

Notice of Meeting

CABINET

Tuesday, 16 October 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: 8 October 2018

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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 18 September 2018 (Pages 3 - 9)

4. Budget Monitoring 2018/19 - April to August (Month 5) (Pages 11 - 37)

5. Investment and Acquisition Strategy Update (Pages 39 - 61)

6. **Central Park Masterplan Implementation (Pages 63 - 74)**
7. **Neighbourhood Community Infrastructure Levy Policy (Pages 75 - 103)**
8. **Draft Third Local Implementation Plan Submission (Pages 105 - 202)**
9. **Contract for the Provision of Accommodation for Homeless Families (Pages 203 - 212)**
10. **Contract for the Provision of Removal Services (Pages 213 - 218)**
11. **Corporate Plan 2018 - 2022 (Pages 219 - 258)**
12. **Any other public items which the Chair decides are urgent**
13. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the Cabinet, except where business is confidential or certain other sensitive information is to be discussed. The list below shows why items are in the private part of the agenda, with reference to the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended). ***There are no such items at the time of preparing this agenda.***

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



Our Vision for Barking and Dagenham

One borough; one community; London's growth opportunity

Our Priorities

Encouraging civic pride

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

Enabling social responsibility

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

Growing the borough

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

Well run organisation

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

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MINUTES OF CABINET

Tuesday, 18 September 2018
(7:00 - 8:15 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, Cllr Syed Ghani, Cllr Margaret Mullane, Cllr Lynda Rice and Cllr Maureen Worby

22. Declaration of Members' Interests

There were no declarations of interest.

23. Minutes (17 July 2018)

The minutes of the meeting held on 17 July 2018 were confirmed as correct.

24. Budget Monitoring 2018/19 - April to July (Month 4)

The Cabinet Member for Finance, Performance and Core Services presented a report on the Council's revenue budget monitoring position for the 2018/19 financial year as at 31 July 2018 (Month 4).

The General Fund showed a projected year-end overspend of £4.924m against the budget of £145.368m, which represented potential overspends of circa £11.5m offset by central underspends and contingencies of circa £6.5m. The main areas of overspend related to the Children's Care and Support, Disabilities Care and Support and Adults Care and Support services, primarily due to the ongoing demand pressures, high-cost care packages for an increasing number of clients and increasing pay costs. The Cabinet Member also commented on a lack of funding opportunities brought about by successive Government policies affecting the most vulnerable in the local community.

The Housing Revenue Account (HRA) was forecast to be £0.9m below the planned revenue surplus contribution to the HRA Capital Programme.

The Cabinet Member also referred to the proposed allocation of Strategic Investment Pot (SIP) funding generated via the London Business Rates Pool, as well as proposed virements between budgets in respect of the Members' Allowances Scheme for 2018/19, increased costs being borne by Community Solutions relating to temporary accommodation for the homeless and the reallocation of cleaning budgets to a single budget managed corporately by My Place.

The Cabinet **resolved** to:

- (i) Note the current forecast outturn position for 2018/19 of the Council's General Fund revenue budget as detailed in section 2 and Appendix A of the report;

- (ii) Note the current forecast outturn position for the Housing Revenue Account for 2018/19;
- (iii) Approve the proposed allocation of the London-wide Strategic Investment Pot to the individual projects listed in paragraph 5.8 of the report and that the SIP Panel be encouraged to allocate any additional funding that may become available to the 'Local London: Investment in Fibre' project, which would serve Barking and Dagenham; and
- (iv) Approve the virements as detailed in paragraph 6 and Appendix D of the report.

25. Controlled Parking Zones - Consultation and Decision-Making Process

Further to Minute 19(x) of the last meeting, the Cabinet Member for Enforcement and Community Safety presented a report on the proposed process for consulting on and implementing controlled parking zones (CPZs) across the Borough.

The Cabinet Member advised that, in line with the Council's Parking Strategy 2016 - 2021, the new CPZ arrangements were aimed at improving traffic flow and road safety at the same time as reducing congestion and air pollution, with particular focus given to improving the ability to park for the most vulnerable road users, including blue badge holders. The Cabinet Member referred to the eligibility criteria for CPZ schemes, the consultation process for proposed schemes and the criteria for decision-making, which would be informed by the feedback received from local residents and ward councillors.

The Cabinet **resolved** to approve the process for CPZ consultation and the decision-making criteria as detailed in the report.

26. Green Garden Waste Subscription Service Review 2018

The Cabinet Member for Public Realm introduced a report on the proposed continuation of the Council's Green Garden Waste collection service for subscribing households.

By Minute 84 (17 January 2017), the Cabinet had agreed to the commencement of a two-year self-funding service with effect from April 2017. 7,389 had subscribed in the first year of the service and that number had increased to 7,909 at 31 July 2018, with residents receiving 16 collections between April and October / November each year at a cost of £40 per year.

A recent survey of current subscribers had received positive feedback, with a number of respondents indicating a preference for the service to be extended. The Cabinet Member was pleased to report that, following a viability assessment and in response to residents' feedback, it was possible to continue the service into 2019 at the current cost of £40 per year while also extending the number of collections from 16 to 19 per year (option 3a in the report).

The Cabinet **resolved** to:

- (i) Agree the continuation of the "paid-for" Green Garden Waste service at the

current charge of £40 per annum for at least one further year (2019);

- (ii) Agree that, in view of the success of the scheme and in response to feedback from the recent Green Garden Waste customer survey, the service be extended in 2019 from 16 to 19 collections per year at no extra cost to subscribers; and
- (iii) Note that the subscription charge for 2020 would be reassessed as part of the Council's annual fees and charges process in November 2019.

27. Corporate Plan 2018-2022 - Quarter 1 Performance Reporting

The Cabinet Member for Finance, Performance and Core Services introduced the corporate performance framework report for the first quarter of the 2018/19 financial year.

The Cabinet Member drew attention to the areas of improved performance and those requiring further improvement amongst the Key Accountabilities and the 47 key performance indicators (KPIs). It was also noted that the current Key Accountabilities and KPIs would be reviewed once the Council had approved its new Corporate Plan to ensure that the performance framework reflected the priorities going forward and continued to take account of the significant changes to the way that the Council delivered its services.

The Cabinet **resolved** to:

- (i) Note progress against the Key Accountabilities as detailed in Appendix 1 to the report; and
- (ii) Note performance against the Key Performance Indicators as detailed in Appendix 2.

28. Contract for Mental Health and Learning Disability Supported Living Services

The Cabinet Member for Social Care and Health Integration presented a report on the procurement of a Framework Agreement to provide a range of supported living services, together with specialist floating support, to mental health service users and those with a learning disability.

The Cabinet Member explained that the 'supported living' service would offer bespoke packages of care to support users in the community, including secure housing with up to 24-hour care provision, with the key aim of increasing individuals' independence and skills by reducing dependency over a period of time. The supported living service would encourage people to try new things in their own homes and empower those who wished to move on to more independent forms of accommodation, all in line with the principles of the Care Act 2014.

The Cabinet **resolved** to:

- (i) Agree that the Council proceeds with the procurement of a four-year framework contract, with an option for a further two years, for the provision of supported living provision and floating support for Learning Disability and

Mental Health service users, in accordance with the strategy set out in the report; and

- (ii) Delegate authority to the Director of People and Resilience, in consultation with the Cabinet Member for Social Care and Health Integration, the Chief Operating Officer and the Director of Law and Governance, to conduct the procurement and award and enter into the contract and access agreements.

29. Term Contract for Mechanical Servicing and Maintenance within Public Buildings, Schools, Leisure Buildings and Communal Housing Properties

The Cabinet Member for Finance, Performance and Core Services introduced a report on the proposed procurement of a new three-year term contract (with the option to extend for up to two further years) for day-to-day reactive repairs, cyclical maintenance and other minor works at various public buildings, schools, communal housing properties and other buildings within the Council's portfolio.

The Cabinet **resolved** to:

- (i) Approve the procurement of a new term contract for Building Maintenance within Public Buildings, Schools, CU London (Coventry University) and Communal Housing Properties, in accordance with the Council's Contract Rules and the strategy set out in the report; and
- (ii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services and the Director of Law and Governance, to conduct the procurement and enter into the contract and all other necessary or ancillary agreements, including contract extensions, with the successful bidder.

30. Procurement of Electricity and Gas Supply Contract

Further to Minute 114 (24 March 2015), the Cabinet Member for Finance, Performance and Core Services presented a report on the proposal to enter into a new Framework Agreement with LASER, a company owned by Kent County Council that procured energy on behalf of local authorities, to act as the Council's specialist energy procurement broker.

The Cabinet Member explained that LASER had recently negotiated a new energy supply contract that was due to commence on 1 October 2020. Authorities wishing to participate in the new arrangement were required to confirm their intention to renew their contract before 30 September 2018, as the current agreement with LASER required 24 months' notice of termination. The new contract would be for a maximum four-year period and would ensure that the Council continued to benefit from the effective risk management approach offered via the economically advantageous terms negotiated by LASER.

The Cabinet **resolved** to:

- (i) Approve the appointment of LASER as the Council's broker to procure gas and electricity supplies in accordance with the procurement strategy set out in the report; and

- (ii) Authorise the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services and the Director of Law and Governance, to finalise any specific terms of the contract, choose the appropriate framework with LASER, enter into the call-off contract under the framework agreement, and do all things necessary to facilitate the execution, implementation and operation of the contract, including any extension agreement to comply with the Authority's agreed procurement and management.

31. Debt Management Performance and Write-Offs 2018/19 (Quarter 1)

The Cabinet Member for Finance, Performance and Core Services introduced the performance report for the first quarter of the 2018/19 financial year in respect of the debt management function carried out by the Revenues and Benefits Service within Elevate East London.

The Cabinet **resolved** to:

- (i) Note the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of enforcement agents; and
- (ii) Note the debt write-offs for the first quarter of 2018/19.

32. Vicarage Field - New Lease Arrangements

Further to Minute 16 (17 July 2018), the Cabinet Member for Finance, Performance and Core Services reported on the proposed terms of a conditional development agreement and lease with Lagmar (Barking) Limited to facilitate the major redevelopment of the Vicarage Field site in Barking Town Centre.

The Cabinet Member explained that the arrangements involved the surrender of the existing head lease and the grant of a new head lease for a term of 250 years, subject to the developer meeting a number of pre-conditions. The draft Heads of Terms appended to the report set out the rental income due to the Council both during and after the construction phase, as well as arrangements for the Council to benefit from the scheme's success and any marriage value generated.

The Cabinet **resolved** to authorise the Chief Operating Officer, in consultation with the Director of Law and Governance, the Director of Inclusive Growth and the Cabinet Member for Finance, Performance and Core Services, to enter into all necessary agreements with Lagmar (Barking) Ltd for a conditional development agreement / lease for the Vicarage Field site under terms set out in the report.

