’s Office of Policing and Crime (MOPAC) for the 2017/18 period.	
History with this indicator	2013/14: 2,007 2014/15: 1,874 2015/16: 1,534 2016/17: 1,354		Any issues to consider	None at this time.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	382	739	1,144	1,653	↓
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
2016/17	318	586	903	1,354	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
R	<p>The MOPAC reduction Target has not been met.</p> <p>End of Year Figures at March 2018 (1653 offences) shows a 22.1% increase (+299 offences) when compared to 2016/17 (1354 offences).</p> <p>In comparison total burglary across London is up 11.0%</p>	<p>As part of Operation Mexico a dedicated police unit was set up on 8th January 2018 made up of 2 Sergeants and 16 Constables, who operate out of Fresh Wharf police station. The unit investigates all crimes of Robbery and Residential Burglary where there has been a forensic identification. In terms of Residential Burglary the unit will investigate: 1. Any linked series, 2. Any artifice offence, 3. Any offence with a named suspect, 4. Any offence with a realistic line of enquiry which could lead to the identification of suspects, 5. Any other offences which the CID DI believes should be investigated by the unit. Proactive work will be undertaken especially on linked series offences to locate and arrest suspects who are currently wanted. This initiative will help reduce the current increase trend and will also improve victim care and positive outcomes. Since inception the Operation Mexico team have made 105 arrests and 65 charges for residential burglary.</p>
Benchmarking	Not currently available for March 2018	

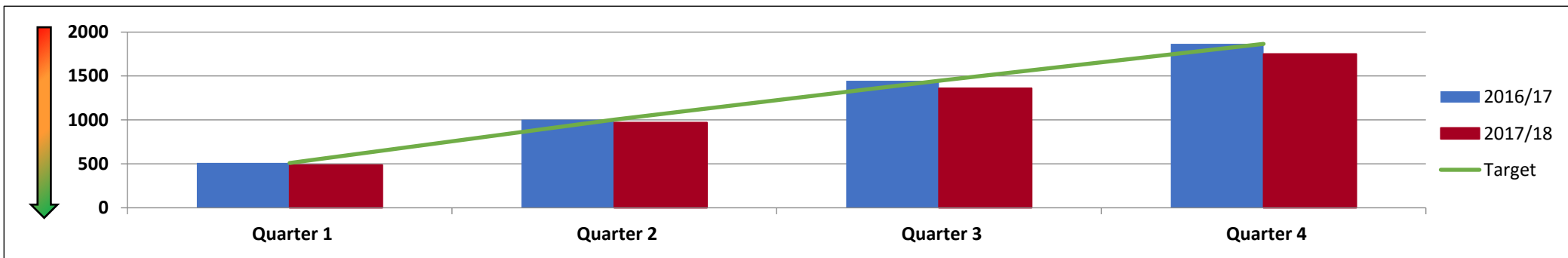
ENFORCEMENT AND COMMUNITY SAFETY

KPI 12 – The number of criminal damage offences recorded

Quarter 4 2017/18

Definition	This indicator includes criminal damage to: a dwelling, a building other than a dwelling, a vehicle other criminal damage, racially or religiously aggravated criminal damage.		How this indicator works	A combined count of the offences listed opposite.	
What good looks like	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal		Why this indicator is important	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor’s Office of Policing and Crime (MOPAC) for the 2017/18 period.	
History with this indicator	2014/15: 1,673 2015/16: 1,951 2016/17: 1,865		Any issues to consider	None at this time.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	488	971	1,360	1,752	
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
2016/17	511	1,004	1,446	1,867	

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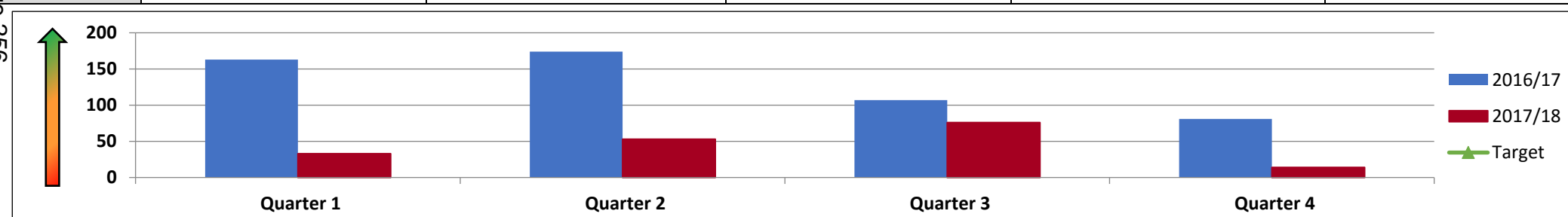


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	We have achieved the reduction target set. Using 2017/18 end of year figures to March 2018 (1752), we are reporting a 6.2% decrease (-115 offences) in overall criminal damage offences when compared to 2016/17(1867). In comparison Criminal Damage across London is down 3.5%.	The Police’s proactive response to criminal damage has increased, leading to an increase in the number of arrests for going equipped to commit criminal damage. For non-domestic abuse crime work is currently underway to look at volume Total Notifiable Offences (TNO) generators and to target these areas for problem solving. There is overlap here with Anti-Social Behaviour (ASB) and some of this is addressed through partnership activity under the Victim Offender Location Time (VOLT) meeting and standing case conferences.
Benchmarking	Not currently available for March 2018	

KPI 13 – The number of properties brought to compliance by private rented sector licensing

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Definition	The number of non-compliant properties brought to compliant standard.		How this indicator works	This indicates the number of properties that do not meet the standard and through informal and formal action have now had the issues addressed.	
What good looks like	Having a very low number of non-compliant properties therefore reflecting good quality private rented properties in the borough.		Why this indicator is important	There are approximately 15,000 privately rented properties in the borough and as a licensing service we need to ensure that all those properties are compliant and have a licence.	
History with this indicator	The scheme has been live since September 2014 and compliance visits have taken place on 85% of all properties that have applied for a licence.		Any issues to consider	Enforcement officers have been tasked to tackle the total number of non compliant properties through enforcement intervention, for example formal housing notices to ensure work is carried out and property standards improved. There is a significant increase of properties that were originally issued a selective licence between 2014 – 2017 that have since become non-compliant due to breaches of licensing conditions. The total number of non-compliant has reduced, however the volume of non compliant properties remains at approximately 20% of the private rental sector.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	33	53	76	14	n/a
2016/17	163	174	107	81	




RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	We have issued 2423 licenses in 2017/18. Since the start of the scheme 11,671 licences have been issued and 16,000 applications have been received currently there are 13,680 live applications. Since April 2017 we have sent 1930 to suspected unlicensed premises. We have completed 1545 compliance visits between April 17 – Mar 18 and since the start of the scheme 2096 have been brought to a compliant standard with either formal or informal action. We have commenced prosecution proceedings on 86 cases ytd	Licensing Officers are working through these cases and will ensure the property is regulated through strong enforcement action where necessary. There is a focus on fire safety and fire risk assessments are being conducted on all properties inspected. The target is to ensure a non-compliant property is made compliant within 3 months of inspection. Properties that remain non-compliant will be subject to prosecution and potentially the council seeking to take management of them via the interim management orders under the Housing Act 2004. The council recently adopted a policy of charging landlords and letting agents for disrepair cases under the new Housing and Planning Act 2016. 38 Civil Penalty Notices Letting Agents have been fined total of £92,000.
Benchmarking	Barking and Dagenham remain the only Borough within London to inspect all properties prior to issuing a licence. In terms of enforcement, we are engaging with landlords in the first instance encouraging them to raise property standards. Enforcement intervention is used where there has been a disregard to the licensing regime or legal requirements.	

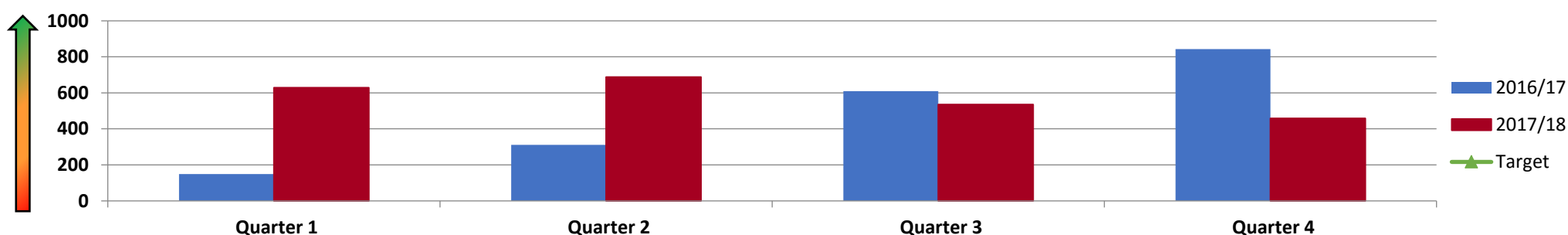
ENFORCEMENT AND COMMUNITY SAFETY

KPI 14 – The number of fixed penalty notices issued

Quarter 4 2017/18

Definition	The number of fixed penalty notices issued by the enforcement team		How this indicator works	This indicator shows how many FPNs are issued by the team monthly. This indicator allows Management to see if team outputs are reaching their minimum levels of activity which allows managers to forecast trends.		
What good looks like	75% payment rate of FPN issued.		Why this indicator is important	Meets the council's priorities of civic pride and social responsibilities. Reduce the cost on waste and cleansing services including disposal costs.		
History with this indicator	2016/17 – 843 FPNs issued		Any issues to consider	We cannot set income targets for FPN's.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17	
2017/18	629	688	536	458		
2017/18 YTD	629	1,317	1,853	2,311		
2016/17	149	312	610	843		
2016/17 YTD	149	461	1,071	1,914		

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The service has issued 2311 FPN's in during 2017/18. This is a significant increase compared to 2016/17 due to having a full staff compliment.	Continued focus on commercial fly tipping and waste offences linked to commercial premises. There have been several joint operations with the Police focused on commercial waste transfer vehicles. Focus on over production of waste and move to fine for households that persistently overproduce or create eyesore gardens.
Benchmarking	Benchmarking data not available.	

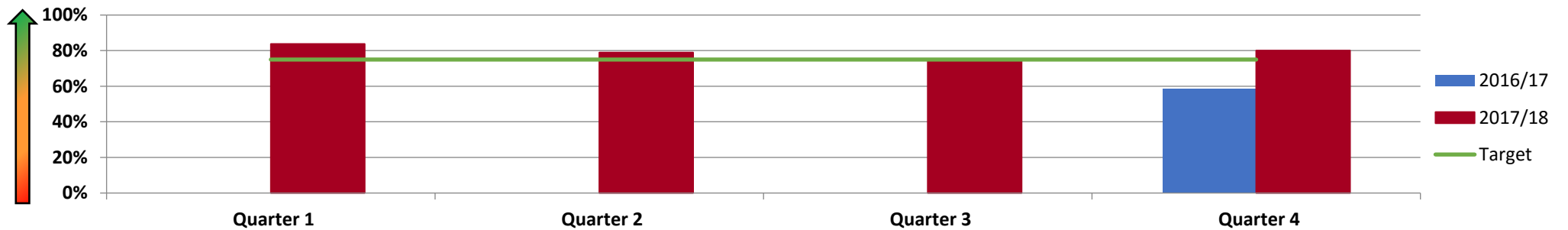
ENFORCEMENT AND COMMUNITY SAFETY

KPI 15 – The percentage of fixed penalty notices paid / collected

Quarter 4 2017/18

Definition	The percentage of fixed penalty notices issued that have been paid / collected.		How this indicator works	This indicator monitors the collection rate of those fixed penalty notices that have been issued.		
What good looks like	The aim is to increase the rate of FPNs collected / paid.		Why this indicator is important	Ensures that the enforcement action taken by officers is complied with and enhances the reputation of the council in taking enforcement action.		
History with this indicator	2016/17 – 58.8% FPNs paid / collected		Any issues to consider	There is a time delay on the issuance and payment of an FPN and quarter 3 is showing 67% payments received against FPNs issued during that period. However, 75% payment rate has been received as an average throughout this financial year.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17	
2017/18	83.78%	75%	67%	45%		
2017/18 YTD	83.78%	79%	75%	80%		
Target	75%	75%	75%	75%		
2016/17	58.8%					

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Quarter 4 is showing 45% payments received against FPNs issued during that period. However, 80% payment rate has been received as an average throughout this financial year. The payment rate is on target due to an increased focus on chasing payments earlier in the process.	Ensure that the balance between issuing FPN's and chasing payments is correct so that the number of FPN's is sustained.
Benchmarking	Benchmarking data not available.	

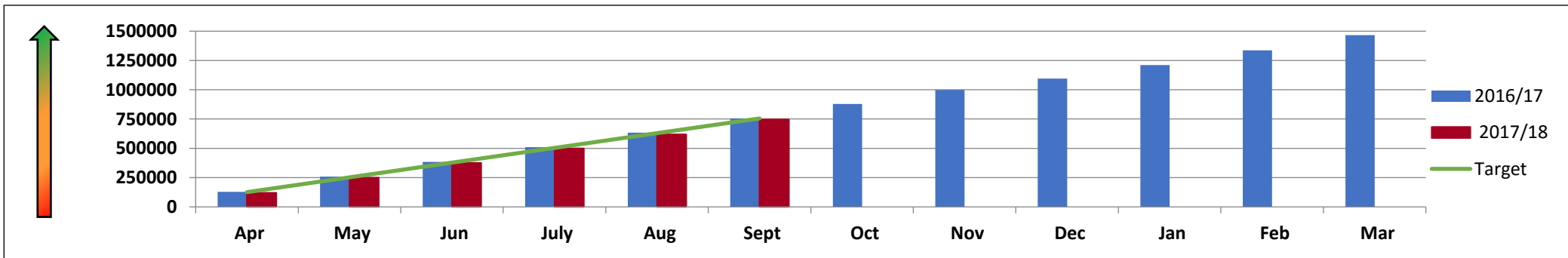
Social Care and Health Integration – Key Performance Indicators 2017/18

SOCIAL CARE AND HEALTH INTEGRATION
KPI 16 – The number of leisure centre visits Quarter 4 2017/18

Definition	The number of visits to Abbey and Becontree leisure centres.	How this indicator works	The indicator shows the number of visits to Becontree and Abbey leisure centres.
What good looks like	The target for Leisure Centre Visits is 1,490,000	Why this indicator is important	Low levels of physical activity are a risk factor for ill health and contribute to health inequality. This indicator supports the council in successfully delivering the physical activity strand of the Health and Well Being Strategy. Meeting the target also supports the financial performance of the leisure centres.
History with this indicator	2014/15 = 1,282,430, 2015/16 = 1,453,925 2016/17 = 1,467,293	Any issues to consider	

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	374,976	746,741	Alternative arrangements due to contract change		↓
Target	377,468	754,936			
2016/17	383,895	754,951			

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>There was a total of 746,417 visits across both leisure centres between April and September 2017/18: a 1.1% decrease against the figure for the equivalent period in 2016/17.</p> <p>Becontree Heath saw a 0.8% decrease in attendances for April–September 2017/18 relative to the previous year, with 526,630 attendances compared with 530,703 attendances in 2016/17. Abbey saw a decrease of 2.0% attendances for April–September compared with the previous year, with 219,787 attendances compared with 224,248 attendances in 2016/17.</p>	<p>Abbey and Becontree Health Leisure Centres now fall under the management of Sports Leisure Management (SLM) Limited. SLM now also manage the Jim Peters Stadium. SLM has been actively promoting membership and leisure centre services through online forums such as Twitter in aim of promoting leisure centre attendance. They are currently developing their new reporting framework further updates should be available in the next reporting period.</p>
Benchmarking	No benchmarking data only – Local measure only.	

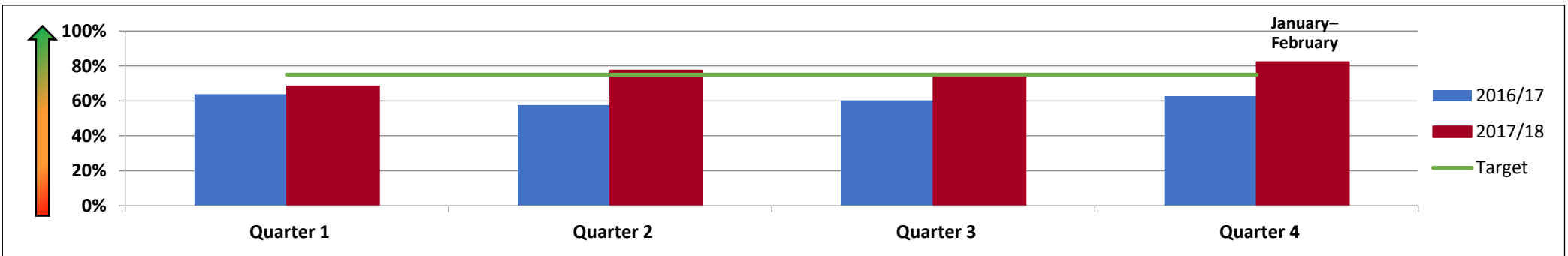
SOCIAL CARE AND HEALTH INTEGRATION

KPI 17 – The total Delayed Transfer of Care Days (per 100,000 population) attributable to social care

Quarter 4 2017/18

Definition	Total number of days that patients remain in acute hospitals because of social care service delays when they are otherwise medically fit for discharge.		How this indicator works	This indicator measures the total number of social care delayed days recorded in a month per 100,000 population, and converts it to a quarterly total. The indicator is reported two months in arrears.	
What good looks like	Good performance is below the target for the period. The target is set in the Better Care Fund plan.		Why this indicator is important	The indicator is important to measure as delayed transfers of care have an impact on the hospital system and the patient. In principle, hospitals can fine the Council for delays that it causes, and there is a risk to central Government funding if performance is very poor.	
History with this indicator	Throughout 2016-17, a total of 550 delayed days were attributed to social care, which is equivalent to 388.4 per 100,000 adults.		Any issues to consider	During Q2, NHS England introduced several changes ahead of the Better Care Fund Plan submission which included the imposition of targets and demands for further improvement. To facilitate monitoring of the plan this indicator will be reported on a cumulative basis. The target reflects the agreed targets in the approved BCF plan.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	54.6	125.8	146.2	169.5* (January – February)	
Target	81.6	163.1	245.4	324.9	
2016/17	127.1	211.9	303.7	388.4	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>*The indicator is reported 2 months in arrears, therefore the latest available data is for the year to 28 February 2018. During the period from 1 April to 28 February 2018, 240 delayed days were attributed to social care alone. This is equivalent to 129.3 per 100,000 people. February’s data showed Barking and Dagenham to be the second best performer in London, with 15 delayed days. This is 20 days less than our target for the month.</p>	<ul style="list-style-type: none"> Considerable operational liaison between social care services and hospitals, facilitated by the Joint Assessment & Discharge Service. This includes not only BHRUT hospitals (Queen’s and King George) but also acute and mental health services across east London, Essex and further afield. A very large investment in crisis intervention service provision ensures that care is proactively and quickly arranged to ensure that discharge is supported effectively. This is likely to represent over-provision of care and support services, at considerable cost to the Council. This cost is supported by the Government grants that are provided to support Adult Social Care.
Benchmarking	YTD 2017-18: Havering – 228.2 delayed days per 100,000 and Redbridge – 202.7 days per 100,000	

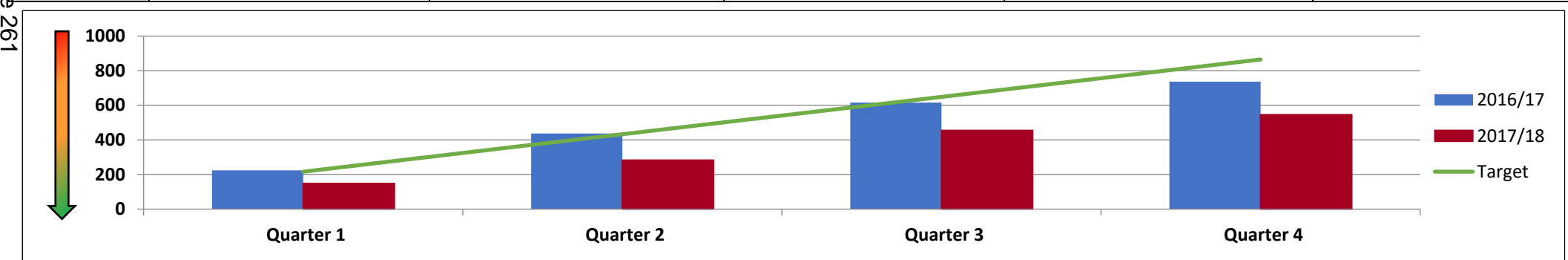
SOCIAL CARE AND HEALTH INTEGRATION

KPI 18 – The number of permanent admissions to residential and nursing care homes (per 100,000)

Quarter 4 2017/18

Definition	The number of permanent admissions to residential and nursing care homes, per 100,000 population (65+).	How this indicator works	This indicator looks at the number of admissions into residential and nursing placements throughout the financial year, using a population figure for older people. A lower score is better as it indicates that people are being supported at home or in their community instead.
What good looks like	The Better Care Fund has set a maximum limit of 170 admissions, equivalent to 858.9 per 100,000.	Why this indicator is important	The number of long term needs met by an admission to a care homes is a good measure of the effectiveness of care and support in delaying dependency on care and support services.
History with this indicator	2014/15 - 177 admissions, 905.9 per 100,000 2015/16 - 179 admissions, 910.0 per 100,000 2016/17 - 145 admissions, 737.2 per 100,000	Any issues to consider	The indicator includes care home admissions of residents where the local authority makes any contribution to the costs of care, irrespective of how the balance of these costs are met. Residential or nursing care included in the indicator is of a long-term nature, short-term placements are excluded.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	147.9	282.9	454.7	545.7	
Target	216.2	432.4	648.7	864.9	
2016/17	223.7	437.24	615.18	737.16	




RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Year-end performance has continued to exceed expectations. During the year 108 older people were admitted to residential or nursing care homes, equivalent to 545.7 per 100,000 older people. Performance remains within our target of 170 admissions.	We continue to maintain significant management focus on ensuring that community-based care and support solutions are optimised.
Benchmarking	2016-17: ASCOF comparator group average – 479.2 per 100,000; London average – 438.1 per 100,000	

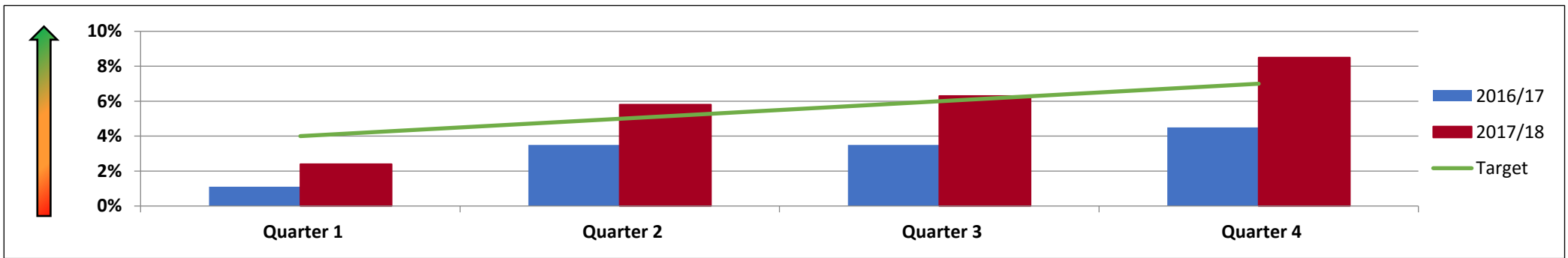
SOCIAL CARE AND HEALTH INTEGRATION

KPI 19 – The proportion of people with a learning disability in employment

Quarter 4 2017/18

Definition	People with a learning disability aged 18-64 in receipt of long term support in employment during the quarter.	How this indicator works	The measure shows the proportion of adults with a learning disability, in receipt of long term services, who are recorded as being in paid employment.		
What good looks like	Good performance is above the target of 7%.	Why this indicator is important	The measure is intended to improve the employment outcomes for adults with a learning disability, reducing the risk of social exclusion. There is a strong link between employment and enhanced quality of life, including evidenced benefits for health and wellbeing and financial benefits.		
History with this indicator	This is a new indicator and is being reported in year for the first time. The previous annual values are: 14/15: 3.0% 15/16: 3.5% 16/17: 4.5%	Any issues to consider	The indicator measures employment amongst the working age adults, with a learning disability, who are in receipt of long term services, not those who are known to the council generally. People in receipt of long term support are likely to have high care and support needs.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	2.4%	5.8%	6.3%	8.5%	
Target	4.0%	5.0%	6.0%	7.0%	
2016/17	1.1%	3.5%	3.5%	4.5%	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	In the year to date, 33 out of 386 people with a learning disability have been in paid employment on a short or long-term basis, equivalent to 8.5% of people with a learning disability in receipt of long-term services. Performance has exceeded the target of 7% and is above ASCOF average and London average of 7.2%. Of the people employed 10 were in long term employment (2.5%) and 23 in short term employment (6%).	<ul style="list-style-type: none"> • Exploration of local pathways for employment to maximise current opportunities • Provision of timely information and advice to identify and access work opportunities through assessment and reviews • Seeking out of new funding sources to deliver employment and work experience for service users
Benchmarking	2016-17: ASCOF comparator group average – 6.2%, London average – 7.2%	

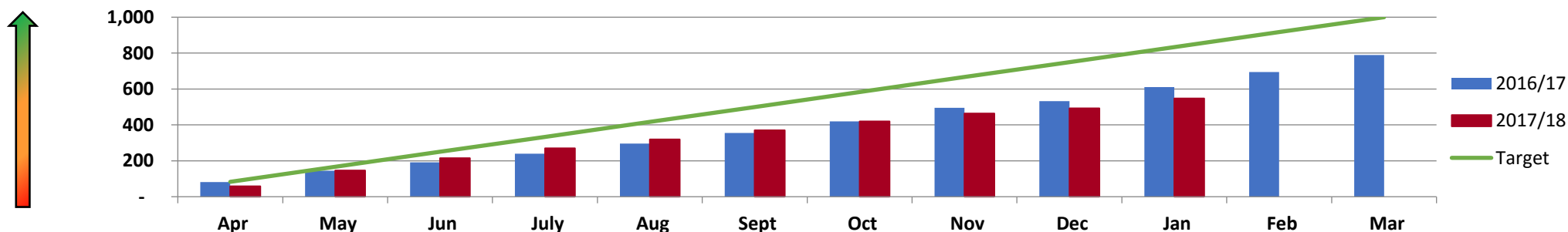
SOCIAL CARE AND HEALTH INTEGRATION

KPI 20 – The number of successful smoking quitters aged 16 and over through cessation service

Quarter 4 2017/18

Definition	The number of smokers setting an agreed quit date and, when assessed at four weeks, have not smoked in the previous two weeks.	How this indicator works	A client is counted as a carbon monoxide (CO)-verified four-week quitter where they meet the following criteria: ‘A treated smoker who reports not smoking for at least days 15–28 of a quit attempt and whose CO reading is assessed 28 days from their quit date (-3 or +14 days) and is less than 10 ppm.’		
What good looks like	For the number of quitters to be as high as possible and to be above the target line.	Why this indicator is important	The data allows us to make performance comparisons with other areas and provides a broad overview of how well the borough is performing in terms of four-week smoking quitters.		
History with this indicator	2013/14: 1,174 quitters 2014/15: 635 quitters 2015/16: 559 quitters 2016/17: 790 quitters	Any issues to consider	Due to the nature of the indicator, the quit must be confirmed 4-6 weeks after the quit date. Data for quitters in the third month of the quarter will therefore not be available before the month after the quarter ends. This means that the data for the most recent quarter will increase upon refresh in the next report.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2016/17
2017/18	215	370	493	Qtr 3 latest data available	
Target	250	500	750	1,000	
2016/17	191	355	533	790	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
R	<p>From April to December 2017/18 there were 493 quitters and 1,035 setting a quit date. This is 66% achievement of the year-to-date target and a conversion rate of 48%.</p> <p>Note: it has come to our attention that a small number of quits from Havering have been recorded on our system; these are in the process of being removed.</p>	<p>The specialist service continues to deliver most quits, followed by pharmacy and primary care. Poor performing practices are being visited to help troubleshoot difficulties but in view of the reluctance on the part of many practices to participate in the stop smoking programme, Public Health is considering a change of model for the delivery of this programme when a new procurement phase starts in April 2019.</p>
Benchmarking	<p>Quarters 1–2 (April–September) 2017/18: 1,053 quitters (confirmed by carbon monoxide validation) per 100,000 smokers in Barking and Dagenham, compared with 703 (London) and 685 (England) per 100,000 smokers.</p>	

SOCIAL CARE AND HEALTH INTEGRATION

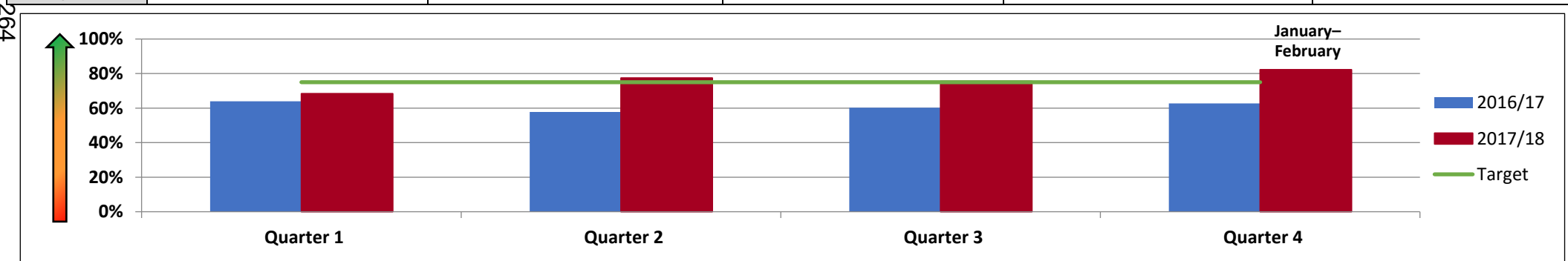
KPI 21 – The percentage of children who received a 12-month review by 15 months of age

Quarter 4 2017/18

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Definition	Number of children who received a 12-month review by 15 months	How this indicator works	This indicator is a measure of how many children receive their 12 months review by the time they reach the age of 15 months.
What good looks like	For the percentage to be as high as possible.	Why this indicator is important	Every child is entitled to the best possible start in life and health visitors play an essential role in achieving this. By working with families during the early years of a child’s life, health visitors have an impact on the health and wellbeing of children and their families.
History with this indicator	This is the first year this indicator has been reported.	Any issues to consider	None.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	68.4%	77.4%	75.5%	82.2%* (January – February)	↑
Target	75.0%	75.0%	75.0%	75.0%	
2016/17	63.9%	57.7%	60.3%	61.2%	




RAG Rating	Performance Overview	Actions to sustain or improve performance
G	An agreed improvement action plan is being implemented by NELFT to increase performance. The action plan continues to be monitored by LBBD through monthly performance meetings.	Operational leads to continue to meet with Performance to ensure HVs are recording details correctly. Ensure GPs are informing HV team of new addresses for clients. Posters in clinics to remind families of reviews and to inform HV if any personal details should change. QI form initiated that is reviewed in each team leaders meeting collating local information. Review performance against teams to consider any specific trends that can be benchmarked to support improvement. Recommission service as part of the 0-19 Healthy Child Programme; tender being published in spring 2018 to achieve integrated services, operational efficiencies and better outcomes.
Benchmarking	Quarter 2 2017/18: England – 82.4%; London – 66.6%; Barking and Dagenham – 77.8%.	

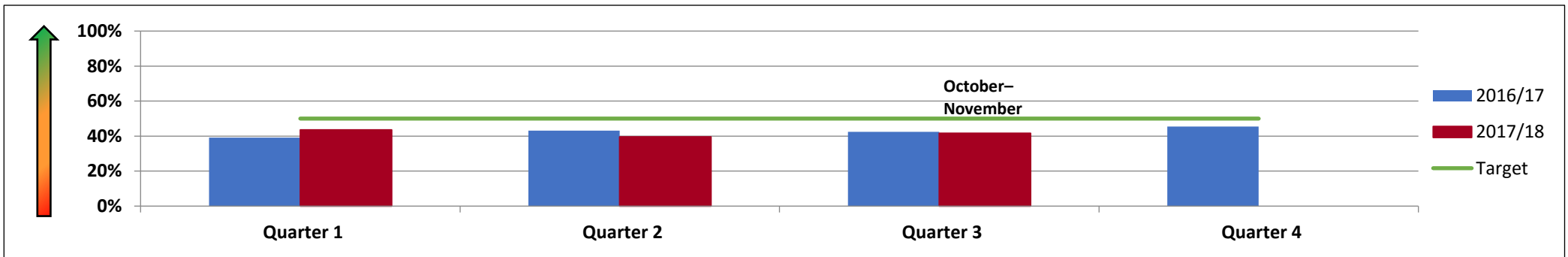
SOCIAL CARE AND HEALTH INTEGRATION

KPI 22 – The percentage of healthy lifestyles programmes completed

Quarter 4 2017/18

Definition	The percentage of children and adults referred to healthy lifestyle programmes that complete the programme.		How this indicator works	The number of referrals received on to the Exercise on Referral, Adult Weight Management, and Child Weight Management (CWM) programmes who complete the programme.	
What good looks like	For the percentage of completions to be as high as possible.		Why this indicator is important	The three programmes allow the borough’s GP’s and health professionals to refer individuals who they feel would benefit from physical activity and nutrition advice to help them improve their health and weight conditions. Adult and Child Weight Management programmes also accept self-referrals if the individuals meet the referral criteria.	
History with this indicator	This is the first year this indicator has been reported on. 2016/17: 42.4%		Any issues to consider	Data operates on a three-month time lag as completion data is not available until participants finish the programme.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2016/17
2017/18	43.5%	39.6%	41.6%* (October – November)	Qtr 3 latest data available	
Target	50.0%	50.0%	50.0%	50.0%	
2016/17	39.1%	43.1%	42.4%	45.5%	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
R	<p>Performance has been below target in quarters 1–3 2017/18, although performance in quarter 1 was slightly higher than quarter 1 2016/17.</p> <p>The proportion of starters (rather than referrals) who completed was 63.4%, 68.9% and 62.1% in quarters 1, 2 and 3 (October–November only) 2017/18 respectively.</p>	<ul style="list-style-type: none"> LEAN Beans clubs have achieved a week 10 retention rate of 64%. This is an increase from the previous Change4Life programmes. The team have reached out to more schools in the borough and have planned eight LEAN Beans clubs (including one community programme). The team measures success based on the number of people that start and complete a programme. From April to November 2017 our retention rate is currently 65%. We do not measure against referrals as a number of people referred/booked onto our programmes do not start.
Benchmarking	This is a local indicator. This indicator will change in 18/19 to report on percentage of starters who complete the programme as agreed by SD&I and Lead Member.	

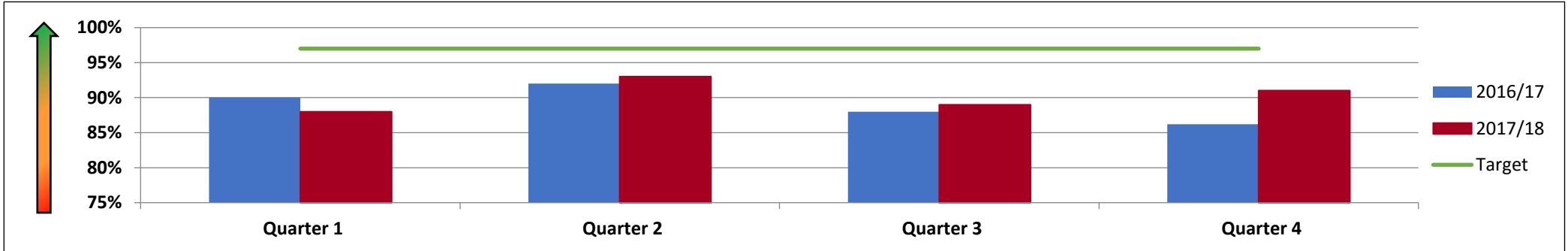
SOCIAL CARE AND HEALTH INTEGRATION

KPI 23 – The percentage of 4-weekly Child Protection Visits carried out within timescales

Quarter 4 2017/18

Definition	The percentage of children who are currently subject to a child protection (CP) plan for at least 4 weeks who have been visited.		How this indicator works	The indicator counts all those in the denominator and of those, how many have been visited and seen within the last 4 weeks. The figure is reported as a percentage.		
What good looks like	Higher is better.		Why this indicator is important	Child protection visits are vital to monitor the welfare and safeguarding risks of children on a child protection plan.		
History with this indicator	This indicator looked at 6 weekly Child protection visits until August 2015. End of year 15/16 performance was 86%. The 16/17 figure relates to 4 weekly child protection visits of 86.2%.		Any issues to consider	This indicator is affected by numbers of child protection cases increasing and the impact of unannounced child protection visits by social workers resulting in visits not taking place and potentially becoming out of timescale.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2017/18	
2017/18	88%	93%	89%	91%		
Target	97%	97%	97%	97%		
2016/17	90%	92%	88%	86.2%		

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at the end of Q4 2017/18, performance has increased to 91% (283/311) compared with 89% (282/316) at the end of Q3. We remain below the target of 97%. At the end of Q4, 28 CP visits were out of timescale according to Liquid Logic. A review of those 28 cases is under way.	Outstanding CP visits are monitored via weekly team dashboards and monthly Children's Care and Support meetings.
Benchmarking	This is a local indicator and is not published by the DfE. No benchmarking data is available.	