33. Development of Site at London Road / North Street, Barking

The Cabinet Member for Regeneration and Social Housing presented a report on redevelopment proposals in respect of land at the junction of London Road and North Street, which was a significant gateway entrance to Barking Town Centre.

The Cabinet Member explained that the former White Horse public house site was

owned by Robyna Limited and had remained boarded for a number of years, while the Council owned the adjacent site that was currently being used by Transport for London as a bus layover facility. A range of options for the area had been considered, including the Council developing its part of the site in isolation or seeking to compulsorily purchase the land owned by Robyna Ltd, with the latter option discounted in view of Robyna Ltd's desire to deliver development which would significantly weaken any case for the Council to use compulsory purchase powers. Therefore, Be First had been in ongoing discussions with Robyna Limited regarding the potential for a comprehensive, residential led redevelopment scheme across the combined sites, which had resulted in outline plans for the construction of 164 built-to-rent units, 35% of which would be affordable (35% discounted market rent), with some commercial space on the ground floor of the development.

Under the proposed arrangements, the Council would acquire the freehold ownership of the Robyna site and grant a 250-year head lease (plus 3 years for the development period) for the combined site, subject to the payment of an agreed head rent. Agreements would be entered into and a joint planning application submitted in late 2018, with construction planned to commence during 2019 and completed in 2021/22. The Council would retain termination rights in the event of the development failing to complete or default by the developer and it was also noted that appropriate due diligence had been carried out with regard to Robyna Ltd and Yara Capital, its asset manager in the UK.

The Cabinet **resolved** to:

- (i) Agree to enter into necessary agreements with Robyna Ltd to enable them to develop a residential-led development on land owned by both the Council and Robyna Ltd, upon satisfaction of various conditions precedent; whereby the Council would acquire the freehold ownership of the Robyna Ltd site and grant Robyna Ltd a head lease on the combined sites for 250 (+3 for construction) years subject to the payment of a head rent and all subject to appropriate due diligence;
- (ii) Approve a loan of up to £35m to Robyna Ltd based on the terms set out in Appendix 2 to the report, with the borrowing to be funded through the General Fund from the Public Works Loan Board;
- (iii) Delegate authority to the Chief Operating Officer, in consultation with the Director of Law and Governance and the Cabinet Member for Regeneration and Social Housing, to agree the final terms of the loan and the contract documents to fully implement and effect the proposals set out in the report; and
- (iv) 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.

34. Sale of Council-Owned Land

The Cabinet Member for Finance, Performance and Core Services introduced a

report on the proposed sale of two areas of Council-owned land to the respective adjoining land owners, which when combined with the adjoining properties would allow for the construction of a single dwelling house on each site subject to the necessary statutory consents.

The owners of 1 Calverley Crescent and 10 Valence Wood Road had approached the Council about the possibility of acquiring the Council-owned land adjoining their respective properties. Neither site was designated as public open space and assessments concluded that they were not suitable for development in isolation from the adjoining properties. Furthermore, one of the sites was prone to unauthorised parking and fly-tipping while the other was fenced and not accessible by the public.

With the land being deemed surplus to the Council's requirements, independent valuations had been sought and draft Heads of Terms produced for the sale of the Council's freehold interests, the details of which were set out in appendices to the report.

The Cabinet **resolved** to:

- (i) Approve the disposal of the Council's freehold interest in the land adjacent to 1 Calverley Crescent, Dagenham, as shown edged red on the plan at Appendix 1 to the report, to the adjoining land owner on the terms set out in Appendix 3 to the report; and
- (ii) Approve the disposal of the Council's freehold interest in the land adjacent to 10 Valence Wood Road, Dagenham, as shown edged red on the plan at Appendix 2 to the report, to the adjacent land owner on the terms set out in Appendix 4 to the report.

35. Membership of Policy Task Group

Further to Minute 56 (ii) of the Assembly of 28 February 2018, the Leader advised on the membership of the Policy Task Group.

The Cabinet **resolved** to note the membership of the Policy Task Group for the remainder of the 2018/19 municipal year:

Councillor Haroon (Chair); Councillor Shaukat (Deputy Chair); Councillor Dulwich, Councillor Fergus, Councillor Freeborn, Councillor Khan, Councillor Miah, Councillor Paddle, Councillor Quadri and Councillor C Rice.

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CABINET**16 October 2018**

Title: Budget Monitoring 2018/19 - April to August (Month 5)	
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	
<p>Summary</p> <p>This report shows the updated forecast based on financial performance in the first five months of the year. The overall position is approximately in line with last month's forecast but there some underlying changes that Members should be aware of. Overall the forecast is that total General Fund revenue expenditure will be £150.313m which would be an adverse variance of £4.945m. This will need to be met by a drawdown from the budget support reserve.</p> <p>The overall variance is a net position with a high level of overspends in Care and Support being offset by other services, central expenses and contingency. There are increased pressures across Care and Support and the potential forecast for this area is now an overspend of £11.8m. However, an action plan is being drawn up to reduce the overspend in Adults Care and Support and there is an expectation that £2.5m of cost reductions can be found within the People and Resilience Commissioning budgets (of which £1.5m is reflected in the forecast.) This will need careful monitoring to ensure that delivery remains on track. If recovery action is successful, the forecast could fall further – conversely if the current upwards trends in demand continue then the forecast will worsen.</p> <p>This report also contains the first update for 2018/19 on the Capital Programme, which includes proposed updates to the in-year programme.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the current forecast outturn position for 2018/19 of the Council's General Fund revenue budget as detailed in section 2 and Appendix A to the report; (ii) Approve the proposed revisions to the 2018/19 Capital Programme as detailed in section 4 and Appendix B to the report; (iii) Approve the reprofiled five-year Capital Programme as set out in Appendix C to the report; and 	

- (iv) Note the in-year Capital Programme monitoring position as set out in Appendix D to 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 the Cabinet in holding officers 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 revenue budget and the Capital Programme for 2018/19.

2 Overall Revenue Position

- 2.1 The overall position is currently forecast to total net expenditure of £150.313m which would result in an overspend against the expenditure budget of £4.945m. If this is the year-end position, it would require a further drawdown from the Council's budget support reserve.
- 2.2 There are potential overspends across Care and Support, offset by an action plan within People and Resilience Commissioning and, at Council level, by underspends in Central Services and the use of risk contingencies written into the budget as part of the planning process. In many ways this could be regarded as a worst case forecast that should be reduced by further management action. However, it should also be noted that new pressures and risks may yet emerge. The position will be closely monitored and reported on a monthly basis.

3. More Information on the Main Variances

Children's Care and Support – potential overspend of £6.187m

- 3.1 The Children's Forecast has increased this month by £800k. The increase mostly relates to placements although there has also been an increase in staffing of £0.137m.
- 3.2 As reported last month the top three elements of the overspend are staffing, (£2.76m - a mixture of staff being required above establishment and the additional costs of agency), placements (£2.5m – especially on the cost of residential and secure placements and leaving care services), and the costs associated with legal proceedings (£0.4m including costs of Counsel, expert witnesses and court mandated assessments and investigations.)

Subjective	2018/19 Annual Budget	August	Variance against Budget	July Variance	Movement	Reason for Variance
51- Income	-2,228,000	-2,516,909	-288,909	-101,474	-187,435	Asylum seekers grant(£184k) previously disputed in 2017/18 paid.
61- Employees	11,776,950	14,537,569	2,760,619	2,623,400	137,219	Changes to staff cost projection mainly in CMT
62- Premises	75,300	147,870	72,570	66,136	6,434	Rents, security of premises, energy bills and insurance
63- Transport	261,400	335,674	74,274	42,064	32,210	Increase in forecast on staff and clients travel costs
64-Supplies and Services	1,015,840	1,871,661	855,821	705,651	150,170	Includes professional fees (consultants, legal) court expenses, accommodation expenses etc
65- Third Party Payments	19,422,980	21,948,233	2,525,253	1,965,758	559,495	Placements forecast increased
66- Transfer Payments	71,000	150,526	79,526	69,530	9,996	Other social services payments
68- Support Costs	1,216,300	1,216,300	0	-	0	Budget to match support costs for the service
Grand Total	31,611,770	37,690,924	6,079,154	5,371,065	708,089	

- 3.3 The staffing budget is reviewed every month with service managers and based on the latest position the forecast overspend has increased. The overspend on salary is due to an inherent base budget pressure of **£0.255m**, unbudgeted 17 FTE posts- **£1.178m**, agency staff premium **-£1.110m** and the inclusion of an estimate of **£0.217m** for recruitment & retention. The service is working with a high level of demand from local children and families which means the staff have been recruited above budgeted levels in order to keep caseloads manageable.
- 3.4 The impact of the recent recruitment initiatives has not yet been applied to this forecast as the savings expected from the on-boarding of EU social workers is not likely to materialise until January 2019. There will also be associated costs e.g. relocation expenses which may mean real savings will be deferred to the new financial year.
- 3.5 The projected cost of placing children in care across the various provisions is **£19.9m** with an additional sum of **£0.366m** spent on S17/S20 cases. The current forecast is for the placements cost centres to overspend by **£2.49m** – an increase of £0.5m from previous months. This forecast is based on current commitments within the system and may fluctuate if there are further large increases to the number of children in care.
- 3.6 Although the change in the Children’s services budget between years was relatively small in overall net terms there is a £1m savings expectation from reduction in LAC placement numbers and costs. The service have developed a number of initiatives that may support cost reduction (as well as providing better outcomes) but most of these are unlikely to have results in this in financial year as these strategies are long term in nature.

Disabilities Care and Support – forecast overspend of £3.7m,

- 3.7 The All Age Disability Service is forecasting a budget pressure of **£3.7m** as at Month 4. This represents an adverse movement of **£0.547m** from the position last month. There has been an increase in placements for Adults with Learning Disabilities and SEND Transport costs. The breakdown of spend by Service area is shown below:

	Full year	Period 5	Variance
	Budget 2018/19	Projection	from Budget
	£0	£0	£0
<u>Disabilities Care & Support</u>			
Adults Care Packages (inc Equipment)	8,194	9,440	1,246
Childrens Care Costs	1,174	1,956	782
SEND transport	1,919	2,624	705
Centres and Care Provision	1,958	2,085	128
Other	2,738	3,585	846
Directorate Total	15,983	19,690	3,707

- 3.8 **Learning Disabilities** – There has been an increase in the projected spend on packages for Adults with Learning Disabilities of **£0.553m** mainly attributable to supported living costs but this has been mitigated by outstanding income from joint-funded cases due from the CCG which has been estimated at **£0.364m**. The reported overspend of the service of **£1.887m** has been mitigated by use of the ASC grant **-£0.571m** and the iBCF **-£0.070m** within the provisions of the grant funding (the protection of existing care services.)

The current forecast has been arrived at by projecting all the client costs on oracle to June 2018 to the end of the financial year. No allowance has yet been made for new clients who may come into the service during the year.