SOCIAL CARE AND HEALTH INTEGRATION

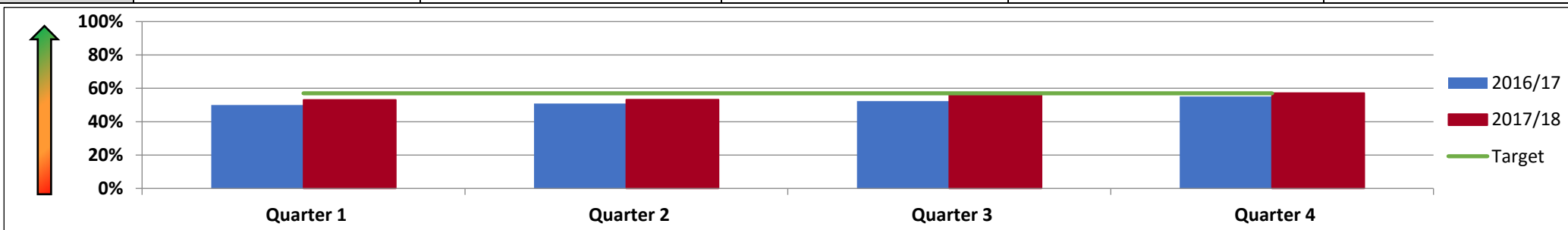
Quarter 4 2017/18

KPI 24 – The percentage of Care Leavers in employment, education or training (EET)

Definition	The number of children who were looked after for a total of 13 weeks after their 14th birthday, including at least some time after their 16th birthday and whose 17th, 18th, 19th, 20th or 21st birthday falls within the collection period and of those, the number who were engaged in education, training or employment on their 17th, 18th, 19th, 20th or 21st birthday.	How this indicator works	This indicator counts all those in the definition and of those how many are in EET either between 3 months before or 1 month after their birthday. This is reported as a percentage.
What good looks like	Higher the better.	Why this indicator is important	The data allows us to make performance comparisons with other areas and provides a broad overview of how well the borough is performing in terms of care leavers accessing EET and improving their life chances. This is an Ofsted area of inspection as part of our duty to improve outcomes for care leavers and is a key CYPP and Council priority area.
History with this indicator	The cohort for this performance indicator has been expanded to include young people formally looked after whose 17th, 18th, 19th, 20th or 21st birthday falls within the collection period i.e. the financial year.	Any issues to consider	Care leavers who are not engaging with the Council i.e. we have no contact with those care leavers so their EET status is unknown; or in prison or pregnant/parenting are counted as NEET.

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	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2017/18
2017/18	53.1%	53.2%	57.4%	57.1%	↓
Target	57.0%	57.0%	57.0%	57.0%	
2016/17	50.0%	50.8%	52.3%	55.1%	




RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>As at the end of Q4 2017/18, performance has decreased slightly to 57.1% (137/240) compared with our Q3 performance of 57.4% (108/188). End of year performance remains above similar areas, London and the national average.</p> <p>103 young people not in EET as of the end of March - five are young mothers, eight are in prison, 37 we are not in contact with and 53 are open to the L2L service and NEET.</p>	<p>The L2L team has been involved in the NEET workshops with Members and Officers over the last 8 months, with care leavers having a particular profile. Progress has been made with regards to the development of internships and apprenticeships within the council for care leavers. Agreement has also been obtained to provide a financial incentive in addition to the apprenticeship payment so that care leavers are not in deficit by loss of benefits. Further work is being planned to develop the support element to care leavers to ensure they are well prepared for the world of work and are supported through each stage of the process to successfully move from NEET to EET.</p>
Benchmarking	Based on latest published data, LBD is performing better than national (50%); similar areas (50%) and London average (52%).	

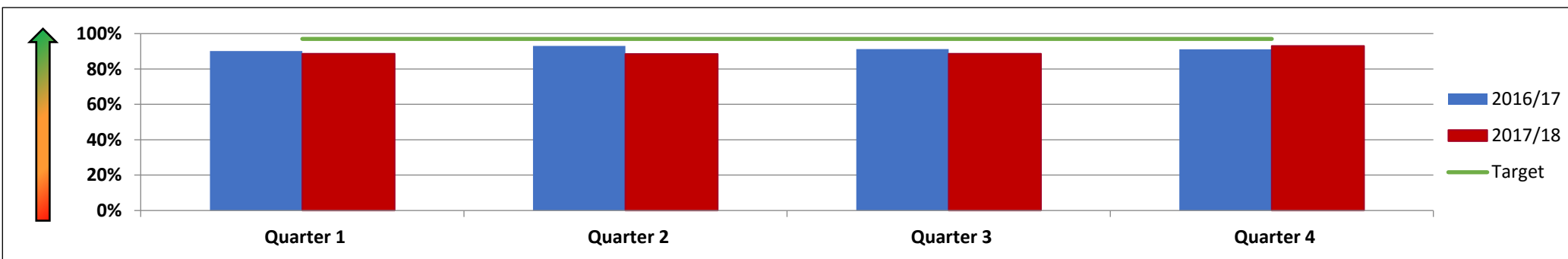
SOCIAL CARE AND HEALTH INTEGRATION

KPI 25 – The percentage of school age Looked After Children with an up to date Personal Education Plan (PEP) (last 6 months)

Quarter 4 2017/18

Definition	The percentage of school age children (aged 4-16) who have been in care for 28 days or more who have had a Personal Education Plan (PEP) within the last 6 months.		How this indicator works	The indicator counts all those in the denominator and of those how many have had a PEP within the last 6 months. The figure is reported as a percentage.	
What good looks like	Higher the better.		Why this indicator is important	The Personal Education Plan is a statutory requirement and brings together carers, social workers and teachers along with a child or young person in care to keep track of how well they're doing at school. It is a record of what needs to happen for looked after children to enable them to fulfil their potential.	
History with this indicator	2013/14 77% 2014/15 88% 2015/16 90%		Any issues to consider	This indicator includes all school age children placed in and out of borough. The PEP is conducted in the school and involves collaboration between Schools and social workers.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2017/18
2017/18	88.6%	88.5%	88.7%	93.1%	
Target	97%	97%	97%	97%	
2016/17	90.2%	93.0%	91.3%	91.1%	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>As at the end of Q4 2017/18, performance has increased to 93.1% (242/260) compared to 88.7% (227/256) at the end of Q3. This is the highest performance on PEPs reported ever. RAG rated amber as outside of local target set at 97%.</p> <p>Of the 18 PEPs that were not in timescale as of the end of Q4:</p> <ul style="list-style-type: none"> • six are initial PEPs, 12 are review PEPs • seven of the 18 are primary age, 11 are secondary age • two are educated in borough and 16 are placed out of borough 	Monitored through the Virtual School. Virtual Head to review and ensure outstanding PEPs are escalated and completed.
Benchmarking	This is a local indicator and is not published by the DfE. No benchmarking data is available.	

Educational Attainment and School Improvement – Key Performance Indicators 2017/18

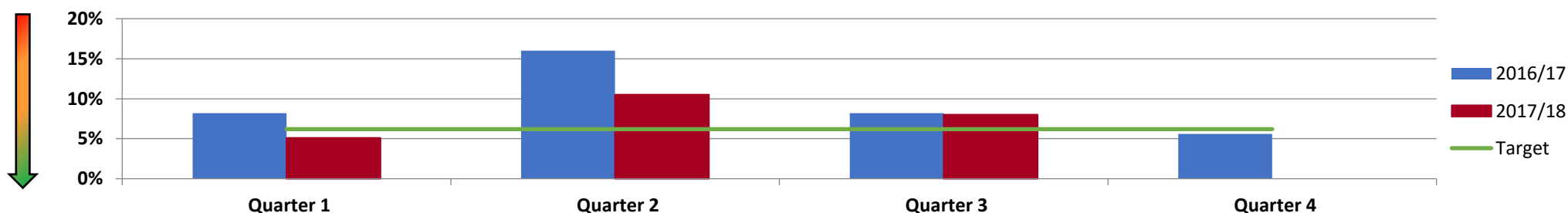
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

KPI 26 – The percentage of 16 to 18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations

Quarter 4 2017/18

Definition	The percentage of resident young people academic age 16 – 17 who are NEET or Unknown according to Department for Education (DfE) National Client Caseload Information System (NCCIS) guidelines.	How this indicator works	Data is taken from monthly monitoring information figures published by our regional partners and submitted to DfE in accordance with the NCCIS requirement.		
What good looks like	A lower number of young people in education, employment, or training (not NEET) or not known, the lower the better.	Why this indicator is important	The time spent not in employment, education, or training leads to an increased likelihood of unemployment, low wages, or low-quality work later in life. Those in Unknown destinations may be NEET and in need of support.		
History with this indicator	The annual measure was previously an average taken between November and January (Q3/4). It is now the average between December and February (End of year figures have been updated below).	Any issues to consider	Although NEET and Unknown figures are taken monthly, figures for September and October (Q2) are not counted by DfE for statistical purposes. This is due to all young people's destination being updated to unknown on 1 September until re-established in destinations. The annual indicator is now an average taken between December and February (see history). Borough figure for Q3 is estimated based on current data		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2016/17
2017/18	5.1%	10.5%	8%	Quarter 3 latest data available	
Target	6.2%	6.2%	6.2%	6.2%	
2016/17	8.2%	16%	8.2%	6.6%	

GOZ 2017



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Q4 figures not available. Q3 figures, at 8%, are below equivalent national (10.3%), London (14.7%) and statistical neighbours (10.9%) and are 0.2 percentage points below equivalent figures last year. RAG rated Green based on Annual headline December–February figures for 2017/18, at 4.2%, are well below national (6%), London (5%) and statistical neighbour (5.9%) averages and 1.4 percentage points below last year's average.</p>	<p>Not knowns tracking has been more successful due to more successful capturing of telephone numbers using the Revs and Bens database and datastore. There will be an expansion of the NEET Provider Forum. Data sharing will occur with ESF funded NEET projects. Tracking of unknown migrants through UK Border Agency will be improved. A 12-point NEET action plan was signed off by Cabinet. A new full time NEET Adviser has begun, working in Community Solutions. New initiatives to tackle NEET based on behavioural insight are currently being trialled including default NEET appointments and SMS updates.</p>
Benchmarking	Annual headline December–February average i.e. last month of Q3 and first two months of Q4 – LBB 4.2%; national 6%; London 5%; SN 5.9%.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

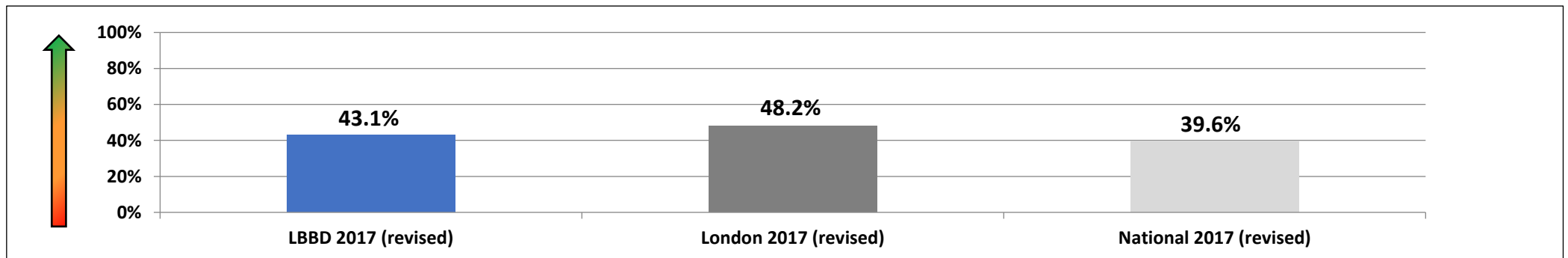
KPI 27 – The percentage of pupils achieving grade 5 or above in both English and maths GCSEs

Quarter 4 2017/18

Definition	The percentage of pupils at the end of Key Stage 4 achieving grade 5 or above in both English and maths GCSEs.	How this indicator works	To be counted in the indicator, pupils must have achieved grade 5 or above in both English and maths GCSEs.
What good looks like	For the percentage of pupils achieving this standard to be as high as possible.	Why this indicator is important	This is an important indicator as it replaces the old measure of pupils achieving grades A*-C in English and maths. It improves the life chances of young people, enabling them to stay on in sixth form and choose the right A Levels to access other appropriate training.
History with this indicator	Grade 5 is a new measure introduced for the first time in 2017. The revised Barking and Dagenham position stands at 43.1%. Revised London is 48.2% and National (all schools) is 39.6%.	Any issues to consider	Because grade 5 is set higher than grade C, fewer students are likely to attain grade 5 and above in English and maths than grade C in English and maths, which was commonly reported in the past. These new and old measures are not comparable.


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	Annual Result	DOT
LBBB	43.1% (revised)	n/a
Target	To be agreed	

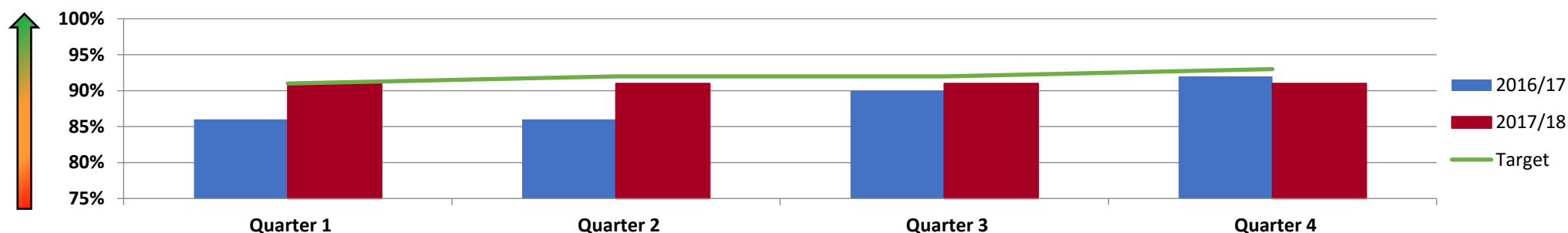


EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT
KPI 28– The percentage of schools rated outstanding or good

Quarter 4 2017/18

Definition	Percentage of Barking and Dagenham schools rated as good or outstanding when inspected by Ofsted. This indicator includes all schools.	How this indicator works	This is a count of the number of schools inspected by Ofsted as good or outstanding divided by the number of schools that have an inspection judgement. It excludes schools that have no inspection judgement. Performance on this indicator is recalculated following a school inspection. Outcomes are published nationally on Ofsted Data View 3 times per year (end of August, December and March).		
What good looks like	The higher the better.	Why this indicator is important	This indicator is important because all children and young people should attend a good or outstanding school in order to improve their life chances and maximise attainment and success. It is a top priority set out in the Education Strategy 2014-17 and we have set ambitious targets.		
History with this indicator	See below.	Any issues to consider	No current issues to consider.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2017/18	91%	91%	91%	91%*	
Target	90%	90%	90%	90%	
2016/17	86%	86%	90%	91%	

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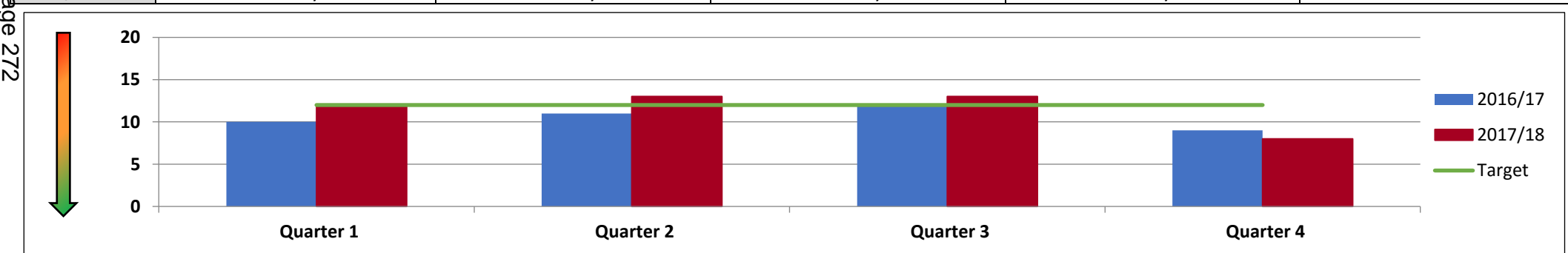


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	*Position relates to end of March 2018 with 91% of inspected schools in LBBB judged good or better. From September 2017 onwards 10 Ofsted inspections have taken place within the local authority, including 7 Section 8 monitoring inspections. Of the LA maintained schools, 4 maintained their good grade; 2 non-maintained schools had their first inspections: one was judged to be good, a second to require improvement; and 1 non-maintained school, currently in special measures, had a Section 8 inspection which highlighted key areas for it to address; two LA maintained schools which have been inspected have not yet had their reports published.	Inspection outcomes for schools remains a key area of improvement to reach the London average and then to the council target of 100%, as outlined in the Education Strategy 2014–17. Intensive support for schools causing concern may be commissioned by the Local Authority from BDSIP; the brokering of school to school support from outstanding leaders and Teaching School Alliances; and the increasing capacity of school clusters to provide additional support to vulnerable schools.
Benchmarking	London average – 94%, national average – 89%, LBBB average 91% (as at 31st March 2018)	

Finance, Growth and Investment – Key Performance Indicators 2017/18

FINANCE, GROWTH AND INVESTMENT KPI 31 – The average number of days taken to process Housing Benefit / Council Tax Benefit Change Events Quarter 4 2017/18