- 3.9 **Children with Disabilities SEND Transport** – Following the start of the new school year the forecast has been updated. The number of children using transport has increased and a small number of new rounds have been added.
- 3.10 There has been a very slight reduction in the staffing overspend. The reduction is due to the slippage in filling vacant posts to August. There are 133.26 FTE posts within Disability Service, and 8.80 FTE vacant posts. There are currently 9.00 FTE agency staff covering vacancies. There is 1 FTE unbudgeted post at the Heathway centre.
- 3.11 There are still £0.454m of unallocated savings held centrally. These largely relate to proposals to constrain the growth in Adults placements (ie offsetting the precept

funding) through market development and changes to care management practice. However, this kind of saving is difficult to monitor and evidence in the data.

Adults

- 3.12 There is a structural budget pressure in Adults linked to demographic growth but currently it is less steep than in Disabilities and has largely been contained within the funding provided from a mixture of ASC grant/IBCF and the precept. However, there are significant pressures already showing within the service including those arising from non-delivery of savings that were covered in year (last year) by use of the Improved Better Care Fund. (This funding would otherwise have been available to cover the care package pressures)
- 3.13 The presumption in the MTFs was that savings would be delivered in time for this year, in a range of areas, but these have yet to be implemented. The shortfall in year is estimated to be in the region of £1.6m.
- 3.14 Moreover the pressures across the system are significant. The forecast overspend position has gone up from £1.693m to £1.905m P5 overspend. This increase is mainly due to the slow increase in Older People's Residential and Nursing costs. The Council has a strong strategy for managing these costs and fees are in line with or lower than other London Boroughs but there are clear cost pressures in the market.
- 3.15 Alternative savings and mitigating actions have been identified that are expected to bring the overall pressure in 2018/19 to around £0.8m. These include reviewing the use of crisis resolution and enhanced management control on expenditure. The full implementation of the approved charging policy is also expected to increase contribution income. To date Adults have a reasonably good track record of successful in year mitigation of risk and an optimistic view of the forecast suggests that reduction to under £0.9m overspend could be possible. The activity data is already showing a reduction in Home Care packages although this is not yet feeding through to the financial trend.
- 3.16 There are pressures in the staffing budget result from the pay award and the cost of some agency posts. This had previously been offset by vacancies in the JAD but it has been agreed to fill those vacancies so there will only be a part year benefit.

People and Resilience Commissioning

- 3.17 The Adults Commissioning service is projecting a marginal net underspend of £23k. The projected underspend is due to net underspend on staff costs of the Commissioning teams (65k). This is as a result of delay in filling some vacant posts as part of the ongoing restructure exercise. The Childrens Commissioning service is projecting a net underspend of £170k, due largely to staff vacancies across the various teams. The vacancies are mainly due to ongoing restructure of the service, with attendant delays in recruiting to vacant posts.
- 3.18 The People and Resilience Management team have committed to finding at least £2.5m of savings in order to offset the pressures in Care and Support. As the action plan is still being developed, £1.5m has been included in the forecast.

Further information will be brought to Cabinet over the next few months and this will need to be carefully monitored.

Enforcement – reduced forecast - now on balance or slightly underspent

- 3.19 The service ended last year with a shortfall on parking income against the expected level in the budget. Since then managers have worked to introduce service improvements and efficiencies to increase the effectiveness of enforcement activity and improve the level of income collected. The net forecast for the Parking budget is now an overspend of £0.27m – effectively on staffing which has now been rectified. The staffing overspend will be offset against increased income. The reduction in forecast is due to improved levels of income being collected.

Trading Entities – Reprofitting resulting in in year gap of £0.9m

- 3.20 The MTFS includes expected dividends from the Home Services/We Fix division of the Barking and Dagenham Trading Partnership and development activity income from Be First. This was based on the best information last summer about the expected performance of the company and the date upon which it would start trading. The latest information from the companies shows a reduced dividend from BDTP reflecting the final shape and structure and date of formation of the company.
- 3.21 It should be noted that the latest information from Be First shows an improved trading position for the company which will require a smaller working capital loan and a rephrased profile of development activity income. These factors together create a potential gap of £0.9m against the MTFS although this position may improve.

Elevate Contract and Customer Services

- 3.22 There has previously been a pressure in this area related to the recovery of court costs. This was rebased in the MTFS and is not expected to recur. However, there is a pressure of £0.2m on the IT budget which is being investigated and may be possible to resolve from the Corporate Infrastructure reserve. There is an expected saving of £0.52m for the Customer Access Strategy. The programme has achieved some channel shift and a reduction in call volumes – discussions are underway as to how far this will translate into a cashable saving, so this is currently shown as a pressure.
- 3.23 Discussions with Elevate have revealed that there is an unclaimed one-off discount of £0.487m against the target cost and a rebate of £93k on laaS. This has now been included in the forecast.

My Place and Public Realm

- 3.24 My Place is currently forecasting an underspend of £0.132m inclusive of an overspend on Public Realm. There are a number of vacancies across the service following the creation of the service – offset by some use of agency and interim staff. Recruitment activity is underway. However, the service will need to maintain some vacancies to absorb the pay award pressures.

3.25 There is an overspend in Public Realm on the Transport division mostly relating to a prior year saving that has never been achieved. This is currently partly offset by a small underspend on Waste Services. However, there are risks connected to the Fleet costs as the long lead in times for new refuse vehicles means that the service is still having to use many old vehicles which are prone to breakdowns and needing repairs. This results in cost pressures both for the cost of repairs and short-term vehicle hire while they are being carried out.

Other Operational Services

3.26 In addition there are a range of small variances in other services including £0.02m in Democratic Services (impact of the pay award) and £0.06m in Culture and Heritage.

3.27 The Elevate Client Unit has a pressure due to an expected fall in the Nationality Checking Service demand due to government asking private firms to tender for this service rather than provide it via Local Authorities from October 2018.

Central Expenses

3.28 Currently there is a projected underspend of £2.045m on Central Expenses. This is based on the position at year end last year and will be monitored closely.

3.29 In addition a number of risk provisions were written into the MTFS this year. These were as follows:

Pay Contingency	472,000
Savings Risk Contingency	2,000,000
Parking Risk Contingency	1,000,000
Accommodation cost contingency	660,000
	4,132,000

3.30 As can be seen from the descriptions these offset many of the overspends described above. As the year goes on and the figures become more certain it may be appropriate to release this funding into the specific budget lines. However, for now they are shown as offsetting underspends.

4. Capital Programme

4.1 The Capital programme was approved by Assembly in February as a total of £133.216m. As is usual practice an in-year review has been carried out.

4.2 Cabinet approval is requested to increase this to £157,489k in 2018/19. The HRA capital programme has increased from £82,730 to £90,352. This is the result of additional grant funding (as in the Disabled Facilities Grant) or reprofiling between years (carry forward of unspent allocations from 2017/18 or bring forward of monies from 2019/20 where progress against the programme has been accelerated. More information is provided in the text below and in Appendix B. Scheme by scheme monitoring information is provided as Appendix C.

4.3 The Adults Care and Support programme now includes Disabled Facilities Grant funding. In addition, the Council provides £0.4m funding for the Direct Payments

scheme. Uptake on this scheme has been low in recent years and there are concerns about the design of the current scheme. It has therefore been suspended pending a review. Options for the use of the unspent are being considered and will be brought to Cabinet in the next Capital update.

- 4.4 Spend is progressing well on the Schools programme and some funding will be drawn forward from future years where secondary school build projects are ahead of profile. The recent fire at Roding school requires £2.5m spend to be added to the programme – the funding of this is being discussed with the Council's insurers and the DfE and will be confirmed in the next Capital update.
- 4.5 The land acquisition investment strategy pot was increased by Cabinet and Assembly in January and February 2018 but not allocated to specific years. £58m has been rolled into this year's programme. This is offset by a rephrasing of the Street Purchasing Programme which is now forecast to spend £4m this year.
- 4.6 The Estate Renewal and Investment in Stock HRA programmes are to be increased by £1m and £7m in 2018/19 reflecting the updated programmes. £0.5m funding is to be transferred from the Infill sites new build budget to the Ilchester Road scheme to cover a number of additional costs including the following:
- a) Changes to specification for all units
 - b) Delays with Access negotiations outside of Party Wall Act with adjoining owner occupiers at Ilchester Sites A & B
 - c) Extension of Time with costs in respect of (b) above
 - d) Remediation of Contamination (Asbestos) on North Street site
 - e) Development of temporary car park at North Street to relief congestion for existing residents around site.
 - f) Instructions relating to the construction of the feeder road to North Street which did not form part of original contract
 - g) Works associated with detailed Archaeological investigations
 - h) Demolition of garages at Ilchester sites A & B
 - i) Additional Employer's agent fees to cover project delivery overrun

5. Financial Implications

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

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

6. Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance Lawyer

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

Public Background Papers Used in the Preparation of the Report:

- Oracle monitoring reports

List of Appendices

- **Appendix A** – General Fund Revenue budgets and forecasts.
- **Appendix B** – Changes to the Capital Programme
- **Appendix C** – Five Year Capital Programme
- **Appendix D** – 2018/19 Capital Monitoring

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GENERAL FUND REVENUE MONITORING

SERVICE	REVISED BUDGET	ACTUALS		VARIANCE	Change
		APR - AUG	FORECAST		
BE FIRST		138			
CARE & SUPPORT					
ADULT'S CARE & SUPPORT	17,174	11,318	19,079	1,905	212
CHILDREN'S CARE & SUPPORT	31,612	15,229	37,799	6,187	816
DISABILITIES	15,983	9,596	19,690	3,707	548
CENTRAL	10,816	10,769	4,590	-6,226	
COMMUNITY SOLUTIONS	11,178	7,349	11,178		
CONTRACTED SERVICES	6,395	11,859	6,535	140	
CORE			0		
ELEVATE CLIENT TEAM	5,694	848	5,734	40	
FINANCE	6,065	3,041	6,065		
INNOVATION AND					
INVESTMENT	-1,801	250	-1,801		
STRATEGIC LEADERSHIP	0	-292	0		
TRANSFORMATION	367	1,863	367		
EDUCATION, YOUTH & CHILD CARE + SCHOOLS	14,483	8,102	14,483		
INCLUSIVE GROWTH	-46	-894	-46		46
LAW, GOVERNANCE & HR					
ENFORCEMENT	-1,790	695	-1,800	-10	-77
LAW & GOVERNANCE	272	-1,221	298	26	-25
MY PLACE			0		
MY PLACE	7,873	1,906	7,541	-332	
PUBLIC REALM	8,744	7,466	8,944	200	
POLICY & PARTICIPATION	3,030	523	3,089	59	
PEOPLE AND RESILIENCE					
COMMISSIONING	9,320	1,961	7,627	-1,693	-1,500
TRADING ENTITIES	0	0	942	942	
TOTAL	145,368	68,482	150,314	4,945	20

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SUMMARY OF CAPITAL PROGRAMME CHANGES

Service	Feb 2018 Cabinet Budget £000	Sep 2018 Revised Budget £000	Comments
Care and Support	£400	£1,618	The revised budget increase is because of the new allocation of Disabled Facilities Grant for 2018/19. The service has spent 8% of the annual budget allocation in 2018/19.
Community Solutions	£50	£349	The revised budget increase is because of budget roll forwards from 2017/18. The service has spent 7% of the annual budget allocation in 2018/19.
Core	£100	£2,652	The revised budget increase is because of budget roll forwards and new capital allocations for ICT requirements in Feb 2018 Cabinet. The Corporate Accommodation budget was also increased. The service has spent 56% of the annual budget allocation in 2018/19.
Education, Youth & Childcare	£52,937	£52,572	The revised budget is because of budget reprofiling. The service has spent 59% of the annual budget allocation in 2018/19.
Enforcement	£5,432	£7,916	The revised budget increase is because of budget roll forwards from 2017/18. The service has spent 44% of the annual budget allocation in 2018/19.
Culture, Heritage & Recreation	£3,796	£4,480	The revised budget increase is because of budget roll forwards from 2017/18. The service has spent 69% of the annual budget allocation in 2018/19.
Investment Strategy	£0	£693	The revised budget increase is because of budget roll forwards from 2017/18. The Land Acquisition Programme has a forecast of £58,000k for 2018/19. The service has spent 669% of the annual budget allocation in 2018/19.
Growth & Homes & Regeneration	£61,061	£74,645	The revised budget increase is because of budget roll forwards from 2017/18. The Street Purchasing Programme forecast has been reduced from £42,000k to £4,000k. The service has spent 15% of the annual budget allocation in 2018/19.

Public Realm	£706	£1,581	The revised budget increase is because of budget roll forwards from 2017/18. The service has spent 15% of the annual budget allocation in 2018/19.
SDI Commissioning	£450	£3,190	The revised budget increase is because of budget roll forwards from 2017/18. The service has spent 25% of the annual budget allocation in 2018/19.
Transformation	£2,372	£7,793	The revised budget increase is because of budget roll forwards from 2017/18. The service has spent 3% of the annual budget allocation in 2018/19.
Unallocated and Gascoigne Estate Phase 1	£5,912		
Total GF	£133,216	£157,489	
HRA	£82,730	£90,352	The revised budget increase is because of budget reprofiling, where Investment in Stock has increased by £1,000K and Estate Renewal by £7,000k. The service has spent 27% of the annual budget allocation in 2018/19. Funding has been vired from the Infill Sites budget to the Ilchester Scheme to cover the additional costs of the works for this scheme.

REVISED CAPITAL PROGRAMME

	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Care & Support	1,618	400	400	400	0	2,818
Community Solutions	349	0	0	0	0	349
Core	2,652	2,195	2,122	0	0	6,969
Education, Youth & Childcare	52,572	38,375	12,621	7,425	0	110,993
Enforcement	7,916	4,951	340	0	0	13,207
Culture, Heritage & Recreation	4,480	550	600	0	0	5,630
Investment Strategy	693	1,000	0	0	0	1,693
Growth & Homes & Regeneration	74,644	4,216	300	300	300	79,760
Public Realm	1,581	205	195	195	0	2,176
SDI Commissioning	3,190	480	0	0	0	3,670
General Fund Total	149,696	52,372	16,578	8,320	300	227,266
HRA Total	90,352	63,727	61,610	55,610	56,000	327,299
Transformation	7,793	400	350	0	0	8,543
Total Capital Programme	247,842	116,499	78,538	63,930	56,300	563,109
Funded by:						
Grant	58,536	38,375	12,621	7,425	0	116,957
HRA/MRR	90,352	63,727	61,610	55,610	56,000	327,299
Borrowing	97,890	13,997	3,907	495	300	116,589
Revenue	900	400	400	400	0	2,100
Capital Receipts	163	0	0	0	0	0
Total	247,842	116,499	78,538	63,930	56,300	563,109

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Capital Programme Monitoring 2018/19

Appendix D

Project No	Project Name	Budget	Spend		Forecast		Future Year Budgets	
		Revised Budget	Actual Expenditure	Commitments	Forecast	Over / (Under) spend to date	2019/20	2020/23
Care & Support								
	Disabled Facilities Grant	1,193	85	124	1,193			
	Direct Pymt Adaptations	400	29		150	-250	400	800
	Adult Social Care Grant	25	21	1	25			
	Total for Care & Support	1,618	135	125	1,368	-250	400	800
Community Solutions								
	Barking Learning Centre Works	214	24	29	214			
	Libraries Library Management System Tender	60			60			
	Upgrade & enhancement of Security & Threat Management System at BLC	75			75			
	Total for Community Solutions	349	24	29	349			
Core								
	Modernisation & Imp Cap Fund		12	298				
	Elevate ICT investment	907	274	51	907		1,710	1,950
	ICT End User Computing			22			438	172
	Oracle R12 Joint Services	190	9	6	190			
	Customer Services Channel Shift	107			107			
	Implement Corporate Accommodation Strategy	1,318	1,192	68	1,318			
	Woodlands Repairs	130	2	57	130		47	
	Total for Core	2,652	1,489	501	2,652		2,195	2,122

Project Name	Budget	Spend		Forecast		Future Year Budgets	
	Revised Budget	Actual Expenditure	Commitments	Forecast	Over / (Under) spend to date	2019/20	2020/23
Other Schemes							
School Expansion SEN projects		9					
SMF 2012/13		19					
SMF 2014-16		11					
SMF 2015-17		25					
School Expansion Minor projects	312	7	18	312			
Implementation of early education for 2 year olds	197	40	26	197		200	
School Conditions Allocation 2017-19	478	800	91	478			
Additional SEN Provision	396	2	18	396			
Pupil Intervention Project (PIP)	452	301	13	452		450	
SEND 2018-21	646	161	6	646		1,246	946
School Conditions Allocation 2018-20	3,000	1,171	868	3,000		967	
Additional Works - Expanded Schools	250			50	-200	250	
Place Demand - Contingency						250	250
Roding Primary Classroom Reinstatement	1,500			1,500		1,000	
Devolved Capital Formula	492	72	17	438	-54		
Total For Education, Youth & Childcare	52,572	31,237	41,016	52,834	262	38,375	20,046

Project Name	Budget	Spend		Forecast		Future Year Budgets	
	Revised Budget	Actual Expenditure	Commitments	Forecast	Over / (Under) spend to date	2019/20	2020/23
Culture, Heritage & Recreation							
Broadway Theatre	500	257	126	500			
3G football pitches in Parsloes Park	822	58	35	822			
Youth Zone	2,834	2,750		2,834			
Eastbury Manor House - Access and egress improvements	75	36	24	75			
Redressing Valence							500
Reimagining Eastbury	100			100		200	100
Community Halls	24			24			
The Abbey: Unlocking Barking's past, securing its future	50	5		50		350	
East London Industrial Heritage Museum	75			75			
Dagenham Whitehouse Renovation							
Total for Culture, Heritage & Recreation	4,480	3,105	185	4,480		550	600
Investment Strategy							
Energy Efficiency Programme	129		47	129			
Land Acquisitions 2016-18	565	3,638	290	58,000	57,435		
Establishment of Council Owned Energy Services Company		997	1,264			1,000	
Total for Investment Strategy	693	4,636	1,601	58,129	57,435	1,000	

Project Name	Budget	Spend		Forecast		Future Year Budgets	
	Revised Budget	Actual Expenditure	Commitments	Forecast	Over / (Under) spend to date	2019/20	2020/23
Growth & Homes & Regeneration							
Local Transport Plans	97		22	97			
Creative Industry (formerly Barking Bathouse)	292			292			
Gascoigne West (Housing Zone)		2,958	254				
Renwick Road/ Choats Road 2014/15 (TfL)	317	-29	48	317			
Barking Town Centre 2014/15 (TfL)	272	56	54	272			
Barking Riverside Trans link	325	14	179	172	-153		
Bus Stop Accessibility Improvements	60			60			
Kingsbridge Development	4,892	2,262	1,335	4,892			
Boundary Road Hostel: Critical Needs Homelessness Assessment and Support Centre	235	28	59	235			
Conversion & Redevelopment of Former Sacred Heart Convent, 191 Goresbrook Road, Dagenham - to convert to homeless provision	8,407	113	163	8,407			
Gurdwara Way - Land Rmdiation	122	10	62	31	-91		
Sebastian Court - Redevelop	3,527	45	217	3,527			
Becontree Heath New Build	12,457	2,065	15,068	12,457		3,916	
Abbey Green & Barking Town Centre Conservation Area Townscape HLF Project	263	143	46	263			
Land at BEC - live work scheme	17	13	105	17			
Principal Rd Resurfcing 2013-14		13	12	13	13		
Mayesbrook Nghbrhd Imprv 13-14		2	22	2	2		
Abbey Road Infrastructure		140	373	140	140		
Thames View Cycle/Walking Link Improvements	91	118	75	91			
Cycle Schemes - Quietway CS3X	100	4	15	100			
Gale Street Corridor Improvements	385			385			
Street Property Acquisition 2017-19	42,484	2,912	217	4,000	-38,484		
Bridges and Structures	300			100	-200	300	900
Total for Growth & Homes & Regeneration	74,644	10,866	18,325	35,871	-38,774	4,216	900

Project No	Project Name	Budget	Spend		Forecast		Future Year Budgets	
		Revised Budget	Actual Expenditure	Commitments	Forecast	Over / (Under) spend to date	2019/20	2020/23
Public Realm								
	Strategic Parks - Park Infrastructure	59			59			
	Old Dagenham Park BMX Track	213			213			
	Chadwell Heath Cemetry Ext	298			298			
	Bins Rationalisation	100		22	100		50	100
	Park Infrastructure Enhancements	47		2	47		30	40
	Refuse Fleet	96	69	31	96			
	On-vehicle Bin Weighing System for Commercial Waste	45			45			
	Fixed play facilities	93	91	1	93		50	100
	Park Buildings – Response to 2014 Building Surveys	140	79		140		75	150
	Parsloes Park regional football hub	400			400			
	Equipment to reduce Hand Arm Vibration	90			90			
	Total for Public Realm	1,581	239	56	1,581		205	390
SDI Commissioning								
	Conversion of Heathway to Family Resource Centre	3			3			
	Social Care IT Replacement System	748	659	451	827	80		
	50m Demountable Swimming Pool	2,440	148		2,440		480	
	Total for SDI Commissioning	3,190	806	451	3,270	80	480	
	TOTAL GENERAL FUND CAPITAL PROGRAMME	149,696	55,995	65,580	168,449	18,753	52,372	25,198