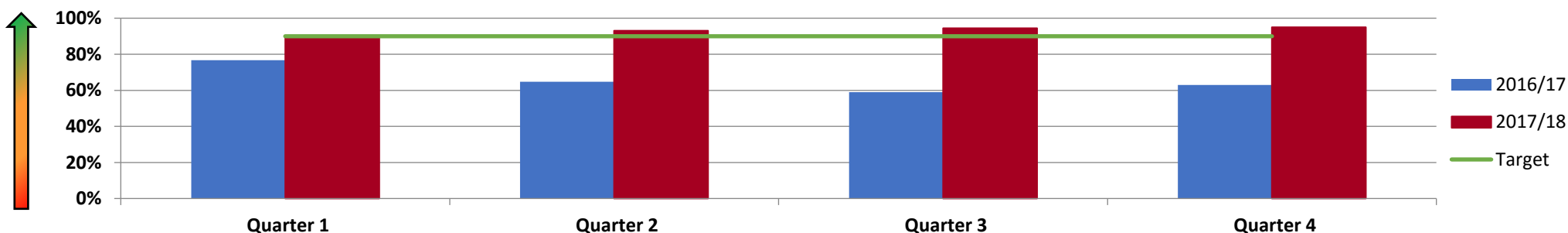
Definition	The average time taken in calendar days to process all change events in Housing Benefit and Council Tax Benefit		How this indicator works	The indicator measures the speed of processing	
What good looks like	To reduce the number of days it takes to process HB/CT change events		Why this indicator is important	Residents will not be required to wait a long time before any changes in their finances	
History with this indicator	2014/15 End of year result – 9 days 2015/16 End of year result – 14 days		Any issues to consider	There are no seasonal variances, but however government changes relating to welfare reform, along with Department for Work and Pensions (DWP) automated communications pertaining to changes in household income impact heavily on volumes and therefore performance.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	12 days	13 days	13 days	8 days	↑
Target	12 days	12 days	12 days	12 days	
2016/17	10 days	11 days	12 days	9 days	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	As the end of year has been processed this has reduced the year to date figure substantially however in addition we ensured all rent increases were processed ahead of actual increase to maintain 1 day stats, work is allocated on a priority basis, suspension report clearance and daily maintenance and looking at what other extra ATLAS files could be automated or partially automated. In The service undertook a Full Occupational and Private Pension Review for April changes carried out and completed before end of March 2018 thus maintaining data quality, 1 day stat logging and ensuring new year started clean and business as usual maintained as priority work moving forward. The Use of data hub for U/C file downloads and weekly clearance plan maintained alongside RTI file prioritised, assessed and cleared within 4 weekly timescales. The work, due to resource allocation and planning, reduced to a calendar month old and maintained for significant part of the year and ongoing thus minimal impact from large stats.	Continuation of work plans implemented in 2017/18.
Benchmarking	No benchmarking data	

Definition	The percentage of Member enquiries responded to in 10 working days		How this indicator works	Of the total number of Member enquiries received, the percentage that are responded to within the timescale.	
What good looks like	Comparable with London and National		Why this indicator is important	The community often request support from members on issues important to them. A quick response rate will assist with Council reputation.	
History with this indicator	2016/17 end of year result – 63% 2015/16 end of year result – 72% 2014/15 end of year result – 88%		Any issues to consider	Quality of response must also be taken into account.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18 (Qtr)	90.33%	96.66%	96.41%	95%	↑
2017/18 (YTD)	90.33%	93.0%	94.46%	95%	
Target	90%	90%	90%	90%	
2016/17	76.74%	64.7%	59%	63%	

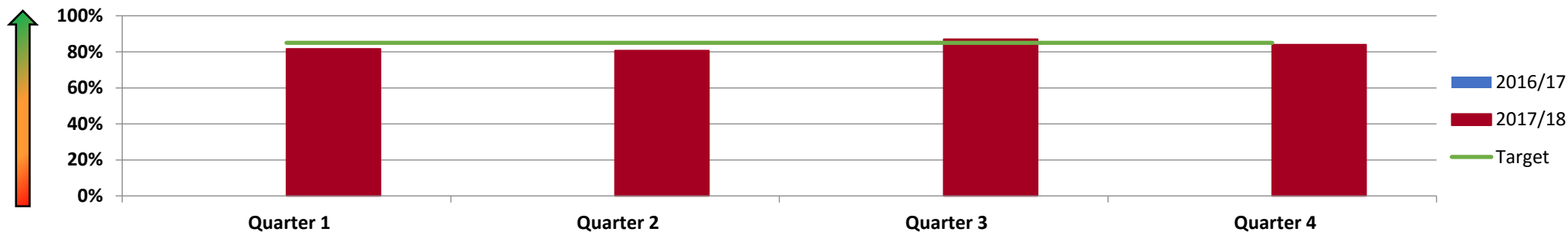
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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Good performance – the corporate target has been reached (slightly exceeded).	To reach the target a new approach has been implemented: the Feedback Team are instigating hard chases supported by daily reporting and follow up by the CEO. New arrangements are being put in place to ensure that performance remains at or above the target.
Benchmarking	No benchmarking data available – Local measure only.	


Definition	The % of customers who say that they were satisfied with the service they received from the Contact Centre.		How this indicator works	A sample of calls to the Contact Centre is taken in which customers are asked to rate their experience.	
What good looks like	85%		Why this indicator is important	Ensuring that our customers are satisfied is a critical determinate in providing surety that we are providing a high standard of service. Having a high level of satisfaction also helps the Council manage demand and thereby keep costs down.	
History with this indicator	New target		Any issues to consider	None at this time.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	81.6%	80.66%	87%	84%	n/a
Target	85%	85%	85%	85%	
2016/17	New Key Performance Indicator for 2017/18				

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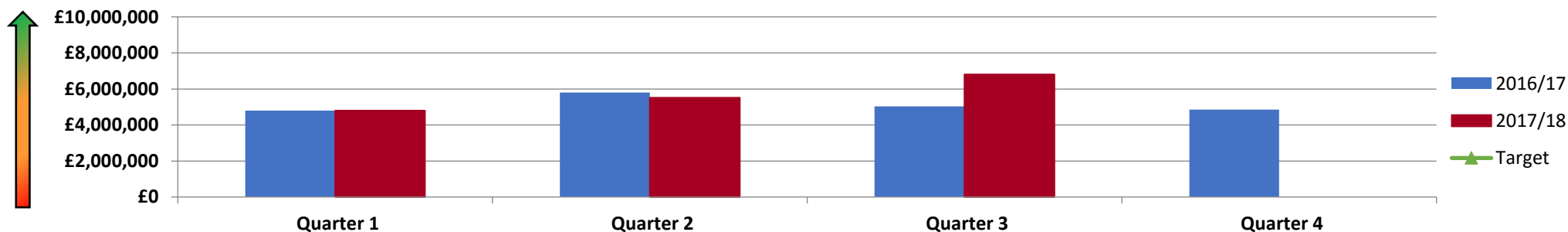


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance at the end of year fell just below the target set for 2017/18. However, performance is positive when compared to benchmark data.	This measure is monitored and reviewed monthly.
Benchmarking	LA neighbours Benchmark - OnSource is 80%	

KPI 34 – The current revenue budget account position (over or underspend)

Definition	The position the Council is in compared to the balanced budget it has set to run its services.	How this indicator works	Monitors the over or under spend of the revenue budget account.		
What good looks like	In line with projections, with no over spend.	Why this indicator is important	It is a legal requirement to set a balanced budget.		
History with this indicator	2016/17 end of year result: £4.853m overspend 2015/16 end of year result: £2.9m overspend 2014/15 end of year result: £0.07m overspend	Any issues to consider	None at this time.		
	Quarter 1	August 2017	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	£4,800,000 forecast	£5,517,000 forecast	£6,800,000 forecast	£5,600,000 forecast	
2016/17	£4,800,000	£5,796,000	£5,026,000	£4,853,000	

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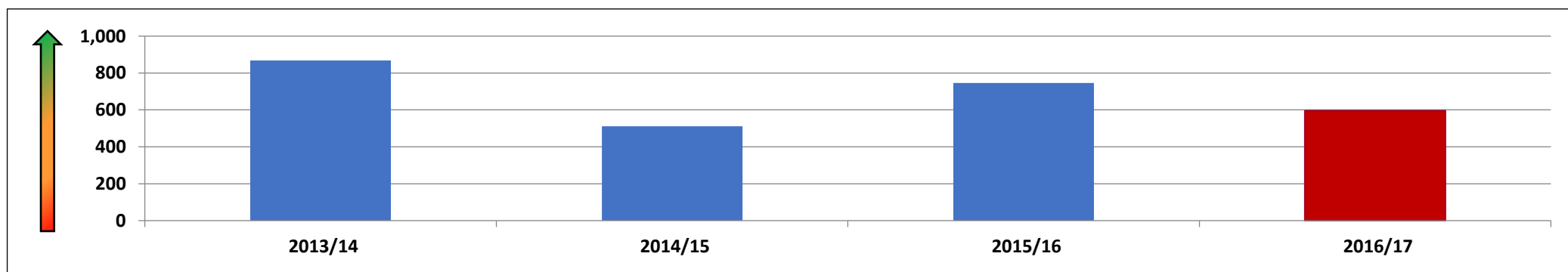


RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The provisional outturn for the full year as at the end of financial year 2017-18 is an overspend of £5.6m. This is a slightly better position than was forecast at the end of quarter three. However some specific services showed a worse final position than had previously been forecast – offset by underspends elsewhere.	This overspend will be covered by a drawdown on the Council’s reserves. This can be absorbed from within the reserves but it does reduce our capacity to undertake new investment or meet future pressures.
Benchmarking	No benchmarking data available – Local measure only	

Economic and Social Development – Key Performance Indicators 2017/18


ECONOMIC AND SOCIAL DEVELOPMENT			Quarter 4 2017/18
KPI 35 – The number of new homes completed (Annual Indicator)			
Definition	The proportion of net new homes built in each financial year.	How this indicator works	Each year the Council updates the London Development Database by the deadline of 31 st August. This is the London-wide database of planning approvals and development completions.
What good looks like	The Council’s target for net new homes is in the London Plan. Currently this is 1,236 new homes per year.	Why this indicator is important	It helps to determine whether we are on track to deliver the housing trajectory and therefore the Council’s growth agenda and the related proceeds of development, Community Infrastructure Levy, New Homes Bonus and Council Tax.
History with this indicator	2016/17 end of year result – 596 2015/16 end of year result – 746 2014/15 end of year result – 512 2013/14 end of year result – 868	Any issues to consider	The Council has two Housing Zones (Barking Town Centre and Barking Riverside Gateways) which are charged with the benefit of GLA funding to accelerate housing delivery in these areas. There are 13,000 homes with planning permission yet to be built and planning applications currently in the system for another 1,000. The Housing Trajectory for the Local Plan identifies capacity for 27,700 by 2030 and beyond this a total capacity for over 50,000 new homes. The draft London Plan due to be published in November will have a proposed housing target of 2264 net new homes a year. This is clearly a significant increase on the Councils current target but reflects the Council’s ambitious growth agenda and commitment to significantly improving housing delivery. Completions for 17/18 are forecast to be similar to 16/17. However as set out in KPI 29 a number of large housing schemes have been approved recently and these will deliver significant higher completion rates in 18/19 onwards.
	Annual Result		DOT 2015/16 to 2016/17
2017/18	Data due September 2018		↓
Target	No target set		
2016/17	596		

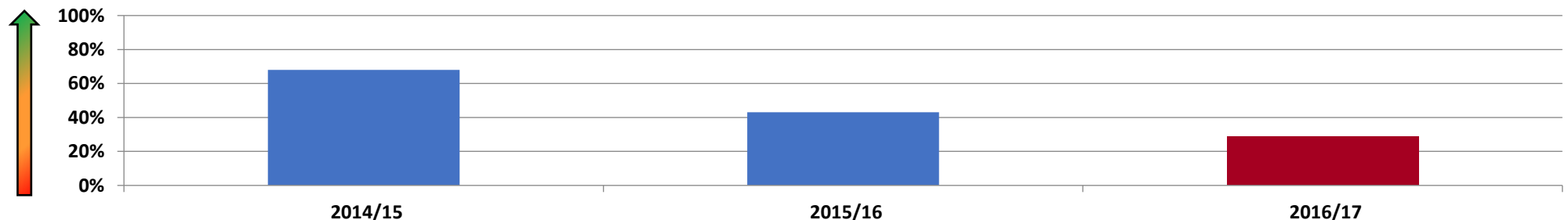
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KPI 36 – The percentage of new homes completed that are sub-market (Annual Indicator)

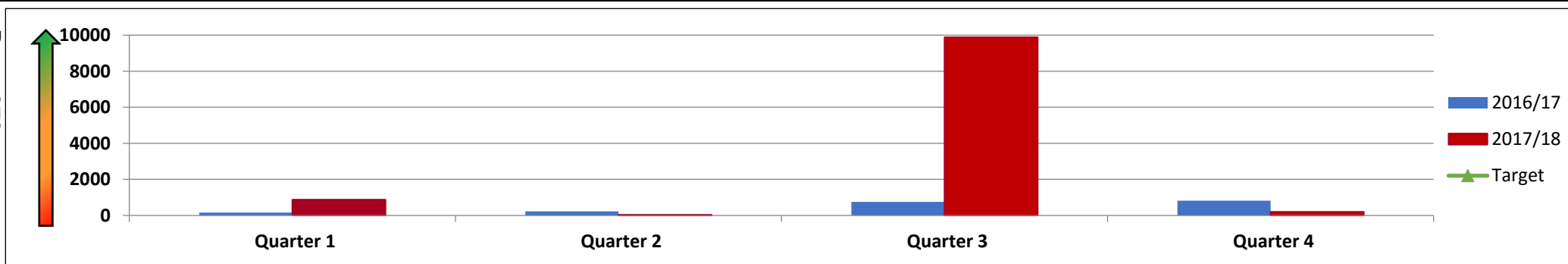
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Definition	The proportion of net new homes built in each financial year that meet the definition of affordable housing in the National Planning Policy Framework.	How this indicator works	Each year the Council updates the London Development Database by the deadline of 31 st August. This is the London-wide database of planning approvals and development completions.
What good looks like	The Mayor of London has recently published Supplementary Planning Guidance on affordable housing and viability. This sets a threshold of 35% above which viability appraisal are not required on individual schemes. Over the last six years overall affordable housing has comprised between 30% and 67% of overall homes completed with the exception of 14/15. Generally speaking, good would look like anything between 35-50%. Anything below 35% would indicate the Council has not been successful in securing affordable housing on market housing schemes but equally anything above 50% would suggest an overreliance on supply of housing from Council and RSL developments and lack of delivery of homes for private sale or rent on the big private sector led developments. This has historically been an issue in Barking and Dagenham and explains why the proportion of new homes which are affordable is one of highest in London over the last five years. Whilst performance in 16/17 was 29% this will improve going forward as delivery at Barking Riverside and Gascoigne increases were at least 50% of homes are affordable.	Any issues to consider	The Growth Commission was clear that the traditional debate about tenure is less important than creating social justice and a more diverse community using the policies and funding as well as the market to deliver. At the same time the new Mayor of London pledged that 50% of all new homes should be affordable and within this a commitment to deliver homes at an affordable, “living rent”. This chimes with the evidence in the Council’s Joint Strategic House Market Assessment which identified that 52% of all new homes built each year in the borough should be affordable to meet housing need and that the majority of households in housing need could afford nothing other than homes at 50% or less than market rents. This must be balanced with the Growth Commission’s focus on home ownership and aspirational housing and what it is actually viable to deliver. The Council will need to review its approach to affordable housing in the light of the Mayor’s forthcoming guidance and take this forward in the review of the Local Plan.
History with this indicator	2016/17 end of year result – 29% 2015/16 end of year result – 43% 2014/15 end of year result – 68%	Why this indicator is important	This indicator is important for the reasons given in the other boxes.
	Annual Result		DOT 2015/16 to 2016/17
2017/18	Data due September 2018		
Target	No target set		
2016/17	29%		




Definition	The number of new homes that received planning permission.		How this indicator works	The data is recorded on the London Development Database.	
What good looks like	The number of new homes that received planning permission.		Why this indicator is important	It helps to determine whether we are on track to deliver the housing trajectory and therefore the Council’s growth agenda and the related proceeds of development, Community Infrastructure Levy, New Homes Bonus and Council Tax.	
History with this indicator	A sufficient pipeline of approvals is required to enable the Council’s housing supply target to be met.		Any issues to consider		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	878	37	9,878	208	
Target	No target set				
2016/17	163	234	758	821	

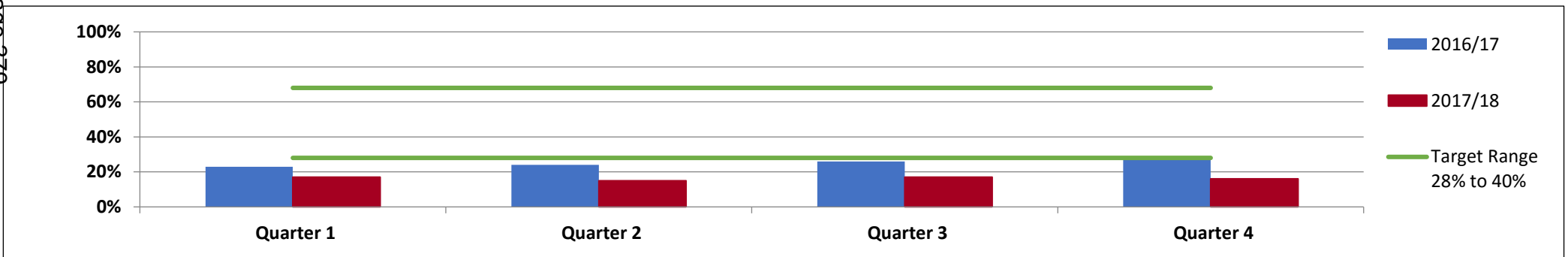
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RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	In Barking and Dagenham there are extant permissions for 15,113 homes, 11912 outline and 3201 with full permission. Over the next three to six months it is envisaged that a further 4000 homes will be approved. This includes the Beam Park development which although approved by the Council in the last quarter was refused by Havering and therefore is now with the Mayor of London for him to decide whether he takes over the application.	A number of significant approvals are timetabled over the next two quarters which will secure permission for approximately 4000 homes.
Benchmarking	Benchmarking data not available.	