Project Name	Budget	Spend		Forecast		Future Year Budgets	
	Revised Budget	Actual Expenditure	Commitments	Forecast	Over / (Under) spend to date	2019/20	2020/23
<u>New Build schemes</u>							
Council Housing Phase III			50	50	50		
Lawns & Wood Lane		52		52	52		
Leys Phase 1	226		352	352	126		
Leys Phase 2	3,879	3,652	2,547	6,198	2,319		
Modular Programme	4,499	502	5,092	5,594	1,095		
Marks Gate			1,577	1,577	1,577		
Infill Sites	13,700	75	141	1,131	-12,569		
Bungalows (Stansgate, Mrgt Bon)			332	332	332		
Ilchestr Rd / North St New Build		1,472	1,304	6,650	6,650		
North St			40	40	40		
Burford Close		277	50	327	327		
To Be Allocated						20,000	60,000
Total	22,304	6,030	11,486	22,304		20,000	60,000
Housing Transformation	450			450			
TOTAL HRA CAPITAL PROGRAMME	90,352	24,787	42,968	90,352	-1	63,727	173,220
TOTAL CAPITAL PROGRAMME 2018/19	240,049	80,782	108,548	258,801	18,752	116,099	198,418

Project Name	Budget	Spend		Forecast		Future Year Budgets	
	Revised Budget	Actual Expenditure	Commitments	Forecast	Over / (Under) spend to date	2019/20	2020/23
Transformation Schemes 2018-19							
Be First	81			81			
Community Solutions	2,008	54	126	2,008		400	350
Smarter Working Programme	1,137	200	308	1,137			
Cross Cutting: Technology	1,280			1,280			
Customer Access Strategy (CAS)	971			971			
Customer Access & Workforce Development							
Enforcement	82			82			
Parks & Open Spaces Commercialisation	164			164			
Parks, Open Spaces & Cemeteries	3			3			
Investment Opportunities	80			80			
My Place	517			517			
Refuse	5			5			
Redesign Adults & Childrens Social Care	659			659			
Leisure							
Traded Services	350			350			
Home Services	453			453			
Legal Services							
TOTAL TRANSFORMATION CAPITAL PROGRAMME	7,793	253	434			400	350

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CABINET

16 October 2018

Title: Investment and Acquisition Strategy Update	
Report of Report of the Cabinet Member for Finance, Performance & Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Andrew Sivess, Head of Assets and Investment	Contact Details: Tel: 020 8227 5732 E-mail: andrew.sivess@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary:</p> <p>By Minute 37 (19 September 2017), the Cabinet approved an updated Investment and Acquisition Strategy (IAS) to support the Borough's growth opportunities and to ensure that the Council, and future generations, benefit by increasing the Council's ownership of long-term income producing assets.</p> <p>The key objective of the IAS is to generate net income of £5.12m by 2020/21. Be First will be the main vehicle for identifying and bringing forward the investment schemes required to deliver this objective. Be First have undertaken a review of the Council's development programme and have identified new investment opportunities.</p> <p>This report provides an update on progress in delivering the £5.12m and seeks approval to a revised IAS, including the addition of a new investment category of commercial lending to support regeneration projects and delivery of the Council's wider objectives.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the progress being made in meeting the investment and acquisition income target; (ii) Approve, in principle, the revised asset class of commercial lending to enable regeneration up to an allocated value of £200 million and expected returns matrix contained in Appendix 1 to the report, subject to: <ul style="list-style-type: none"> a). Commercial due diligence and underwriting advice being procured as to commercial, legal, accounting, due diligence, risk management, information and state aid requirements, and appropriate protocols being put in place; b). Any necessary revisions to the Annual Investment Strategy in-year being approved by the Assembly as part of the Treasury Management Strategy Statement; c). Any commercial lending decisions until the protocols are in place pursuant to 	

recommendation (ii)(b) above being made on a case by case analysis and due diligence;

d). Regular review and monitoring of the asset class and Investment Strategy;

- (iii) Agree the revised Investment and Acquisition Strategy at Appendix 2 to the report, subject to final approval of the Strategy by the Assembly as part of the Treasury Management Strategy Statement;
- (iv) Approve, in principle, the policy to fund future major works on residential schemes held by Reside to be funded either from future borrowing or from future rental surpluses; and
- (v) Authorise the Chief Operating Officer, in consultation with the Director of Law and Governance (or an authorised delegate), to agree and execute all the legal agreements, contracts and other documents on behalf of the Council required to implement any aspect of the investment programme identified in this report.

Reason(s)

The proposals in this report will support the regeneration and economic growth of the borough and will help to support the long-term financial sustainability of the Council.

1. Introduction and Background

- 1.1. The Council is facing unprecedented challenges and opportunities. The population of the borough is expected to increase to 220,000 by 2020 and rise further to 275,000 by 2037. Demand for Council services is increasing but budgets will fall leaving a cumulative shortfall of c£68m by 2020.
- 1.2. However, the Borough's growth potential provides the opportunity to invest in Barking and Dagenham's future, to support growth and generate a long-term financial return to support Council activities.
- 1.3. The scale of investment opportunity is immense. More than 50,000 new homes will be built and c20,000 new jobs created over the next twenty years. This will be accompanied by increased demand for employment space and sustainable energy providing the Council with a key leadership and investment opportunity.
- 1.4. Be First has been operational since early 2018. The organisation has reviewed and reconfigured the development pipeline, which has brought new investment opportunities to the Council and led to the identification of a new asset class to support private sector led regeneration through development financing which would enable and accelerate development and generate a return for the Council.
- 1.5. In line with the Government's Statutory Guidance on Local Authority Investment (3rd edition effective from 1 April 2018 ("the Guidance")) this report provides an update in delivering investment objectives and sets out the Council's investment and acquisition strategy to approve in principle finance investment opportunities going forward (subject to further commercial advice, due diligence and appropriate protocols). The Strategy will be reviewed and brought back to Cabinet and Council Assembly for approval annually. In addition, the commercial advice to be procured

in developing the protocols for risk management, credit control and due diligence in respect of underwriting commercial loans may necessitate in-year revisions to the Investment and Acquisition Strategy which can be presented for approval as part of the annual Treasury Management Strategy early 2019.

2. Proposal and Issues

2.1. Investment and Acquisition Strategy

2.2. In April 2018, the Government issued the revised Guidance to help local authorities ensure that their investment strategies are transparent, minimise risk and support delivery of Council objectives.

2.3. It is therefore proposed that the strategic objectives of the investment strategy are restated as follows: -

- *To support and unlock regeneration and economic growth opportunities within the borough.*
- *To establish a property portfolio to generate long-term revenue and capital growth targeting an initial cash return of £5.2m by 20/21 and indexed at CPI thereafter.*

These objectives reflect the predominantly affordable housing nature of the investment opportunity in Barking & Dagenham. Affordable rent housing often needs capital grant to achieve financial viability and will take several years before schemes becoming cash positive.

2.4. To minimise investment risk and to ensure that invested capital can be realised the allocation of investment funds will be guided by the following investment principles. These objectives frame the evaluation, management and monitoring of all investment and funding opportunities considered by the Council:

- **Security:** ability of assets to hold and increase their capital value in line with inflation
- **Liquidity:** ability of invested funds to be realised through the sale or refinancing of the asset reflecting the illiquid nature of direct property ownership
- **Yield:** ability of assets to generate positive Net Operating Income and positive net returns after debt service within [market normative ranges]

2.5. Investments will be made into the asset classes set out in Appendix 1. It is proposed that a new asset class of Commercial Lending is included in principle at this stage subject to further work on due diligence and protocols. This will allow the Council to, where appropriate, support private-sector led regeneration schemes which contribute to the Council's strategic investment and regeneration objectives and to make a commercial rate of return subject to state aid principles. This is a complex new investment activity for the Council, specialist advice will be required on initial protocols and on a case by case basis. A commercial lending policy will be produced to establish detailed lending and underwriting criteria. Investments will be expected to make minimum levels of returns. These are set out in detail in Appendix 1.

Asset class	Sector	Target Portfolio structure	Allocation £m's
Residential	Affordable Rent	56%	560
	Shared Ownership		
	Market Rent (secondary)		
	Market Sale	10%	100
Commercial	Offices (good secondary)	10%	100
	Retail (good secondary)		
	Industrial (good secondary)		
	Student & Creative Arts		
	Hotel & Leisure		
Infrastructure	Energy	4%	33
	Infrastructure		
Commercial Lending	Debt	20%	200
Total		100%	993

2.6. To support decision making in respect of the proposed new asset class of Commercial Lending expert external advice will be commissioned. This advice is intended to produce a commercial lending evaluation process and procedure to ensure that lending decisions are made on market normative terms. This advice will be procured and put in place by early 2019.

2.7. This advice is likely to cover the following key areas of commercial loan underwriting:

- Commercial lending due diligence: key commercial, legal, accounting information, risk and contract management, credit control and state aid requirements
- Interest rate setting process: process to determine commercially appropriate contract interest rate reflecting borrower, project and market risks, and state aid considerations
- Loan agreement: template term sheet and template loan provisions
- Security: template security required over borrower assets and project assets
- Risk Management process
- Loan management process
- Delinquent loan management process
- External support requirements: individual project expert advice requirements
- Support as required from independent advisers to Investment Panel, Chief Operating Officer and / or Cabinet in reaching investment/lending decisions

2.8. Delivering the £5.125m income target

2.9. The Council is on track to achieve the investment income target by 2020/21 in cumulative terms. There is a potential shortfall in income in 2020/21 when compared to the budget target of £5.125m but this shortfall will be covered by including surpluses from prior years but also through Be First bringing forward the development of pipeline schemes. To better align future capital expenditure and rental growth, officers are considering a new policy whereby major works would be funded by borrowing or use of future investment portfolio surpluses. This approach would be financially more efficient, matching expenditure to rental growth and would replace holding cash inefficiently in low-interest accounts.

2.10. The table below summarise the current net income projections arising from operational investment schemes and schemes in development.

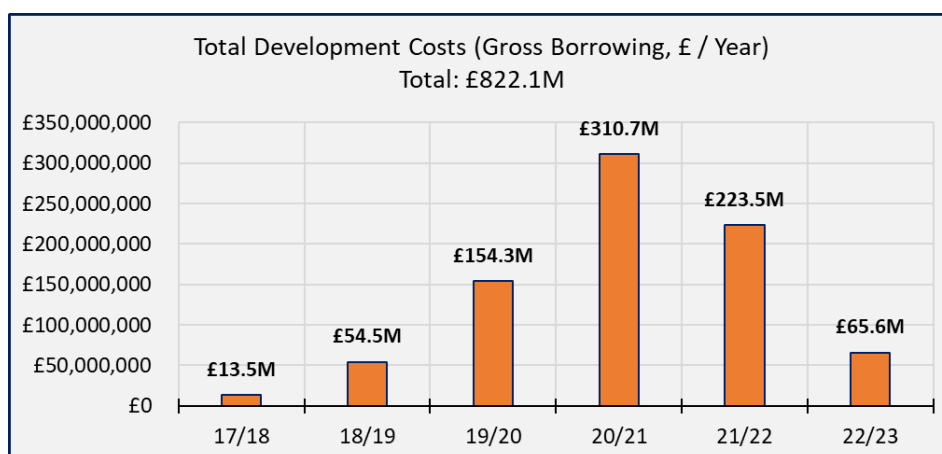
Investment Income Forecast				
	2017/18	2018/19	2019/20	2020/21
	£000s	£000s	£000s	£000s
MTFS Savings Target		2,365	3,733	5,125
Total Investment Income		3,458	2,925	3,826
Surplus / (Deficit)		1,093	- 808	- 1,299
Accumulative Surplus / (Deficit)	1,290	2,382	1,574	275

2.11. Investment Programme

2.12. Be First is now established as the Council primary delivery agent for the delivery of current schemes and identification of new investment schemes. The development programme has been reviewed, development densities increased where appropriate and additional investment opportunities have been identified which are being actively pursued as set-out in the Be First business plan.

If secured, the additional projects identified would significantly increase the Council’s investment funding requirements and therefore borrowing. This will require a review of the investment funding strategy, with potentially other financing options being considered from institutional funders such as pension funds, insurance companies and banks. Other financing options would seek to maximise the benefits to the Council of financing at scale at competitive borrowing rates and using bespoke durations and repayment schedules. It would also allow the Council to focus on financing development schemes, limiting development risk and refinancing at the end of project stabilisation to release potential equity growth for reinvestment or use elsewhere by the Council.

2.13. The table below summarises the current development programme set-out in the Be First business plan and reflected within the current Medium-Term Financial Strategy.



2.14. This programme requires c£822m of gross cost to be funded. The actual long-term borrowing required as a result will be significantly less when grant, sales and debt repayment are considered. It must be noted that not all of the borrowing required will be long-term borrowing, with a significant portion of the schemes including sales and shared ownership, which will result in some of the debt being repaid after

the schemes are complete. In addition, each scheme's cashflow includes debt repayment and debt repayment remains a fundamental part of the Investment and Acquisition strategy which can include a range of financing approaches.

3. Consultation

- 3.1. The proposals in this report were considered and endorsed by the Corporate Strategy Group on 19 September 2018 and have been discussed with Cabinet Members and relevant officers.

4. Financial Implications

Implications completed by: David Dickinson, Investment Fund Manager

Development period and long-term borrowing

- 4.1. Due to the scale and timing of the development programme the initial schemes will be funded by borrowing from the Public Works Loan Board (PWLB). As the scale of development increases funding using institutional funders, refinancing or bond issuance. This approach will allow the Council to limit funding to a defined development programme and to refinance schemes, subject to market conditions, when fully let to release capital growth for reinvestment in other projects or elsewhere in the Council.

Medium Term Financial Strategy

- 4.2. In order to complete the 44 IAS schemes, as well as other additional schemes identified by Be First, the Council will need to increase its level of borrowing and this will require a significant increase to the Council's debt ceiling. This will, in turn, result in an increase in the Council interest payable budget to fund the borrowing. To manage and monitoring the borrowing requirement will require detailed cashflow analysis and regular capital monitoring. To address these requirements a Capital and Investments section within Finance has been established to manage the Council's borrowing as well as to provide analysis and monitoring of the Council's investment strategy.
- 4.3. The Council's balance sheet is currently £1bn in value. To fund the Investment Strategy, the Council will be heavily geared and the debt to asset ratio could be as high as 2:1 during the development period. This ratio will decrease as assets are built and let and are then included on the Council's balance sheet.
- 4.4. In line with the prudential code, the Council will need to demonstrate it can afford to carry the cost of borrowing to fund for both the construction period as well as the initial years before each of the schemes become cash flow positive. All borrowing will be profiled against the individual schemes, ensuring that the cash is available during the construction stage but that the repayment of the debt is included as the schemes generate income from rental and sales over the economic life of the asset. Depending on the size of the scheme, the cost of construction and the tenure mix of the units, the breakeven point could be between 3 to 5 years or longer in the case of London Affordable Rent tenures without the inclusion of GLA capital grant.
- 4.5. The Investment Panel will review all schemes and investment proposals individually

based on the Terms of Reference previously agreed by Cabinet (or as revised).

- 4.6. Property acquisitions may be held on the Council's balance sheet or, where more financially advantageous, acquired through a Barking and Dagenham Reside SPV. Acquisitions will be supported by detailed legal and tax advice for each proposal.

5. Legal Implications

Implications completed by: Suzan Yildiz, Head of Legal (Commercial)

- 5.1. The report provides an update on the Investment Strategy and seeks 'in-principle' approval for a new commercial lending asset class to enable delivery and acceleration of regeneration projects in the borough. Following in-principle approval by Cabinet, further commercial advice will be procured on issues including underwriting, risk and credit management, due diligence and state aid. This process will enable any necessary revisions which support the new asset class of development finance lending to be made to the Investment Strategy. Any revisions to and final approval of the Investment Strategy will rest with Council Assembly, following the approval of Cabinet, alongside the Treasury Management report in early 2019.
- 5.2. **General powers of competence, investment and prudential borrowing**
- 5.3. A number of powers concerning borrowing, investment and dealings with property empower the Council to pursue the proposed Investment Strategy.
- 5.4. Section 1 of the Localism Act 2011, the general power of competence ("GPC") empowers local authorities to do anything that an individual can lawfully do provided that the activity is not expressly prohibited by other legislation. Activities authorised by the GPC include investments, trading, charging or loan decisions which may be undertaken through commercial/company vehicles with the primary aim of benefiting the authority, its financial management, its area or its local communities. The power is wide and provided that the specific investment activity is not expressly restricted or proscribed by other legislative provisions, it will encapsulate the primary objectives of the Investment Strategy which are predicated upon ensuring the effective management of the authority's finances to optimise outcomes for the development and regeneration of its areas for the benefit of local communities.
- 5.5. Whilst the General Power of Competence will permit the Council to invest, investment activity undertaken purely for a return would be deemed as '*activity for a commercial purpose*' which cannot be undertaken directly by the authority except through a company structure within the meaning of Section 1(1) of the Companies Act 1996 (s.4 Localism Act 2011). However, if the commercial activity and a commercial return are incidental to other objectives, a company vehicle to deliver the activity may not be required. A case by case approach is advised on individual investment decisions and their structures to ensure that they comply with the spirit of the 2011 Act.
- 5.6. Operating through a company structure will have the advantage of ring-fencing financial risks, however, there are also attendant corporation and income tax liabilities which will need to be addressed in a full business case as individual investment decisions are pursued by wholly owned company vehicles, such as

Reside and Be First. The formation of each investment company vehicle will also need to consider the financing of the company, tax and any state aid implications. Notably, the Investment Strategy proposes that Be First, a regeneration vehicle which was created and launched by the Council on 1 October 2017 will generally act as development manager and the main vehicle for delivering development elements of the Investment Strategy.

- 5.7. The creation and governance arrangements of Be First are not the subject of this report, but its detailed Business Plan was approved by Cabinet in January 2018. Any cross-dependencies between the Be First Business Plan (i.e. development and other opportunities to be pursued by Be First) and the IAS should be monitored and reported as part of the IAS and Treasury Management Strategy. To the extent that any other special purpose vehicle companies (SPVs) are created, their purpose, creation and activities would be the subject of future decisions.
- 5.8. Section 12 of the Local Government Act 2003 ("Power to Invest") enables a local authority to invest for any purpose relevant to its functions, or for the purposes of the prudent management of its financial affairs. Speculative borrowing to invest purely for profit will not be deemed directly relevant to the authority's functions and will not, therefore, be authorised under this power. However, investments in land, property or through loans which facilitate accelerated regeneration, and which are in line with CIPFA's Prudential Code for Capital Finance and the Statutory Guidance on Local Government Investments (3rd edition effective from 1 April 2018) ("the Statutory Guidance"), would be consistent with the prudential investment of funds borrowed for the purpose of expenditure in the reasonably near future. The CIPFA Code contains detailed recommendations in the context of prudent borrowing practice and should be considered as individual investment decisions are made.
- 5.9. Section 1 of the Local Government Act 2003 ("Power to Borrow") provides local authorities with the power to borrow for any purpose relevant to their functions or for the prudent management of its financial affairs. The Power to Borrow has similar constraints to the investment power under the 2003 Act. Borrowing primarily to achieve a return is unlikely to be deemed connected to the functions of the Council or prudent financial management. Caution should be exercised in making individual decisions to ensure that new investments financed with borrowing do further the functions of the Council and are consistent with prudent management of the Council's financial affairs.
- 5.10. Section 111 of the Local Government Act 1972 ("Incidental Power") enables a local authority to do anything (whether involving the expenditure, borrowing or lending of money) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.
- 5.11. Investment and borrowing for the sole purpose of creating a return would not be in pursuance of the functions of the authority as required under the above powers. However, the report has clearly set out the primary objectives of the investment activity relate to shaping the strategic growth and economic development of the area. Therefore, investment and borrowing in respect of property assets would be prudent and authorised, when used as regeneration tools, alongside other financial measures, to provide a suitable diversified housing mix for the growing local population, to regenerate local areas and to create employment and education opportunities. It is critical that the primary policy objectives of any investment

activity, such as building new homes, regenerating an area or the creation of employment opportunities, are furthered and public funds are not exposed to unnecessary or unquantified risks.

5.12. **Statutory Guidance**

5.13. In exercising its powers to invest, the Council is required by statute to have regard to the Statutory Guidance. The Guidance advocates the preparation of an Investment Strategy which is to be approved by its Council Assembly and which the Council is expected to follow in decision making unless sensible and cogent reasons exist for departing from it. The Guidance also contains the following notable advice: -

- a. local government investment priorities should be based on security, liquidity and yield in that order;
- b. the principles of transparency and accountability are important, hence, Council Assembly should approve the IAS and any revisions in year;
- c. the IAS should include quantitative indicators to assess the total risk exposure as a result of investment decisions.

5.14. The report seeks in-principle endorsement of Cabinet for a new category of investments described as 'commercial lending' effectively a proposal to provide development finance/loans to enable accelerated delivery of regeneration to be funded by the Council through borrowing or its own means. This is a new investment activity for the Council which carries significant commercial, financial and legal risks. Hence officers will procure the appropriate advice and protocols to ensure effective risk and credit control arrangements are put in place. The Guidance specifically recognises that local authorities may choose to advance loans to local enterprises, wholly owned companies and through joint ventures as part of a wider strategy of economic growth (at paras 33-34) provided that their Investment Strategy demonstrates that: -

- a. Total exposure to these types of loans is proportionate;
- b. The Council will measure the credit risk of their loan portfolio and put in place appropriate credit control arrangements to recover overdue payments;
- c. The Council has formally agreed to the total level of loans by type and their total loan book value is within self-assessed limits.