Definition	Numerator: Number of repeat cases of domestic abuse within the last 12 months referred to the MARAC				How this indicator works	This indicator looks at the number of repeat cases of domestic abuse that are being referred to the MARAC from partners.
	Denominator: Number of cases discussed at the MARAC					
What good looks like	The target recommended by SafeLives is to achieve a repeat referral rate of between 28% to 40%. A lower than expected rate usually indicates that not all repeat victims are being identified and referred to MARAC.				Why this indicator is important	This indicator helps to monitor partner agencies ability to flag repeat high risk cases of domestic abuse and refer them to the MARAC for support.
History with this indicator	2016/17 end of year result: 28% 2015/16 end of year result: 25% 2014/15 end of year result: 20%				Any issues to consider	Repeat referral rate is a single indicator and is not fully representative of MARAC performance. MARAC processes vary across areas and therefore benchmarking should be considered with caution for this indicator.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17	
2017/18	17%	15%	17%	16%		
Target	28% to 40%	28% to 40%	28% to 40%	28% to 40%		
2016/17	23%	24%	26%	28%		

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RAG Rating	Performance Overview	Actions to sustain or improve performance
R	At the end of quarter 4 2017/18, the rate of repeat referrals to MARAC is at 16% and outside of the recommended levels expected. There has been a decrease in repeat referrals across London.	MARAC Chair has raised this internally within Police, and this has been discussed at the VAWG sub group to CSP. A commitment was made in December 2017 that police would refer all cases where there had been 3 non-crime book domestics in 12 months. This has seen an increase in total cases, and we are seeing higher numbers of repeat victims known to police, but this has not led to an increase in repeat cases known to MARAC and therefore has not impacted this indicator. These cases are referred to as escalation cases rather than repeats. There is some concern that although the number of cases has increased, they are not all presenting as high risk. This is being monitored and will be on the agenda at the next VAWG sub group meeting (19 th April 2018).
Benchmarking	Benchmarking data is currently available for January 2017 to December 2017. Metropolitan Police Force average: 21%. National: 28%. Most Similar Force: 29%	

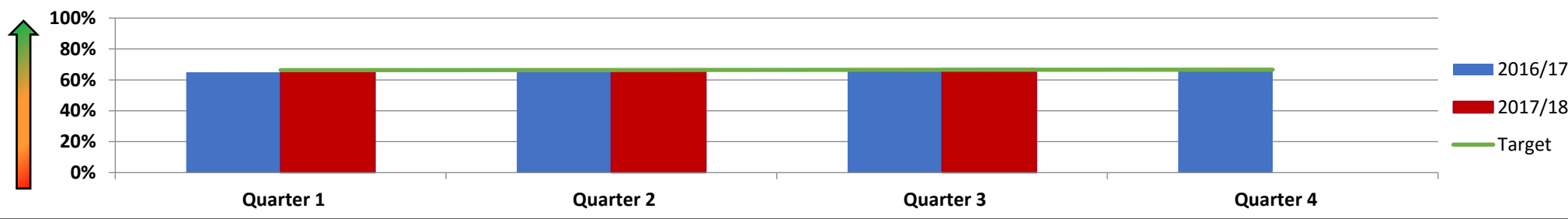
ECONOMIC AND SOCIAL DEVELOPMENT

Quarter 4 2017/18


KPI 39 – The percentage of economically active people in employment

Definition	“The employed are defined as those aged 16 or over, who are in employment if they did at least one hour of work in the reference week (as an employee, as self-employed, as unpaid workers in a family business, or as participants in government-supported training schemes), and those who had a job that they were temporarily away from (for example, if they are on holiday).”			How this indicator works	The figures presented for Barking & Dagenham are a rolling average of the last three years. The reason for this is that the figure is derived from a survey, the Annual Population Survey, which can move due to sampling variation. The Q3 figure is therefore an average of Jan 15-Dec 15, Jan 15-Dec 16 and Jan 16-Dec 17.
What good looks like	An increase in the percentage of our economically active residents who are in employment.			Why this indicator is important	Employment is important for health and wellbeing of the community and reducing poverty.
History with this indicator	The employment rate for the borough is principally driven by London and economy-wide factors. The figure for the borough has shown steady growth over the last year.			Any issues to consider	1% for the borough’s working age population is equivalent to a little over 1,300 borough residents.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2017/18	66.3%	66.2%	67.1%	Released 17 July 2018	
Target	66.3%	66.4%	66.5%	66.6%	
2016/17	64.9%	65.3%	65.5%	66.2%	

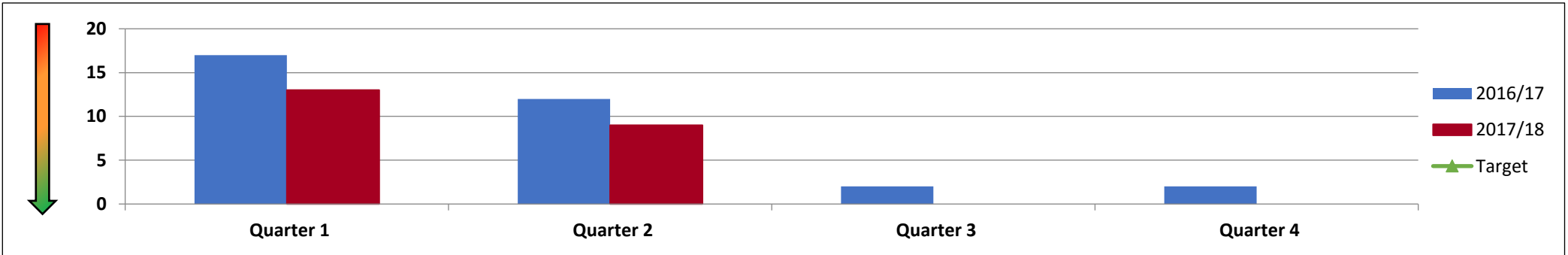
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RAG Rating	Actions to sustain or improve performance
G	<p>The Barking & Dagenham Skills & Employment Operational Partnership brings together a range of partners, including Department for Work and Pensions (DWP), Work & Health Programme, Colleges and ESF-funded providers who are collaborating to reduce the claimant count and the numbers claiming income support or employment & support allowance. The next meeting will take place in May 2018. The Partnership is working to an Action Plan linked to the recommendations of the Growth Commission. Work commissioned to underpin the development of the Local Plan will set out recommendations on priority employment sectors within the borough along with skills implications which will feature in a Skills, Employment & Enterprise Strategy. The Local London Partnership has signed off a Skills Strategy and a programme of activity focusing on the construction sector, in-work progression and improved careers advice and guidance is being developed. A Local London Skills & Employment Board met for the first time in February 2018 with a further meeting planned for June 2018. ESF-funded provision is on stream and is being integrated into the work of local programmes and services (e.g. DWP Troubled Families provision working with Early Intervention/Children’s Centre, DWP over 50s support based in Job Shop, Big Lottery Common Mental Health Problems link to Talking Therapies). The Job Shop Service is focusing delivery on long-term unemployed and economically inactive residents claiming income support or employment and support allowance as part of the Council’s own ESF-funded provision (Growth Boroughs ESF Unlocking Opportunities Programme). This programme has now been extended to December 2019. DWP funding is being used to provide additional support to care leavers with the outcome of further bids awaited that will offer support to young people and parents, among others. L.B. Redbridge have now awarded the contract for the Work & Health Programme on behalf of the Local London boroughs to Maximus. This will provide support to the long-term unemployed (2+ years) and people with a disability, replacing the current Work Programme & Work Choice. The latter will form c80% of participants. A stakeholder workshop was held in Barking Learning Centre in March and there will be regular communication on the programme following on from this. The move to Universal Credit full service in March has impacted on referrals from Barking JCP office which have been low and providers and JCP have been asked to address this as a priority.</p>
Benchmarking	The London-wide figure has risen to 74.0%, with the borough gap narrowing to 6.9%. Around 9,100 additional residents would need to move into work to match the London employment rate.

Definition	The number of homeless households residing in B & B including households with dependent children or household member pregnant.			How this indicator works	A snapshot of households occupying B & B at the end of each month.
What good looks like	B & B placements used only in emergency scenarios, and for short periods (less than 6 weeks)			Why this indicator is important	Statutory requirement and financial impact on General Fund.
History with this indicator	Target was met and exceeded during 16/17.			Any issues to consider	Increasing demand on homelessness service, impact of Homelessness Reduction Bill and Welfare Reform. Impact of housing market and regeneration programme. Reduction in self-contained “move on” accommodation.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2017/18	13	9	0	0	
Target	Target to be agreed				
2016/17	17	12	2	2	

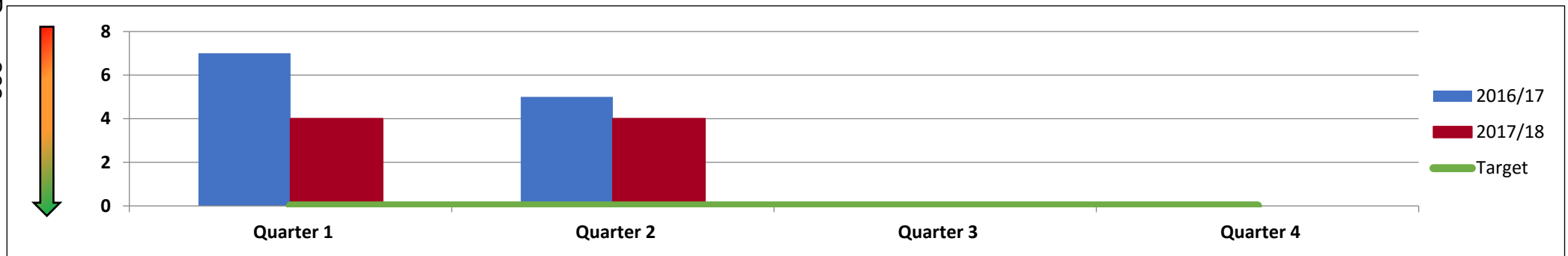
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RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Access to alternative temporary accommodation and better case management of households in hostel sites has led to a significant reduction in the need to procure emergency B & B accommodation.	Initiatives have been developed to enact appropriate prevention measures, which has led to a reduction in the number of households approaching the service requiring emergency / temporary accommodation.
Benchmarking	Benchmarking data not available.	

Definition	Number of homeless households residing in B & B for more than 6 weeks, including households with dependent children or household member pregnant.		How this indicator works	A snapshot of households occupying B & B for 6 weeks or more at the end of each month.	
What good looks like	B & B placements used only in emergency scenarios, and for short periods (less than 6 weeks).		Why this indicator is important	Statutory requirement and financial impact on General Fund.	
History with this indicator	No previous target.		Any issues to consider	Increasing demand on homelessness service. Impact of Homelessness Reduction Bill and Welfare Reform. Impact of housing market and regeneration programme. Reduction in self-contained “move on” accommodation.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2017/18	4	4	0	0	
Target	0	0	0	0	
2016/17	7	5	0	0	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Access to alternative temporary accommodation and better case management of households in hostel sites has led to a significant reduction in the need to procure emergency B & B accommodation.	Initiatives have been developed to enact appropriate prevention measures, which has led to a reduction in the number of households approaching the service requiring emergency / temporary accommodation.
Benchmarking	Benchmarking data not available.	

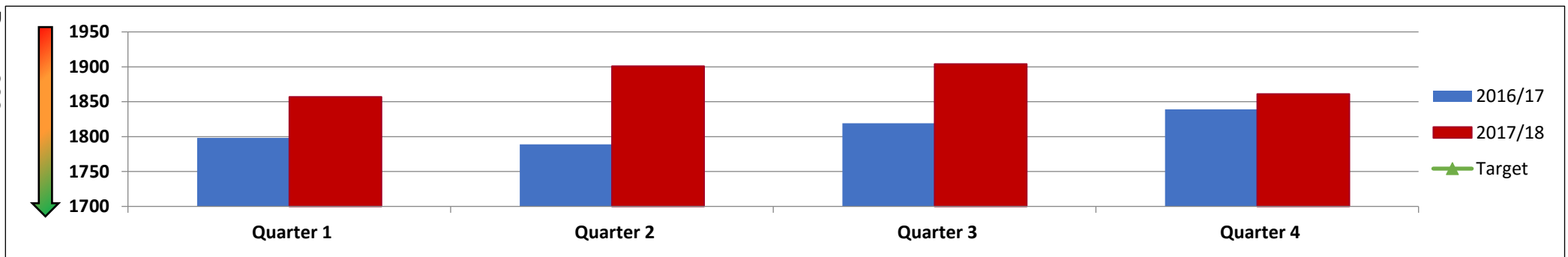
ECONOMIC AND SOCIAL DEVELOPMENT

KPI 42 – The number of households in Temporary Accommodation over the year

Quarter 4 2017/18

Definition	Number of households in all forms of temporary accommodation, B&B, nightly Let, Council decant, Private Sector Licence (PSL) (in borough and out of borough)			How this indicator works	The number of households occupying all forms of temporary accommodation at the end of each quarter.
What good looks like	Increase in temporary accommodation / PSL supply, however with a reduction in the financial loss to the Council leading to a cost neutral service.			Why this indicator is important	Financial impact on General Fund. Reduction in self-contained accommodation is likely to lead to an increase in the use of B & B and the number of families occupying that type of accommodation for more than 6 weeks.
History with this indicator	PSL accommodation was considered cost neutral. Due to market demands, landlords/agents can now request higher rentals exceeding LHA rates.			Any issues to consider	Increasing demand on homelessness service, impact of Homelessness Reduction Bill and Welfare Reform. Impact of housing market and regeneration programme. Renewal of PSL Contract. Non-conformance of other LA's to the "Pan-London" nightly rate payment arrangements.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2017/18	1,857	1,901	1,904	1,861	↑
2016/17	1,798	1,789	1,819	1,839	


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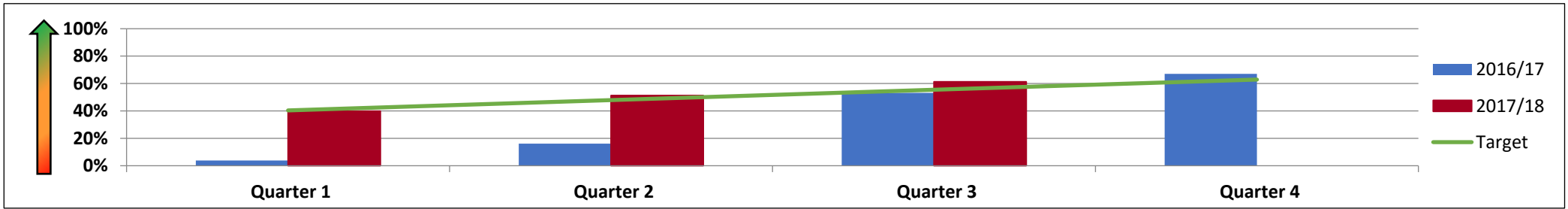


RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	There is still no desire to set a target for the number of households overall in temporary accommodation, but there is an ambition to reduce the reliance on temporary accommodation. The number of households in temporary accommodation, has reduced over the last quarter, but better utilising opportunities in the Private Rented Sector as a way of ceasing the Authorities' Housing Duty.	Better collaboration to improve Housing case management and homeless prevention options, to limit the number of households requiring temporary accommodation. Initiatives are being considered to determine the viability of sourcing temporary accommodation in "cheaper" areas, although the focus is to use powers to cease duty in the Private Rented Sector.
Benchmarking	Benchmarking data not available.	

Definition	Percentage of people affected by welfare reform changes now uncapped / off the cap.	How this indicator works	For a resident to be outside of the benefit cap (off the cap), they either need to find employment (more than 16 hours) and claim Working Tax Credit or be in receipt of a benefit outside of the cap; Personal Independence Payment, Disability Living Allowance, Attendance Allowance, Employment Support Allowance (care component) and (up-coming in September 2016) Carers Allowances or Guardians Allowance.
What good looks like	Moving residents from a position of being in receipt of out-of-work benefit (Income Support / Employment Support Allowance or Job Seekers Allowance) to working a minimum of 16 hours (if a single parent) or 24 hours (if a couple) or receiving a disability benefit which moves residents outside of the cap.	Why this indicator is important	Welfare reform changes impact on resident's income which will affect budgets, choices and lifestyle. Financial impact on General Fund.
History with this indicator	The basis for this figure was based on a list provided by JCP which purposely overestimated the numbers that would be capped. This has been recalibrated based on actual numbers from November 2016 when the lower cap came into effect and more accurate monitoring commenced. As time goes on the cases remaining on the cap are the more difficult cases.	Any issues to consider	The Capped/Uncapped status of a resident is not solely down to the Welfare Reform (WR) team work but includes both Housing Benefit (HB) and the Department of Works & Pension (DWP). If the DWP do not confirm the uncapped status of a resident then HB do not remove this status on academy. All our information comes from the DWP, via HB.

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	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2017/18	39.82%	51.23%	61.25%	Reporting mechanism in development	
Target	40.38%	47.88%	55.38%	62.88%	
2016/17	3.9%	16.07%	53.47%	67.06%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	During 2017/18, the percentage of people coming off the cap increased above target. Work with rent collection teams yielded results.	Due to service restructures, the Welfare Reform Team has been closed and another service within Community Solutions will be taking over the workload. They are currently in the process of developing a new system for capturing information.
Benchmarking	Benchmarking data not available. Local measure only.	

CABINET**19 June 2018**

Title: Debt Management Performance and Write-Offs 2017/18 (Quarter 4)	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Author: Gill Hills – Head of Revenues	Contact Details: Tel: 0208 724 8615 E-mail: gill.hills@elevateeastlondon.co.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>This report sets out the performance of the Council's partner, Elevate East London, in carrying out the contractual debt management function on behalf of the Council. This report covers the fourth quarter of the financial year 2017/18. The report also includes summaries of debt written off in accordance with the write off policy that was approved by Cabinet on 18 October 2011. The report demonstrates that performance is stable and continuing to improve year on year in terms of overall collection, though continuing to be impacted by welfare reform measures.</p>	
<p>Recommendation(s)</p> <p>Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the contents of this report as it relates to the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of enforcement agents; and (ii) Note the debt write-offs for the fourth quarter of 2017/18 	
<p>Reason</p> <p>Assisting in the Council's Policy aim of ensuring an efficient organisation delivering its statutory duties in the most practical and cost-effective way. This ensures good financial practice and adherence to the Council's Financial Rules on the reporting of debt management performance and the total amounts of debt written-off each financial quarter.</p>	

1. Introduction and Background

- 1.1 The Council's Revenues, Benefits, General Income and Rents Service is operated by the Council's joint venture company, Elevate East London LLP (Elevate). The service is responsible for the management of the Council's debt falling due by way of statutory levies and chargeable services. It also collects rent on behalf of Barking and Dagenham Reside. Council debts not collected by Elevate are not included in this report, for example parking and road traffic debt prior to warrants being granted and hostel and private sector leasing debt.
- 1.2 This report sets out performance for the fourth quarter of the 2017/18 municipal and financial year and covers the overall progress of each element of the service since April 2017. In addition, it summarises debts that have been agreed for write off in accordance with the Council's Financial Rules. All write offs are processed in accordance with the Council's debt management policy agreed on 18th October 2011.
- 1.3 The target for Council Tax current year collection has increased this year by 0.4% which equates to an additional £283k of revenue. The Council Tax arrears target has also increased by £130k this year. The General Income target has increased by 0.4% to 96% which equates to an additional £400k of revenue and the Former Tenant arrears target has increased by £25k to £200k. These new targets have increased the amount of revenue to be collected by approximately £838k. The Council provided some additional baseline funding in 2015/16 to assist in achieving these annually increased Council Tax targets.

2. Proposal and Issues

- 2.1 Set out in Table 1 below is the performance for quarter four of 2017/18 achieved for the main areas of debt managed by Elevate.

Table 1: Collection Rate Performance – Quarter four 2017/18

Type of Debt	Year end target	Quarter 4 target	Quarter 4 Performance	Variance	Actual collected
Council Tax	96.0%	96%	95.8%	-0.2%	£68.071m
Council Tax Arrears	£2.122m	£2.122m	£2.328m	+£0.206m	£2.328m
NNDR	98.2%	98.2%	98.2%	0%	£58.413m
Rent	98.16%	98.16%	97.01%	-1.15%	£99.206m
Leaseholders	98.0%	98.0%	99.76%	+1.76%	£4.530m
General Income	96.0%	96%	97.52%	+1.52%	£102.728m

Council Tax Collection Performance

- 2.2 Council Tax collection ended the year 0.2% below the profile target at 95.8%, which means collection is 0.3% higher than 2016/17.

- 2.3 The overall amount to be collected increased from £66.7m in 2016/17 to £71m in 2017/18. In addition, payment of CTS reduced by another 1% in 2017/18 increasing pressure on the service to achieve the target.
- 2.4 Council Tax collection has improved by 2.9% since 2010. This is the equivalent in 2017/18 of an additional £2m in revenue.

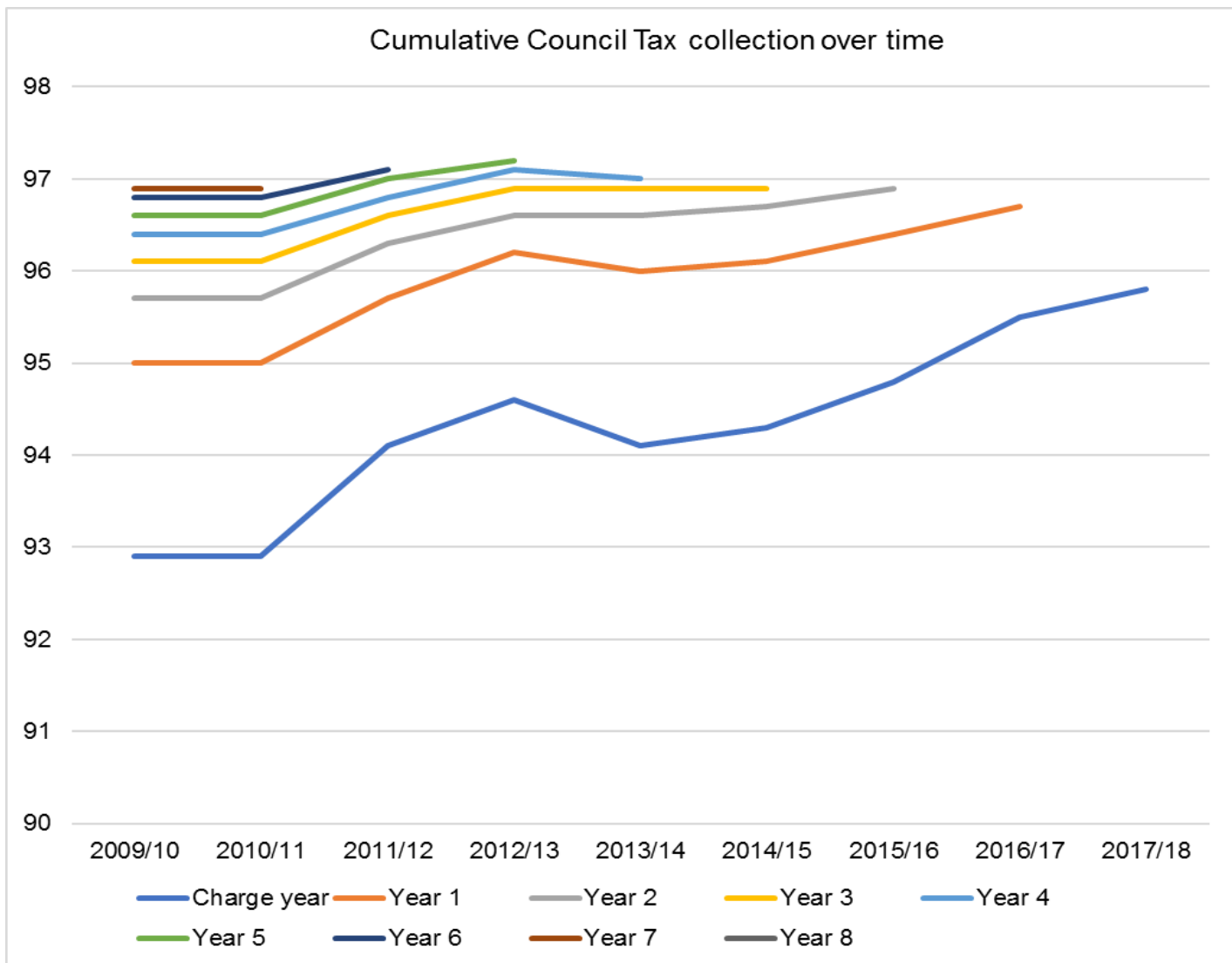
Council Tax Arrears

- 2.5 By the end of the year a total of £2.328m has been collected; this is £206k above the target.
- 2.6 The Council Tax Collection Team's ability to adapt to the challenges presented by the Council Tax Support scheme, the increasing number of properties within the borough and the increase in the Council Tax charge have improved collection rates year on year to the higher levels now seen in Barking and Dagenham.
- 2.8 The Council Tax Collection Team has initiated a project in tandem with I.T. to identify cases that require further debt recovery action. As a result, older cases that have fallen out of payment have now been referred for further action, this includes attachments to earnings and the use of Enforcement Agents and this is having a positive effect on collection rates.
- 2.9 The table below shows how Council Tax collection continues long after the initial charge year. The graph shows the performance in each year:

Table 2:

Quarter 4 - 2017/18									
Year	Charge year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
2009/10	92.9	95.0	95.7	96.1	96.4	96.6	96.8	96.9	97.0
2010/11	92.9	95.0	95.7	96.1	96.4	96.6	96.8	96.9	
2011/12	94.1	95.7	96.3	96.6	96.8	97.0	97.1		
2012/13	94.6	96.2	96.6	96.9	97.1	97.2			
2013/14	94.1	96.0	96.6	96.9	97.0				
2014/15	94.3	96.1	96.7	96.9					
2015/16	94.8	96.4	96.9						
2016/17	95.5	96.7							

- 2.10 The graph below shows the improved performance in each year, except for 2013/14 when welfare reform had a marked effect on collection rates. Each line shows performance within that year, the bottom line (blue) shows collection for the charge year (the year in which the tax was first raised), the next (orange) shows performance in year 1 (the first year after the charge year) and so on. As can be seen overall collection of Council Tax continues year on year and has steadily improved since 2010/11.



Business Rates (NNDR) Collection Performance

- 2.11 The NNDR collection rate reached 98.2% by the end of the year.
- 2.12 Changes to the net collectable debt cause the percentage of collection to fluctuate throughout the year. However, the target was achieved as expected.

Rent Collection Performance

- 2.13 Rent collection reached 97.01% by the end of the year. This is 1.15% behind the target.
- 2.14 Housing benefit reduced by £2.7m in 2017/18.
- 2.15 Rent collection excluding housing benefit ended up £467k higher than at the same time last year.

- 2.16 Close working with My Place continues to ensure that a joined-up approach is taken where necessary. This includes taking payment and encouraging Direct Debit as a method of payment at sign-up.
- 2.17 Take up of Direct Debit has increased by 7% since the beginning of the year
- 2.18 Continuous monitoring of arrears cases continues with proactive engagement with tenants the primary function of the rents teams.
- 2.19 Affordability exercises are being undertaken with tenants if they are identified as falling into arrears and payment plans are being put in place to help them to bring their rent back up to date.

Reside Collection Performance

- 2.20 In addition to collecting rent owed on Council tenancies, Elevate also collects the rent for the Barking & Dagenham Reside portfolio.
- 2.21 Rent collection excluding former tenant arrears ended the year at 99.77% which is 0.27% above target.

Leaseholders' Debt Collection Performance

- 2.22 Leaseholder collection reached 99.76% by the end of the year. This is 1.76% above target.

General Income Collection Performance

- 2.23 General Income collection reached 97.52% by the end of the year. This is 1.52% above target.

Adult Social Care – Collection of Social Care Charges (home and residential)

- 2.24 Homecare collection reached 81.5% by the end of the year. This is 1.52% above the target.
- 2.25 Residential collection ended at 96.59% by the end of the year.
- 2.26 The debt recovery process for these debts is similar to that of other debts, but with extra recognition given to particular circumstances. To ensure that the action taken is appropriate and to maximise payments, each case is considered on its own merits at each stage of the recovery process and wherever possible payment arrangements are agreed. In addition, a further financial reassessment of a client's contribution is undertaken where there is extraordinary expenditure associated with the care of the service user. The relevant procedures have been updated to take account of the Care Act.

Penalty Charge Notices (PCN) – Road Traffic Enforcement

- 2.27 Road Traffic Enforcement collection reached 14.3% by the end of the year. This is 0.3% above the target.

2.28 This recovery work only includes debts due to Penalty Charge Notices (PCNs) for parking, bus lane and box junction infringements once a warrant has been obtained by Environmental and Enforcement Services (Parking Services) from the Traffic Enforcement Centre (TEC). Given the various legal stages required to be exhausted before a warrant can be obtained, this debt is regularly more than six months old before it is released to Elevate for enforcement. Elevate enforce these warrants through Enforcement Agents acting on behalf of the Council and closely monitor the performance of these companies. Overall collection rates on PCNs would be reported by Parking Services.

Housing Benefit Overpayments

2.29 Housing Benefit overpayment collection reached 64.4% by the end of the year. This is 12.4% above the target.

2.30 Creation of Housing Benefit Overpayments has begun to decrease in comparison with last year. This coupled with continued recovery action has shown an increase in percentage collection rates.

Enforcement Agent (Bailiff) Performance

2.31 Enforcement Agent action is a key tool for the Council to recover overdue debts but is only one area of collection work and is always the action of last resort. The introduction of the CTS scheme in 2013/14 meant around 13,000 additional households became liable to pay a proportion of Council Tax. This number increased again in April 2015 with the revised CTS scheme meaning that there has been additional debt recovery action. The affected group of residents are working age but their circumstances vary as they move in and out of work. The ability to collect all sums due to the Council continues to be made progressively more challenging as welfare reforms continue to take effect. This is alongside the cumulative yearly effect of CTS on arrears which is increasing overall indebtedness.

2.32 Information on the performance of the Enforcement Agents is set out in the table below by type of debt for the fourth quarter of 2017/18.

Table 3: Enforcement Agent Collection Rates – 2017/18

Service	Value sent to enforcement agents £	Total collected by enforcement agents £	2017/18 Collection rate %
Council Tax	£14,523,452	£1,322,080	9.10%
NNDR	£2,012,806	£506,376	25.16%
Commercial rent	£0	£0	0%
General Income	£15,036	£3,268	21.73%

Debt Write-Offs: Quarter 4 2017/18

- 2.33 All debt deemed suitable for write off has been through all the recovery processes and is recommended for write off in accordance with the Council's policy. The authority to "write off" debt remains with the Council. The value of debt recommended to the Finance Director and subsequently approved for write off during the fourth quarter of 2017/18 totalled £284,312. The value and number of cases written off in quarter four is provided in Appendix A.
- 2.34 56 debts were written off in quarter four for which the reasons are set out below. The percentage relates to the proportion of write offs by value, or by number:

Table 4: Write off numbers – 2017/18 Quarter 4

Absconded/not traced	Uneconomic to pursue	Debtor Insolvent	Deceased	Other reasons
£14,629	£50,308	£86,919.71	£111,656	£20,799.33
5.1%	17.7%	30.6%	39.3%	7.3%

Absconded/not traced	Uneconomic to pursue	Debtor Insolvent	Deceased	Other reasons
20	147	86	149	47
4.5%	32.7%	19.2%	33.2%	10.5%

"Other reasons" include the following categories:

Insolvency

Remitted by court

Debtor outside UK

Prison sentence served in respect of debt

Benefit overpayment – unrecoverable in accordance with Housing Benefit General regulations 1987

The court refuses to make an order in respect of the debt

Statute barred due to age of debt

Small balance

Negotiated settlement of part of debt

Vulnerable

In prison

- 2.35 The figures in Appendix B show the total write-offs for 2011/12, 2012/13, 2013/14, 2014/15, 2016/17 and 2017/18

3. Options Appraisal

- 3.1 Not relevant to this report as its purpose is to provide information on debt management performance and write-offs.

4. Consultation

- 4.1 This report has been prepared by Elevate and finalised with the agreement of the Finance Director.

5. Financial Issues

Implications completed by: Lance Porteous, Business Partner, Corporate Finance

- 5.1 Collecting all sums due is critical to the Council's ability to function. In view of this, monitoring performance is a key part of the monthly meetings with Elevate.
- 5.2 The monthly meetings between Elevate and the Council mainly focus on the areas where the targets are not being achieved to discuss ways to improve collection.
- 5.3 At the end of quarter 4, performance has not achieved its targets in key collection areas: Council Tax and Rent.
- 5.4 Performance on Council Tax is currently below the target by 0.2%, which is equivalent to a cash shortfall of £80k. Rent is currently below the target by 1.15%, which is equivalent to a cash shortfall of £1,150k.
- 5.5 The level of write offs at the end of quarter 4 total £284,312.25, £708,359 for 2017/18. It is important that bad debts are written off promptly so that the Council can maintain the appropriate bad debt provision.
- 5.6 If debts are not promptly collected, this has an adverse impact on the Council's overall financial position. Increases required to the Council's bad debt position are charged to the Council's revenue accounts and reduces the funding available for other expenditure.

6. Legal Issues

Implications completed by: Dr. Paul Feild, Senior Governance Lawyer

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

- 6.3 Whilst the use of Introductory Tenancies as a form of trial tenancy may have some impact in terms promoting prompt payment of rent as only those tenants with a satisfactory rent payment history can expect to be offered a secure tenancy, people can fall behind and get into debt. The best approach to resolve their predicament is to maintain a dialogue with those in debt to the Council, to offer early advice and help in making repayments if they need it and to highlight the importance of payment of rent and Council tax. These payments ought to be considered as priority debts rather than other debts such as credit loans as without a roof over their heads it will be very difficult to access support and employment and escape from a downward spiral of debt.
- 6.4 The decision to write off debts has been delegated to Chief Officers who must have regard to the Financial Rules.