5.15. The Guidance also cautions that it has been updated to reflect patterns of local authority behaviour which exposes them to '*too much financial risk through borrowing and investment decisions*', such as investing with the primary aim of generating profit or providing long term investments or loans for regeneration or place making purposes (Annex A, Guidance). Hence, transparency and ensuring that both officers and members have the requisite skills, capacity, culture and advice to support decisions and judgements on overall risk exposure are paramount to pursuing investments involving loans and borrowing (paragraphs 48-50 of the Guidance). To comply with these requirements and ensure transparency, the commercial lending category and resultant changes to the Investment Strategy and the appropriate protocols to implement the proposals, will be presented for approval by full Council and Cabinet following consideration of commercial advice.

5.16. **Property Acquisition Powers**

- 5.17. The Investment and Acquisition Strategy (IAS) is a critical element of the Council's overall Investment Strategy. The aims of IAS are to increase the Council's income generating assets to a specified target net investment return of 1.5% to support the long-term financial stability of the Council.
- 5.18. The aim of IAS is not merely to generate a commercial return. The primary aims are to support regeneration and economic development programmes in the Council's area by reinvesting net yields within the borough. Therefore, the IAS strategy has a double bottom line of generating a return on investment for the purposes of securing the sustainable financial management of the Council for the regeneration and economic development of the Council's area. As such the IAS and investment decisions pursuant to the Strategy are likely to fall within the parameters of the General Power of Competence (and other relevant powers) providing that its core aims of supporting regeneration and economic development are progressed. The Statutory Guidance should be adhered to in approving the Strategy and making investment decisions.
- 5.19. Notably, many individual investment and acquisition decisions will be made in implementing the various strands of the Investment Strategy. Individual investment decisions may be taken by the Chief Operating Officer, advised by the Investment Panel, pursuant to delegated powers in respect of 'corporate and strategic finance, treasury management, investments, and the capital programme...' (Part 3, Chapter 1, paragraph 8.1(g) of the Constitution). If such decisions are key decisions, or urgent action is taken to acquire land (under paragraph 4, chapter 16, Part 2 of the Constitution), the decisions must be reported to and notified to Cabinet in future reports. At all times, full consideration should be given to the Council's powers of investment and acquisition, any relevant guidance such as the CIPFA Code, the Statutory Guidance and the overall aims of this Investment Strategy.
- 5.20. If strategic land required for regeneration and supported by planning policy cannot be assembled through voluntary acquisitions, which forms a key part of the Investment Strategy, the Council may consider recourse to its compulsory purchase powers. However, acquisitions by compulsory purchase are beyond the remit of this report which is focused on voluntary acquisitions. Suffice it to say that such decisions would be individually reported for decision following careful consideration of the relevant enabling powers and constraints imposed by public law and relevant guidance.
- 5.21. For the sake of completeness, in addition to the General Power the following land acquisition powers are relevant and available to pursue individual projects in line with IAS: -

Section 111 of the Local Government Act 1972 enables the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions, whether involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.

In accordance with the Local Government Act 1972, Section 120, the Council is empowered to acquire by agreement:

- (a) any land situated inside or outside its area for the purposes of any of its functions stipulated by the 1972 Act or other statutory provisions or
- (b) 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.

5.22. Governance Implications

5.23. The Cabinet is responsible for receiving periodic reports on the Council's Investment and Acquisition Strategy and to approve the investment and land acquisition budget (Part 2, Chapter 6, para 2.1). Hence, this update report and the approval of the investment budget and endorsement in-principle of commercial lending for regeneration purposes up to a budget of £200 million are appropriate decisions for Cabinet. However, Council Assembly has responsibility for approving plans, strategies and the Treasury Management Strategy (Part 2, Chapter 4, para 2.1). Hence, the commercial lending asset class is a significant new revision to the IAS and along with other material revisions would require approval of Council Assembly. The final IAS will be presented for approval by full Council alongside the Treasury Management Strategy in February 2019.

5.24. Individual Investment Decisions

5.25. The Council's Constitution, Part 4, Chapter 4 sets out the Land Acquisition and Disposal Rules. In accordance with paragraph 2.1, Part 2: Articles, Chapter 6 of the Constitution all key decisions and strategic decisions falling within the Land Acquisition and Disposal Rules as to the use, acquisition and disposal of land and property assets are generally within the remit of the Cabinet.

5.26. Formulation of strategic decisions is, at this time, overseen by the Property Advisory Group (PAG) and the Cabinet. The Chief Operating Officer has constituted an Investment Panel, and to the extent that acquisition decisions are taken for investment purposes pursuant to the IAS, the Panel will advise and make recommendations on such decisions either to COO (to the extent of the delegated powers available) or to Cabinet (Part 3, Chapter 1, paragraph 8.2). Such investment driven acquisition decisions, depending on the value of assets to be acquired may also be key decisions which would be publicised on the Council's forward plan of the decision. Individual decisions on strategic acquisitions pursuant to the Investment Strategy would be made by Cabinet or COO, advised by the Investment Panel, in accordance with the Council's Constitution and its Land Acquisition and Disposal Rules and the Scheme of Delegation.

5.27. Section 9D(2) of the Local Government Act 2000 as amended establishes the functions of Executive Cabinets. This enables a Cabinet to carry out decisions on any function unless reserved by order of the Secretary of State. Investment decisions of an Authority are not a reserved function. Under part 3 Chapter 1 paragraph 1.2 of the Council's Constitution, the Cabinet can in turn delegate its functions to an officer if it so determines or authorise the officer to take investment decisions subject to established parameters, such as the need to consult prior to deciding. In the case of investments there can be a need to move quickly to make the best of opportunities. Therefore, authorising the section 151 Local Government

Act 1972 Chief Financial Officer to make individual investment decisions is established practice.

- 5.28. In making investment decisions, both officers and members are advised to observe the principles of transparency and have regard to the parameters of the powers available to them and relevant statutory guidance.

6. Other Implications

- 6.1 **Risk Management** - each potential investment and land acquisition opportunity will be subject to a full evaluation and risk analysis process as part of the IAS approvals process and scheme development Gateway review mechanism. This will be managed on behalf of Cabinet by the Investment Panel. The Investment Panel will be supported by external professional advisors
- 6.2 **Contractual Issues** - sites acquired in advance of planning permission being granted would be acquired under a Call Option arrangement or through outright purchase depending on the commercial evaluation and opportunity provided by each site. Each such proposed acquisition will be subject to the review process set out in Appendix 3.
- 6.3 **Staffing Issues** - additional staff may be required to implement and manage the anticipated level of investment and consequent investment portfolio. Any additional staffing costs would be funded from investment returns.
- 6.4 **Customer Impact** - the proposals in this report would help to achieve the Council's growth objectives and would help to achieve financial sustainability of the Council. In addition, the investment and regeneration programme facilitated by the IAS will underpin the creation of new communities within the borough and will increase housing choices and housing affordability. In turn, this will help to address fuel poverty and help improve household health and educational outcomes.
- 6.5 **Safeguarding Children** - purchase of land in advance of planning permission could potentially lead to the development of additional family housing which could improve help improve the life chances of children through a healthier environment and better domestic space in which to study.
- 6.6 **Health Issues** The provision of new housing has demonstrable health and wellbeing effects for occupants.
- 6.7 **Property / Asset Issues** - the proposals in this report will help the Council increase its affordable housing and income generating asset base. The proposals would also help to address physical and social obsolescence asset management challenges within the Council's existing property holdings and in the private sector

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

List of appendices:

- Appendix 1: Asset Class Matrix and expected returns
Appendix 2: Investment and Acquisition Strategy

Asset Class Matrix and expected returns

Asset class	Sector	Target Portfolio structure	Target Allocation £m's	Gross yield (income)	Net yield before debt (3.00%)	Net yield after debt
Residential	Social & Affordable Rent	56%	560	5 to 6%	3.75% to 4.5%	0.75% to 1.5%
	Shared Ownership			2.75%	2.75%	2.75%
	Market Rent (secondary)			6%	4.50%	1.50%
	Market Sale	10%	100	20% profit of GDV or 25% profit on TSC (assuming 100% debt funding)		
Commercial	Offices (good secondary)	10%	100	6.50%	4.88%	1.88%
	Retail (good secondary)			9.50%	7.13%	4.13%
	Industrial (Good secondary)			5.50%	4.13%	1.13%
	Student & Creative Arts			TBC	TBC	TBC
	Hotel & Leisure			4.85%	3.64%	0.64%
Infrastructure	Energy	3%	33	c6.5% IRR		
	Infrastructure					
Commercial Lending	Debt	20%	200	case by case basis		
Total		100%	993			
<i>Yields from CBRE July market analysis except Shared Ownership and Infrastructure</i>						

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Investment and Acquisition Strategy

2018 to 2023

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1. Introduction

- 1.1. The Council is facing unprecedented challenges and opportunities. The population of the borough is expected to increase to 220,000 by 2020 and rise further to 275,000 by 2037. Demand for Council services is increasing but budgets will fall leaving a cumulative shortfall of £63m by 2020.
- 1.2. However, the Borough's growth potential provides the opportunity to invest in Barking and Dagenham's future, supporting growth whilst generating a long-term financial return to support Council activities.
- 1.3. The scale of investment opportunity is immense. In excess of 50,000 new homes will be built over the next twenty years. This will be accompanied by increased demand for employment space and sustainable energy providing the Council with a key leadership and investment opportunity.
- 1.4. This paper updates the investment strategy approved by Cabinet in November 2017. The new strategy refreshes the eligible asset classes and sets out the framework for making investment decisions. The revised strategy reflects Government guidance on local authority investment activity.

2. Investment Objectives

2.1. Strategic Objectives

The purpose of the strategy is to enable the delivery of the following key investment aims:

- To unlock regeneration and economic growth opportunities within the borough
- To establish a property portfolio to generate long-term revenue and capital growth, targeting an initial revenue return of £5.2m by 20/21 and indexed at CPI thereafter

2.2. Return Objectives

The allocation of investment funds will be guided by the following investment objectives. These objectives frame the evaluation, management and monitoring of all investment and funding opportunities considered by the Council.

- **Security:** ability of assets to hold and increase their capital value in line with inflation
- **Liquidity:** ability of invested funds to be realised through the sale or refinancing of the asset reflecting the illiquid nature of direct property ownership
- **Yield:** ability of assets to generate positive Net Operating Income and positive net returns after debt service within [market normative ranges]

2.3. Risk Management Objectives

The real estate portfolio will be managed over the long-term to achieve the following goals:

- a) Maintain an appropriate level of investment diversification across the following key factors:
 - i) investment strategy for each asset class;
 - ii) asset class diversification;
 - iii) investment life-cycle;
 - iv) development period and stabilisation period risks.
- b) Work toward and maintain an appropriate level of leverage once assets are developed and stabilised. Consideration shall be given to the impact of third-party debt financing obligations and guarantees for the risk and return characteristics of levered assets.