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

List of appendices:

- **Appendix A** – Debt Write Off Table for Quarter 4 2017/18
- **Appendix B** – Total debts written off in 2011/12, 2012/13, 2013/14, 2014/15, 2015/16, 2016/17 and 2017/18

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Debts Written Off during Quarter 1 2017/18

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Apr-17	Under 2k	£1	£0	£0	£0	£0	£0	£1
	Over 2k	£0	£0	£0	£0	£0	£0	£0
	Over 10k	£0	£0	£0	£0	£0	£0	£0
	Total	£1	£0	£0	£0	£0	£0	£1
May-17	Under 2k	£5,676	£0	£35,341	£0	£0	£0	£41,017
	Over 2k	£27,620	£0	£0	0	£0	£0	£27,620
	Over 10k	£14,708	£0	£0	0	£0	£0	£14,708
	Total	£48,005	£0	£35,341	£0	£0	£0	£83,346
Jun-17	Under 2k	£923	£268	£56,036	£0	£0	£0	£57,227
	Over 2k	£0	£0	0	0	£0	£0	£0
	Over 10k	£0	£0	0	0	£0	£0	£0
	Total	£923	£268	£56,036	£0	£0	£0	£56,959
Quarter 1 Totals		£48,929	£268	£91,377	£0	£0	£0	£140,573

Count for Quarter 1 2017/18

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Apr-16	Under 2k	1	0	0	0	0	0	1
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	1	0	0	0	0	0	1
May-16	Under 2k	14	0	86	0	0	0	100
	Over 2k	9	0	0	0	0	0	9
	Over 10k	1	0	0	0	0	0	1
	Total	24	0	86	0	0	0	110
Jun-16	Under 2k	1	4	118	0	0	0	123
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	1	4	11	0		0	123
Quarter 1 Totals		26	4	204	0	0	0	234

Debts Written Off during Quarter 2 2017/18

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
July-17	Under 2k	£2,592	£728	£0	£0	£0	£0	£3,320
	Over 2k	£0	£0	£0	£0	£0	£0	£0
	Over 10k	£0	£0	£0	£0	£0	£0	£0
	Total	£2,592	£728	£0	£0	£0	£0	£3,320
August-17	Under 2k	£15	£0	£112,864	£0	£0	£0	£112,879
	Over 2k	£0	£0	£0	0	£0	£0	£0
	Over 10k	£0	£0	£0	0	£0	£0	£0
	Total	£15	£0	£112,864	£0	£0	£0	£112,879
September-17	Under 2k	£435	£512	£0	£0	£0	£0	£947
	Over 2k	£0	£0	0	0	£0	£0	£0
	Over 10k	£0	£0	0	0	£0	£0	£0
	Total	£435	£512	£0	£0	£0	£0	£947
Quarter 2 Totals		£3,042	£1,240	£112,864	£0	£0	£0	£117,146

Count for Quarter 2 2017/18

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
July-17	Under 2k	18	3	0	0	0	0	21
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	18	3	0	0	0	0	21
August-17	Under 2k	5	0	22	0	0	0	27
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	5	0	22	0	0	0	27
September-17	Under 2k	3	5	0	0	0	0	8
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	3	5	0	0		0	8
Quarter 2 Totals		26	8	22	0	0	0	56

Debts Written Off during Quarter 3 2017/18

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
October-17	Under 2k	£5,829	£2,657	£38,935	£0	£0	£900	£47,421
	Over 2k	£0	£0	£34,454	£0	£0	£0	£34,454
	Over 10k	£0	£0	£13,179	£0	£0	£0	£13,179
	Total	£5,829	£2,657	£86,568	£0	£0	£0	£95,954
November-17	Under 2k	£559	£608	£20,985	£0	£0	£0	£22,152
	Over 2k	£0	£10,748	£34,932	0	£0	£0	£45,680
	Over 10k	£0	£0	£0	0	£0	£0	£0
	Total	£559	£11,356	£55,917	£0	£0	£0	£67,832
December-17	Under 2k	£2,542	£0	£0	£0	£0	£0	£2,542
	Over 2k	£0	£0	0	0	£0	£0	£0
	Over 10k	£0	£0	0	0	£0	£0	£0
	Total	£2,542	£0	£0	£0	£0	£0	£2,542
Quarter 3 Totals		£8,930	£14,013	£142,485	£0	£0	£900	£166,328

Count for Quarter 3 2017/18

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
October-17	Under 2k	17	4	80	0	0	1	102
	Over 2k	0	0	10	0	0	0	10
	Over 10k	0	0	1	0	0	0	1
	Total	17	4	91	0	0	1	113
November-17	Under 2k	16	3	56	0	0	0	75
	Over 2k	0	1	8	0	0	0	9
	Over 10k	0	0	0	0	0	0	0
	Total	16	4	64	0	0	0	84
December-17	Under 2k	8	0	0	0	0	0	8
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	8	0	0	0	0	0	8
Quarter 3 Totals		41	8	155	0	0	1	205

Debts Written Off during Quarter 4 2017/18

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
January-18	Under 2k	£17,976.19	£79.80	£25,987.32	£0	£9,977.36	£2,345.51	£56,366.18
	Over 2k	£55,288		£0	£0			£55,288.00
	Over 10k	£23,288		£0	£0			£23,288.00
	Total	£96,552.19	£79.80	£25,987.32	£0	£9,977.36	£2,345.51	£134,942.18
February-18	Under 2k	£33.33		£0	£0	£22,519.68	£0	£22,553.01
	Over 2k	£0	£7,037.11	£0	£0		£0	£7,037.11
	Over 10k	£0		£0	£0		£0	£0.00
	Total	£33.33	£7,037.11	£0	£0	£22,519.68	£0	£29,590.12
March-18	Under 2k	£15,532.77	£507.14	£19,560.08	£0	£57,651.24	£0	£93,251.23
	Over 2k	£26,528.72		£0	£0		£0	£26,528.72
	Over 10k	£0			£0		£0	£0.00
	Total	£42,061.49	£507.14	£19,560.08	£0	£57,651.24	£0	£119,779.95
Quarter 4 Totals		£138,647.01	£7,624.05	£45,547.40	£0	£90,148.28	£2,345.51	£284,312.25

Count for Quarter 4 2017/18

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
January-18	Under 2k	64	1	89	0	20	34	208
	Over 2k	15	0	0	0	0	0	15
	Over 10k	2	0	0	0	0	0	2
	Total	81	1	89	0	20	34	225
February-18	Under 2k	13		0	0	30	0	43
	Over 2k	0	2	0	0		0	2
	Over 10k	0		0	0		0	0
	Total	13	2	0	0	30	0	45
March-18	Under 2k	41	8	49	0	76	0	174
	Over 2k	5		0	0		0	5
	Over 10k	0		0	0		0	0
	Total	46	8	49	0	76	0	179
Quarter 4 Totals		140	11	138	0	126	34	449

Appendix B

Table 1: Debts written off during 2011/12

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2011/12 Totals	£260,487	£145,284	£987,383	£2,808	£205,789	£772,683	£2,374,434

Table 2: Debts written off during 2012/13

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2012/13 Totals	£110,876	£141,896	£886,890	£23,360	£1,015,408	£569,842	£2,748,272

Table 3: Debts written off during 2013/14

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2013/14 Totals	£141,147	£256,804	£806,989	£8,681	£80,755	£221,380	£1,515,756

Table 4: Debts written off during 2014/15

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2014/15 Totals	£291,469	£88,675	£1,163,134	£3,166	£205,007	£517,201	£2,268,652

Table 5: Debts written off during 2015/16

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2015-16 Totals	£211,930	£141,411	£693,017	£6,075	£549,051	£741,557	£2,343,041

Table6: Debts written off during 2016/17

Write Offs	Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
2016-17 Totals	£180,049	£72,808	£38,973	£28,183	£0	£132,875	£452,888

Table7: Debts written off during 2017/18

Write Offs	Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
2016-17 Totals	£199,548	£23,145	£392,273	£0	£90,148	£3,246	£708,359

CABINET**19 June 2018**

Title: Urgent Action: Barking Abbey School Longbridge Road Site Sub-Station Lease	
Report of the Cabinet Member for Educational Attainment and School Improvement	
Open Report	For Information
Wards Affected: Longbridge	Key Decision: No
Report Author: Andrew Carr, Group Manager School Investment, Organisation and Admissions	Contact Details: Tel: 0208 227 2254 E-mail: andrew.carr@lbbd.gov.uk
Accountable Director: Jane Hargreaves, Commissioning Director Education	
Accountable Leadership Strategic Director: Ann Bristow, Deputy Chief Executive and Strategic Director for Service Development and Integration	
<p>Summary:</p> <p>As part of the expansion of Barking Abbey School Longbridge Road site, a new electricity sub-station was required to provide power for the expanded school site. UK Power Networks required a lease to be in place before the new mains connection from Longbridge Road into the new sub-station could be made.</p> <p>It was originally envisaged that a 20-year lease would be sufficient, which could have been approved by officers under delegated authority. However, UK Power Networks required a 99-year lease, which it regards as standard for this type of undertaking. A lease of that length requires Cabinet approval in accordance with the Council's Land Acquisition and Disposal Rules (Part 4, Chapter 4, paragraph 2.2 of the Constitution).</p> <p>The programmed 'power on' date for the new mains connection had passed and it was apparent that any further delay could impact on the ability for the new buildings to be fully commissioned and ready to open to pupils for September 2018. In the circumstances, the Chief Executive agreed that it would be appropriate to deal with the matter under the Urgent Action provisions of Part 2, Chapter 16, paragraph 4 of the Constitution so that the lease between the Council and UK Power Networks could be signed and the power supply connected. The report and supporting site plan which formed the basis of the Chief Executive's decisions are set out at Annex 1 to this report.</p> <p>In line with the Urgent Action provisions, the Chair of the Cabinet and the Chair of the Overview and Scrutiny Committee were consulted prior to the Chief Executive taking the action on 29 May 2018.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to note the action taken by the Chief Executive, in accordance with the Urgent Action procedures set out in Part 2, Chapter 16, paragraph 4 of the Constitution, in relation to the entering into of a 99-year lease with UK Power Networks in respect of a new electricity sub-station at Barking Abbey School Longbridge Road site.</p>	

Reasons

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

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

List of appendices:

- **Annex 1** - Report and appendix re “Barking Abbey School Longbridge Road Site Sub-Station Lease”

Report of the Cabinet Member for Educational Attainment and School Improvement

24 May 2018

Title: Barking Abbey School Longbridge Road Site Sub-Station Lease	
Report of the Cabinet Member for Educational Attainment and School Improvement	
Open Report	For Decision
Wards Affected: Longbridge	Key Decision: No
Report Author: Andrew Carr, Group Manager School Investment, Organisation and Admissions	Contact Details: Tel: 0208 227 2254 E-mail: andrew.carr@lbbd.gov.uk
Accountable Director: Jane Hargreaves, Commissioning Director Education	
Accountable Leadership Strategic Director: Ann Bristow, Deputy Chief Executive and Strategic Director for Service Development and Integration	
<p>Summary</p> <p>By Minute 120 (19 April 2016), the Cabinet approved proposals to expand Barking Abbey School by three forms of entry at an estimated cost of £12m. Subsequent to this, a further approval at the Cabinet meeting on 20 June 2017 (Minute 17) increased the budget for the Barking Abbey School expansion to £21m. Works are currently in progress and the new teaching accommodation at the Longbridge Road site is due to open to pupils in September 2018, with physical education facilities to follow.</p> <p>It was unforeseen in June 2017 that a new electricity sub-station would be required. This new sub-station will serve the existing buildings, the new teaching block and PE facilities currently under construction by Neilcott Construction Group. UK Power Networks require a 99-year lease to be in place before the new mains connection from Longbridge Road into the new sub-station can be made.</p> <p>Under the term so the proposed lease, there is a one-off nominal £1 payment from UK Power Networks to the Council to complete the lease and an annual peppercorn rent.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree that the Council enters into a 99-year lease with UK Power Networks in respect of the new electricity sub-station at Barking Abbey Longbridge Road site, as shown on the site plan at Appendix 1 to the report, on the proposed terms; and (ii) Authorise the Director of Law and Governance to enter into the lease agreement with UK Power Networks and any other agreements deemed necessary to facilitate the delivery of the Barking Abbey School expansion project. 	

Reason(s)

To assist the Council to achieve its priorities of 'Growing the Borough' and 'Enabling social responsibility' through the delivery of the school expansion programme.

1. Introduction and Background

- 1.1 The Borough is in the process of significant expansion in terms of population growth and this has resulted in the need for additional secondary school places for September 2018. This project allows the school, which is located on three sites, to expand by three forms of entry. The lower site at Longbridge Road currently accommodates 540 pupils and will increase to a capacity of 920 pupils.
- 1.2 In order for this site to expand, new facilities are under construction including a new dining hall, school kitchen, specialist subject and general teaching classrooms, new staff accommodation and a PE facility. It is for this site that the new electrical substation and 99-year lease is required, so that the increased accommodation will have adequate electrical supply.
- 1.3 The principles of this project were agreed at Cabinet on 19 April 2016 (Minute 120) and the decision to increase the total budget for the expanded works to £21m was agreed by Cabinet on 20 June 2017 (Minute 17).
- 1.4 This project is funded by the DfE Basic Need Grant provided to the Council to support extra pupil places.
- 1.5 Be First are Project Managing this scheme on behalf of the School Investment, Organisation and Admissions service.
- 1.6 The two-stage tender, design and build procurement route was agreed by the Procurement Board on 8 July 2016 and clarified on 17 March 2017. This was in accordance with the decision of Cabinet on 19 April 2016, minute no.120.
- 1.7 It was unforeseen when these approvals were being obtained that a new sub-station would be required.

2. Proposal and Issues

- 2.1 On behalf of the School Investment, Organisation and Admissions service, the Council's Legal Service has liaised with solicitors acting for UK Power Network. The outcome of those discussions is that a lease of 99 years, with a one-off charge of £1 to complete the lease and an annual peppercorn rent (should the Council decide to collect), is required by UK Power Network before the power connection can be made.
- 2.2 A 25.7m² area of school land located immediately off Longbridge Road houses the new substation and provides direct access for UK Power Networks without entering the school – a site plan is attached at Appendix 1. The power supply from the new substation will provide the electricity needs for the school site.

- 2.3 The Council's Constitution states that a Cabinet decision is required before any leases over 20 years can be completed. The sub-station is already in place awaiting connection by UK Power Networks, but power cannot be connected until the lease is in place. The programmed power on date has already passed. Therefore, the lease agreement needs to be concluded urgently, so that the new building can be fully commissioned and ready to open to pupils for September 2018.
- 2.4 It is not foreseen that any similar utility issues will arise during this development, but in order to ensure there are no further delays, this report also requests approval to any other agreements deemed necessary to facilitate the delivery of the Barking Abbey School expansion project.

3. Options Appraisal

- 3.1 A 20-year lease was originally proposed by the Council. However, UK Power Networks require a 99-year lease, which it regards as standard for this type of undertaking. There are no other alternatives and School Investment, Organisation and Admissions have no objection to the 99-year lease.

4. Consultation

- 4.1 The proposal is fully supported by representatives of Barking Abbey School and its contractor, Neilcott Construction Group. The Council's Legal Service has been liaising with UK Power Networks' solicitors and officers from My Place and Be First.
- 4.2 Due to the time constraints it was not possible to present the report to a meeting of the Council's Assets and Capital Board and, therefore, endorsement was sought and received from the Chief Operating Officer who chairs the Board.
- 4.3 LBBD Legal has sought and obtained the necessary approval from the Education and Skills Funding Agency regarding the area of school land that the substation sits on.

5. Financial Implications

Implications completed by: Martin Hone, Interim Chief Accountant

- 5.1 There are minimal financial implications connected to the lease agreement. The terms of the draft lease ask that "The Tenant pays the Landlord ONE POUND (£1) on the date of this lease" and "...for the 99-year Term of this lease that an annual rent of a peppercorn be paid (if demanded)".
- 5.2 There are no other financial issues.

6. Legal Implications

Implications completed by: Shahina Shaikh – Property Solicitor, Law & Governance

- 6.1 In accordance with the Constitution, Part 4, Chapter 4 (Land Acquisition and Disposal Rules), Section 2.2 (Control by the Cabinet), the disposal of all property either long-lease (over 20 years) or by the sale of the freehold must be approved by the Cabinet.

- 6.2 As the proposed demise is contained within school grounds a notification of class consent under The School Playing Fields General Disposal and Change of Use Consent (No 5) 2014 is required. This notification has been sent to the Education & Skills Funding Agency and acknowledged.
- 6.3 There is urgency to complete this 99-year lease for a substation. Therefore, the urgent action procedure under paragraph 4, Chapter 16, Part 2 of the Constitution will need to be pursued. It states that in exceptional circumstances and where delay will be prejudicial to the interests of the Council, the Chief Executive is authorised to take urgent action which is not otherwise delegated to him, ensuring:
- (i) That the actions are set out in a detailed report which has been cleared by the Chief Financial Officers and the Monitoring Officer;
 - (ii) Compliance with the Constitution and in particular relevant rules where appropriate; and
 - (iii) That the action taken and the full details are subsequently reported to the next available meeting of the relevant committee.
- 6.4 The relevant Chief Officer will also need to liaise with Democratic Services, prior to any action been taken by the Chief Executive to ensure that all aspects of the urgent action procedures are met.

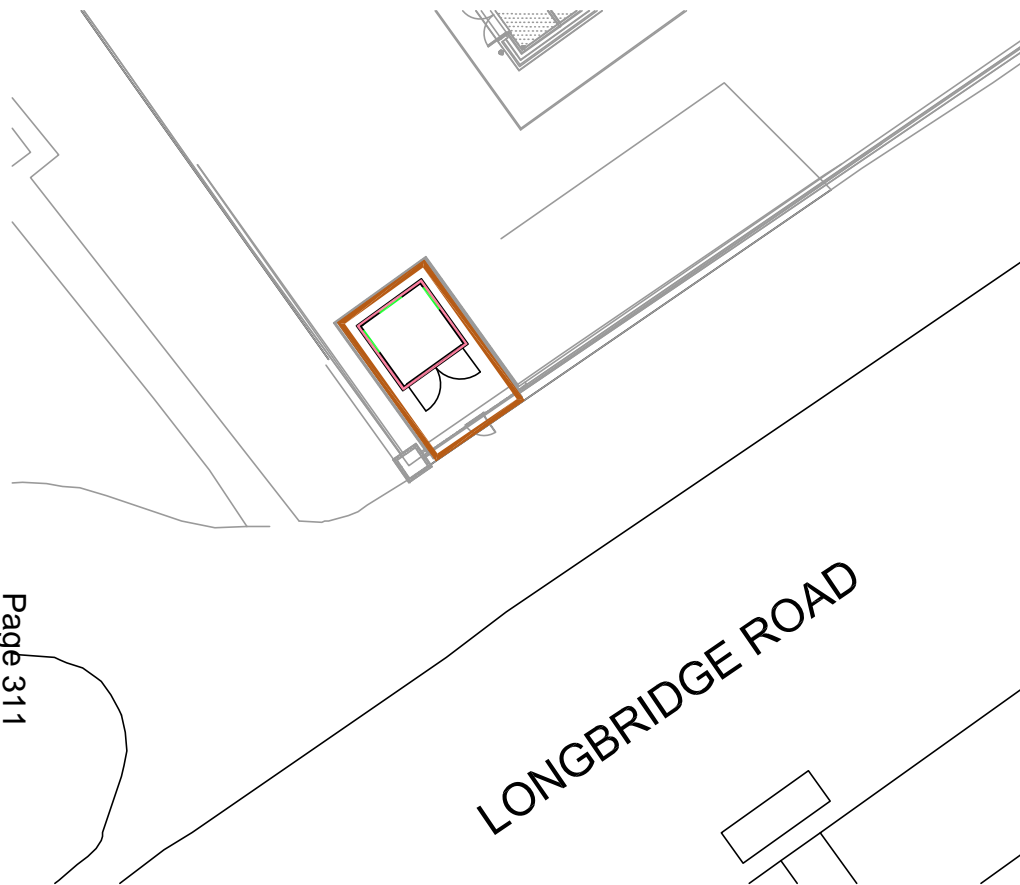
7. Other Implications

- 7.1 **Corporate Policy and Customer Impact** – there are no issues, other than the new school facilities once opened, will provide greater opportunity for parental preference and the school and pupils will have improved and expanded facilities.
- 7.2 **Safeguarding Children** – the pupils will have improved and expanded facilities as a result of this expansion project. UK Power Networks operatives will have direct access to the substation from Longbridge Road, without entering the school grounds.
- 7.3 **Health Issues** – the expansion project will have a positive effect on pupils' health, due to the new dining and PE facilities
- 7.4 **Property / Asset Issues** – the building project will increase the Council's assets. My Place and LBBB Legal are protecting the School and LBBB's interests re the substation lease

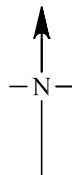
Public Background Papers Used in the Preparation of the Report: None

List of appendices:

Appendix 1: Site Plan



Substation Access Plan ~ Scale 1:200



Key.

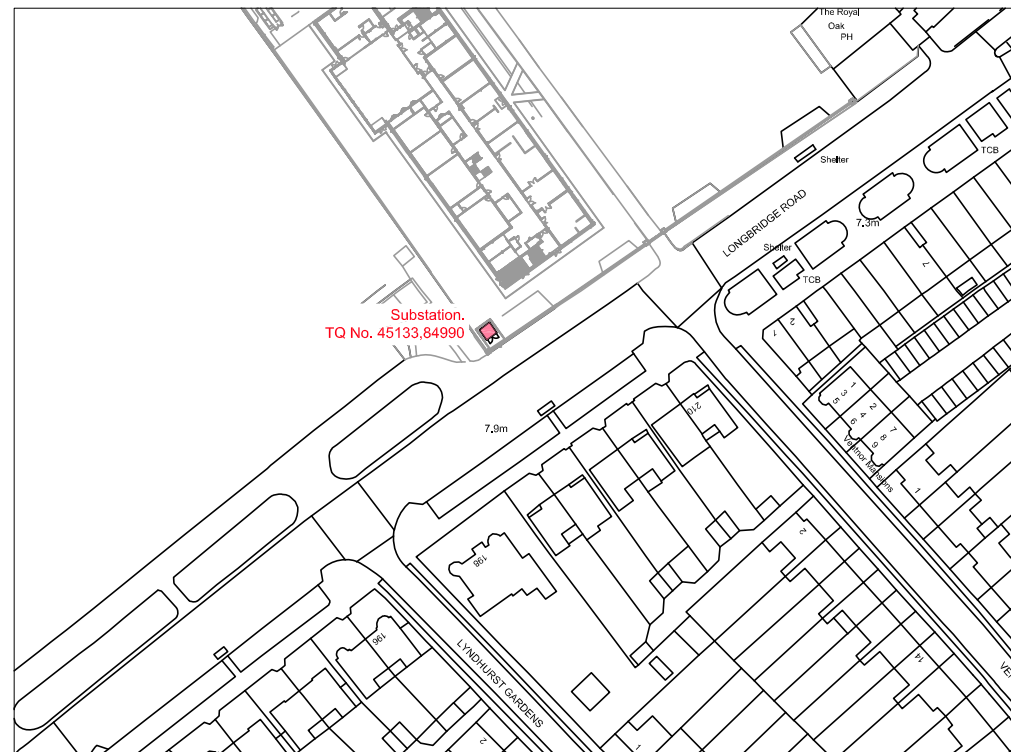
Substation/ HV Switchroom.



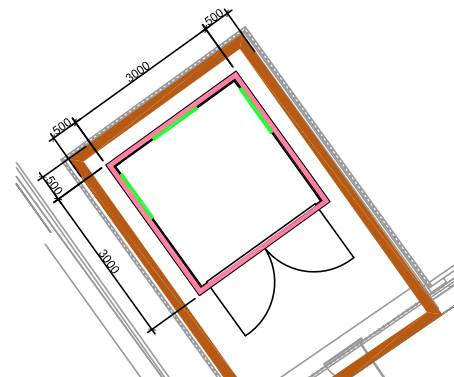
24 Hour Access for Men, Materials and Cables.



Ventilation.



Location Plan ~ Scale 1:1250



Substation Plan ~ Scale 1:100

Rev	Description	Revised By	Date
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Issued For Information Only



Substation Design Team
Metropolitan Hse, 3 Darkes Lane, Potters Bar, EN6 1AG.

Title
Substation at:
Longbridge Road, Barking Abbey School,
Barking, IG11 8UF

Date Drawn 11/04/18 Scale @ A3 As shown @ A3

Drawn By P Hobbs Building Officer Project Designer Adam Ramjhan Grant Eade

Drawing Number
8500069390L
Rev *

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CABINET**19 June 2018**

Title: 'Made in Dagenham' Film Studios Land Assembly	
Report of the Cabinet Members for Finance, Performance and Core Services and Regeneration and Social Housing	
Open Report with Exempt Appendix 2 (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972 as amended)	For Decision
Wards Affected: Eastbrook	Key Decision: Yes
Report Author: David Harley, Head of Regeneration, Be First	Contact Details: Tel: 020 8227 5316 E-mail: david.harley@befirst.london
Accountable Director: Ed Skeates, Development Director, Be First	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>By minute 74 (15 November 2016), Cabinet approved the purchase of 9 acres of land from Sainsburys on part of the former Sanofi site at Dagenham East with a view to bringing forward development of TV/film studios as part of a mixed used development. This was supplemented with approval for purchase of further adjacent land owned by both Axa and Londoneast-UK by minute 85 (23 January 2018). The further land assembly followed a report by consultancy firm SQW confirming that further land was required to deliver the scale of ambition needed to deliver London's largest studios for 25 years. The SQW report stated "Dagenham East represents a rare chance to build a world-class film studio within the boundaries of Greater London."</p> <p>The purchase of the Axa element of land is being finalised but rather than purchasing the freehold of vacant Londoneast-UK land and a leasehold interest in the Cube laboratory building as set out in January 2018 Cabinet report, this report seeks a revised approval whereby both are purchased together freehold. This report also sets out proposals for capital improvements to The Cube to increase the amount of lettable floorspace and improve likelihood of occupation.</p> <p>A separate Cabinet report at a future agenda will seek approval for a long lease to an organisation to deliver the film studios.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Approve the revised terms of the freehold purchase of the Londoneast-uk surplus land site and the freehold purchase of The Cube site on the terms set out in</p>	

Appendix 2 to the report, for inclusion in the Council's Investment and Acquisition Programme;

- (ii) Authorise the Chief Operating Officer, in consultation with the Director of Law and Governance and the Cabinet Member for Finance, Performance and Core Services, to enter into all necessary agreements to complete the freehold purchase of the sites, as identified in Appendix 1 to the report;
- (iii) Agree that up to £6.5m of capital funding be set aside for improvement / extension works to The Cube to enhance its longer-term viability; and
- (iv) Authorise the Chief Operating Officer, as advised by the Investment Panel and/or Assets and Capital Board as appropriate, to determine the future arrangements for The Cube site in accordance with the Council's Investment and Acquisition Strategy.

Reason(s)

The initiative will contribute significantly to the Council Priority of 'Growing the Borough.' The project would have a major impact on changing perceptions of the Borough and ensuring Dagenham is focussed on new employment opportunities which raise aspirations of local residents and help deliver the 'No-one left behind' objective of the Growth Commission and the vision of the Borough Manifesto.

1. Introduction and Background

- 1.1 This report seeks to amend approval for the final element of land assembly to deliver the 'Made in Dagenham' film studios - an amendment to the previously agreed approval (January 2018) to purchase Londoneast-UK surplus land.
- 1.2 The Council and Greater London Authority (GLA) jointly funded a feasibility study appointing consultancy SQW working with BBP to carry out the work engaging with a very wide range of stakeholders and industry leaders as well as local stakeholders. The study also attempted to quantify the benefits both locally and regionally and how these can be maximised. The studios would have a major impact on changing perceptions of Dagenham, encouraging civic pride as well as raising aspirations of people in the Borough including through ensuring local training providers align services to meet the needs of the industry. The study concluded that over 20 acres of land was needed to ensure the full ambition could be delivered.
- 1.3 A separate Cabinet report scheduled for July will set out how the film studios will be delivered through a long lease to a film studio operator of the assembled land.

2. Proposal and Issues

- 2.1 Following the previous Cabinet approval, the Council is finalising the purchase of the additional Axa land however further discussions with Londoneast-UK have taken place and rather than the proposal to purchase the vacant land and lease the Cube building, revised approval is sought for a freehold purchase of both the land and the Cube. Londoneast-UK were previously unwilling to sell the freehold of the

Cube instead only willing to let it for an annual rent whilst considering a freehold sale in the future. Following negotiations and a change in Londoneast-UK's position on the site, the proposed arrangement is a single price for the freehold of both elements. An independent valuation has confirmed the whole package does not exceed market value. Freehold purchase of the Cube means the Council could invest in the building to add significant value (as set out in paragraph 2.4) which it would not have wanted to do or even be able to do with just a leasehold interest.

- 2.2 The Cube is former Sanofi building D38 and consists of a four-storey science/R&D building of laboratories of c.40,000 sq ft (4,000 sq m) GIA. There are a number of short lease tenants occupying parts of the space – the longest being a 10-year lease to 2028 for 2,290 sq ft. There is scope to increase the quantity of lettable floorspace through removal of large elements of plant and circulation space linked to its previous science use. Whilst built as laboratories the Cube offers scope for a wide range of office uses with easy sub-division as required.
- 2.3 Freehold purchase of both elements gives the Council greater flexibility and is more in line with the investment strategy whereby freehold purchases utilising affordable borrowing are preferred rather than leaseholds funded via revenue.
- 2.4 The Londoneast-UK surplus land is proposed as part of the long lease area for the film studios however The Cube building itself is not proposed to be part of the site to be leased to the studio operator. Be First have looked at options for maximising rental income through better utilisation of the space, potential for additional floorspace and other improvements. It is proposed that it is held by the Council with Be First adding value through improvements/extensions set out in the business case and either sold at higher value once improved or held for ongoing rental income. An initial business case has been considered by Investment Panel which includes indicative costings for improvements to address market requirements as well as generating more lettable floorspace. Approval is sought for up to £6.5m to be delegated to IP regarding funding for capital improvements.
- 2.5 The price for the combined purchase is set out in P&C appendix 2. An independent valuation has been carried out confirming the Council would not be paying over market value.

3. Options Appraisal

3.1 An options appraisal is set out below:

Option	Advantages	Disadvantages
Not purchase land	No additional cost	Film studio proposal unlikely to proceed as full 20-acre site needed
Purchase Londoneast-uk land and Cube	Delivers full film studio ambition. Gives Council/Be First much greater scope and opportunity to benefit from investment made on adjacent land.	Additional land purchase costs and associated borrowing costs.
Just purchase surplus land not the Cube	Lower cost. Still delivers film studios.	Miss opportunity for benefitting from uplift of film studio/securing future

		opportunities. LE-UK may not agree as they have always linked it to Cube lease or purchase.
Freehold purchase of land with leasehold of the Cube (previous Cabinet approval)	Lower capital cost. Lower risk as leaves purchase of Cube to later date.	Freehold of Cube enables early capital works to improve value alongside film studio development. No annual rental required. Much greater flexibility as freeholder.

4. Consultation

- 4.1 As part of the feasibility study, the consultants engaged with a wide range of local, regional and national stakeholders and reached a broad consensus on what was required to deliver the vision.
- 4.2 The proposals in this report have been endorsed by the Be First Board and the Council's Investment Panel.
- 4.3 The Film studio scheme would require planning approval which would involve pre-planning consultation with local residents and other stakeholders in addition to the statutory planning consultation processes. Utilising the Cube as office space would not require any additional approvals although adding additional storeys would.

5. Financial Implications

Implications completed by: Katherine Heffernan, Finance Group Manager

- 5.1 The proposal is for the Council to purchase the freehold of the Londoneast-UK land and building as identified in Appendix 1.
- 5.2 The costs and associated financial implications of the purchase are shown in Appendix 2, which is in the exempt section of the agenda as it contains the commercially confidential terms of the proposed purchase of the site (relevant legislation - paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended)) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The total cost is likely to be met from borrowing.
- 5.3 Appendix 2 also sets out the results of an independent valuation by Lambert Smith Hampton showing that the Council would not be paying over market value
- 5.4 There are a range of potential works to The Cube to enhance occupation and create additional floorspace. It is proposed that the Chief Operating Officer be authorised to approve the investment required, based on the evidence provided and advised by the Investment Panel and/or Assets and Capital Board as appropriate.
- 5.5 There are likely to be costs incurred in respect of the borrowing and standing costs of the land whilst the site is being developed and these will need to be funded from existing budgets.

6. Legal Implications

Implications completed by: Erol Islek, Senior Property Solicitor, Law & Governance

- 6.1 Section 1 of the Localism Act 2011 provides a general power of competence enabling the Council to do anything individuals generally may do, therefore allowing the Council to undertake a wide range of activities. Furthermore Section 111 of the Local Government Act 1972 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.
- 6.2 Further, in accordance with the Local Government Act 1972, Section 120, the Council is empowered to acquire by agreement any land situated inside or outside its area for:
- (i) the purposes of any of its functions stipulated by the 1972 Act or other statutory provisions; or
 - (ii) for the benefit, improvement or development of its area, and notwithstanding that the land is not immediately required for that purpose. Until the land is required for the purpose acquired, it may be used for any purposes associated with of any of the Council's functions.
- 6.3 The Council's Constitution, Part 4, Chapter 4 sets out the Land Acquisition and Disposal Rules. In accordance with paragraph 2.1, all strategic decisions about the use, acquisition and disposal of land and property assets are usually within the remit of the Cabinet. Formulation of strategic decisions is overseen by the Property Advisory Group (PAG) and the Cabinet. Generally, the recommendations and an acquisition at the current value, which renders this decision a key decision, require the acquisition decision to be taken by Cabinet in accordance with the Council's Constitution and its Land Acquisition and Disposal Rules.
- 6.4 The reporting officer has procured an independent (arm's length) valuation of the site which supports the proposed acquisition price.

7. Other Implications

- 7.1 **Risk Management** - Extensive Due Diligence is underway. Lambert Smith Hampton were appointed to carry out an assessment of the value of the Londoneast-UK. Through the purchase of the former Sainsburys site and the Axa land, the Council is very aware of the environmental, property and planning issues in relation to the site. Survey work has been carried out in relation to the Cube. More work is needed to finalise costs for improvements. The initial business plan sets out a risk analysis. A detailed risk assessment for the film studios forms part of the separate report.
- 7.2 **Contractual Issues** - The proposal is that the Council purchases the land freehold and enters into the necessary agreements.
- 7.3 **Staffing Issues** - This forms part of Be First's role in assembling land to deliver the film studios.

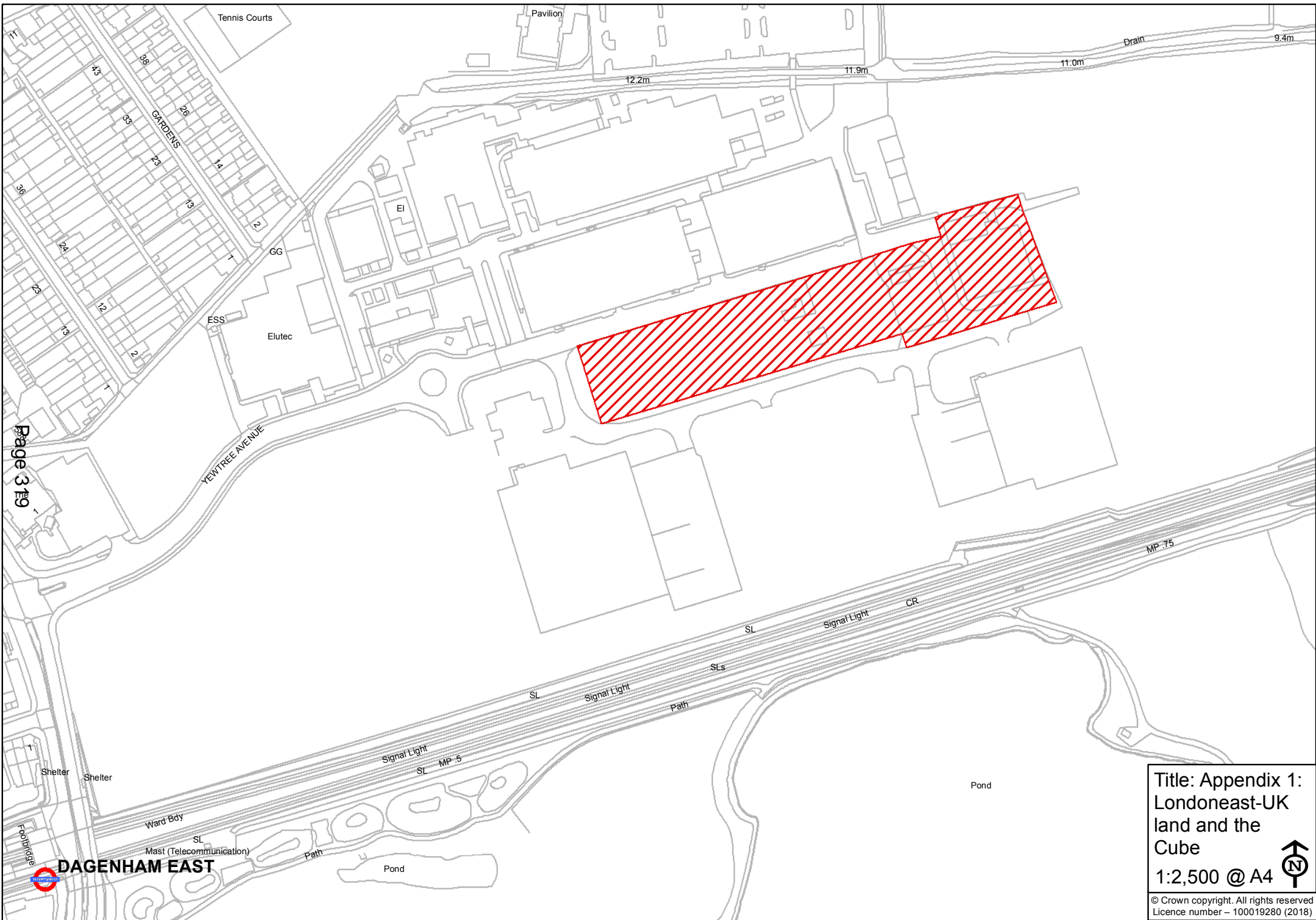
- 7.4 **Corporate Policy and Equality Impact** - Delivery of film studios plays an important role in the Council's socio-economic plans. This report focusses on land assembly to deliver the film studios - the key corporate and equality impact will be in the delivery of the studios which is subject to a separate Cabinet report.
- 7.5 **Safeguarding Adults and Children** - Any safeguarding issues would be addressed as part of detailed design proposals for the site.
- 7.6 **Health Issues** - Any health issues would be addressed as part of detailed design proposals for the site.
- 7.7 **Crime and Disorder Issues** - Any crime and disorder issues would be addressed as part of detailed design proposals for the site.
- 7.8 **Property / Asset Issues** - The proposal involves a freehold purchase providing an additional asset for the Council.

Public Background Papers Used in the Preparation of the Report:

None

List of appendices:

- **Appendix 1** – Site Plan: Londoneast-uk land and the Cube
- **Appendix 2**- Financial Issues (exempt information)



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