3. Investment Policy

3.1 Funding the Investment Strategy

The Council has currently acknowledged that to support the creation of the investment portfolio would require gross funding of £2.2bn (a net requirement of £0.85bn after sales and grant is taken into account). The level and sources of borrowing will be reviewed periodically. Borrowing levels will be adjusted to manage corporate borrowing constraints and where alternative sources of finance provides better investment outcomes.

3.2 Ownership of Investment Funding

Investment assets will be financed and owned by the Council directly, indirectly or through the provision of loan finance and/or guarantees to development and ownership entities. Ownership structures will reflect the regeneration and commercial purposes of investments and will be held in the most tax efficient structure(s) consistent with Local Authority powers as follows:

- Directly held investment assets (e.g. commercial property):

Direct General Fund borrowing through the PWLB, institutional funders or bonds as may be most advantageous from time to time.

- Investment assets held by wholly owned vehicles (e.g. Reside vehicles and BSF joint venture company):

Debt finance provided by the Council to project entities; project finance provided by third party funders and co-investment between the Council and third-party investors. Funds may be provided as senior debt, junior debt or equity dependent on the requirements and commercial arrangements of schemes

- Investment assets owned by Joint Ventures vehicles (e.g. co-investment development vehicles):

Debt finance provided by the Council to project entities; project finance provided by third party funders and co-investment between the Council and third-party investors. [Funds may be provided as senior debt, junior debt or equity dependent on the requirements and commercial arrangements of schemes.]

- Equity and debt financing (e.g. development period loans to private developers and Be First):

Funded by direct General Fund borrowing, and on-lending on commercial terms, through the PWLB, institutional funders or bonds as may be most advantageous from time to time. Financing may be provided as senior debt, junior debt or equity dependent on the requirements and commercial arrangements of schemes.

- Credit enhancement (e.g. provision of Council performance guarantees):

The Council may also provide credit enhancement through the provision of development and operational guarantees where this secures efficient finance for projects funded with third party debt.

3.3 Eligible Assets

The acquisition and development of financial and non-financial assets held to generate income and capital growth not held as part of normal treasury management. This includes:

- real estate assets
- equity and loan debt provided to wholly owned companies
- ownership and financial interests in joint venture partnerships and loans to third-party entities where this supports the key investment objectives

3.4 Asset classes

Investments will be made into the following asset classes. Investments will be expected to make the level of returns set out below, noting that these benchmark returns will be periodically reviewed.

Asset class	Sector	Target Portfolio structure	Target Allocation £m's	Gross yield (income)	Net yield before debt (3.00%)	Net yield after debt
Residential	Social & Affordable Rent	56%	560	5 to 6%	3.75% to 4.5%	0.75% to 1.5%
	Shared Ownership			2.75%	2.75%	2.75%
	Market Rent (secondary)			6%	4.50%	1.50%
	Market Sale	10%	100	20% profit of GDV or 25% profit on TSC (assuming 100% debt funding)		
Commercial	Offices (good secondary)	10%	100	6.50%	4.88%	1.88%
	Retail (good secondary)			9.50%	7.13%	4.13%
	Industrial (Good secondary)			5.50%	4.13%	1.13%
	Student & Creative Arts			TBC	TBC	TBC
	Hotel & Leisure			4.85%	3.64%	0.64%
Infrastructure	Energy	3%	33	c6.5% IRR		
	Infrastructure					
Commercial Lending	Debt	20%	200	case by case basis		
Total		100%	993			
<i>Yields from CBRE July market analysis except Shared Ownership and Infrastructure</i>						

3.5 Geographical Investment Parameters

The focus of investment activities will primarily be to support the regeneration of Barking and Dagenham. Where investment opportunities arise outside of the borough these will be considered on a case by case basis where they are clearly linked to the direct achievement of Council regeneration objectives.

3.6 Investment Selection and Monitoring

Investment schemes proposed to the Council will be required to satisfactorily meet the following investment criteria as appropriate to the assessment of each scheme. Asset selection should be guided by the Prudent Expert standard in the areas of acquisitions, development, operations, disposals and portfolio management.

Indicator	Purpose	Definition	Assessment
Acquisition and Development efficiency			
Gross initial yield	Performance against published market benchmarks	Annualised rent / property value	Comparison to data published by property consultants
Net initial yield	Efficiency of management costs as a function of design and construction	Annualised rent less non-recoverable property expenses/ property value plus purchaser's costs	Comparison with published data (assumes 25% management and maintenance costs)
Yield on Cost	Development efficiency spread to market expectations	Annualised rent/ Total Scheme Cost	Comparison to published data
Cumulative year breakeven	As above	first year that project turns cumulative cash positive and contributes positively to portfolio returns	As above
Investment Returns (long-terms financial returns)			
Net Present Value	Balance sheet value created Comparison of project efficiency	Financing period NPV and reversion NPV	Internal
IRR (project) (pre and post debt)	Economic profit and return to equity	IRR calculated	Internal
Debt underwriting for commercial loans			
Loan to Value (LTV)	Maximum level of lending commensurate with project risk profile	Loan amount/ property value	Internal
Debt Service Cover Ratio (DSCR)	Income cover over debt service liability	Net Operating Income/ Debt Service Payment	Internal
Risk analysis (project and portfolio)			
Sensitivity analysis (project & portfolio)	Key variable and impact on key investment indicators	NPV variance	Internal
Scenario analysis (project & portfolio)	Project stress testing showing impact of unexpected changes to key assumptions	Pessimistic Base (expected) Optimistic	Internal
Operational Efficiency (fully stabilised and operational schemes)			

Operating Expense Ratio	Shows that operating expenses do not differ from market norms – i.e. 25% maximum or we should be managing the units	Operating expenses/ Gross Effective Income*	Internal
Break Even ratio	Ability of income to pay all expenses and debt service	(Operating expenses + debt service)/ Gross Effective Income	Internal
Net Operating Income definition	Key data to drive financial appraisal and project analysis	Gross Rental Value (plus other project income - ground rents etc) = Gross Potential Income Less voids & bad debts = Gross Effective Income Less operating costs (m&m costs) = Net Operating Income	

3.7 Strategies

The real estate investment portfolio will be diversified across property types appropriate for each eligible asset class. The strategy for each asset class will be consistent with institutional investment in real estate including:

- a) Property type diversification with asset classes
- b) Location and connectivity
- c) Design quality to maximise and retain asset value
- d) Tenancy and leasing occupation levels
- e) Return requirements: income return emphasis

3.8 Investment Life Cycle

Considering that the investment portfolio is in the early stages of being created the medium-term aim is to limit development exposure to 30% of the market value of operational schemes.

3.9 Liquidity

In line with Government policy real estate assets will be structured to allow future disposals and refinancing recognising that these assets fall into the relative illiquid private real estate market requiring specialist advice to facilitate liquidation.

3.10 Leverage

Notwithstanding that most investment schemes will be financed with 100% debt; the long-term aim is to reduce portfolio leverage to 55% for fully stabilised assets. Higher levels of leverage will be considered for opportunistic and value-added investments on a case by case basis.

4 Reporting and Review

4.1 It is important to keep the investment criteria, guidelines and investment portfolio under regular review. A failure to do so could result in acquisitions and developments being made which do not reflect current market conditions and which could increase risks that operational assets under-perform relative to the market and each projects risk profile.

4.2 In line with Government investment guidance the investment strategy should be reported and approved by Cabinet and Council Assembly on an annual basis.

4.3 Review timetable

The Investment and Regeneration Strategy will be formally reviewed and monitored as follows as follows:

Annual review: the investment strategy will be formally reviewed and reported to Cabinet and Council Assembly annually.

Half-yearly review: progress in implementing the investment strategy will be reported to Cabinet every six months.

In addition, regular review of project acquisitions and investment management will be undertaken monthly by the Investment Panel and Capital & Assets Board.

4.4 Scope of Review

Each review will include assessment of the following:

- a) Impact of changes in the wider economy and specific investment markets on the Council's proposed acquisition and development programme, level of expected returns and potential for realising capital growth
- b) Performance of operational assets against forecast levels of return at both individual asset and portfolio levels.

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CABINET**16 October 2018**

Title: Central Park Masterplan Implementation	
Report of the Cabinet Member for Community Leadership and Engagement	
Open Report	For Decision
Wards Affected: Eastbrook, Heath, Whalebone	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>Following the adoption by Cabinet of the Central Park masterplan as part of the new Parks and Open Spaces Strategy (Minute 28, 11 July 2017 refers), a feasibility study has now been undertaken to evaluate how it can be implemented.</p> <p>The proposal successfully balances the requirement to maximise the income generation potential from the importation of inert material to create a new landscape and facilities in the park whilst managing, mitigating or transferring the risks that could jeopardise the successful delivery of the project.</p> <p>It is estimated that this scheme will generate up to £1.1 million in income for the Council and that a corresponding sum will be allocated in the capital programme for park improvements.</p> <p>It is anticipated that the planning application for the scheme will be submitted in early 2019, which will enable a licence from the Environment Agency to be awarded by summer 2019, and for works to start on site in autumn 2019 and be completed during 2021.</p> <p>As required by the Council's constitution, this report is presented to Cabinet in the format of a Procurement Strategy Report and seeks delegated authority to implement an improvement scheme at Central Park if the necessary funding, licences and planning approvals can be secured.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
(i) Approve the procurement of a design and build contract for landscaping and sports facilities at Central Park using the OJEU compliant UK Leisure Framework, which enables the direct appointment of a development partner for scoping, design,	

refurbishment, construction and the development of recreation and sports facilities for the public sector;

- (ii) Approve the commitment of up to £1.1 million in the Council's capital programme in the period 2018 – 2020 to support the implementation of key elements of the Central Park masterplan;
- (iii) Note that the proposed scope of works would realise a payment to the Council of c£1.1 million from the importation of soil and inert material that would be used to create the new park landscape; and
- (iv) Delegate authority to the Commissioning Director for Culture and Recreation, in consultation with the Cabinet Member for Community Leadership and Engagement, 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.

Reason(s)

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

Encouraging civic pride

- Promoting a welcoming, safe, and resilient community
- Promote and protect our green and public open spaces

Growing together

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

1. Introduction and Background

- 1.1 The Council adopted a new parks and open spaces strategy in 2017 and along with it several improvement masterplans for the Borough's parks of strategic importance, including Central Park.
- 1.2 A feasibility study has been undertaken to investigate how it might be possible to implement some of the Central Park masterplan proposals and to generate income from doing so.
- 1.3 It outlines an innovative proposal to receive payments from the importation of inert material from building sites across London and the South East and which will be utilised to create a new landscape in the park.
- 1.4 It is estimated that the income generated will be £1.1 million, which is based on a 'gate price' (the price that the transport company will pay for dumping the soil). However, income and cost certainty will only be confirmed when the design scheme for the new landscape has been finalised (RIBA stage 4), planning approval has been given and the necessary licence from the Environment Agency has been granted.

- 1.5 The total cost of implementing the master plan would be c£2.3 million. It is proposed that a sum of £1.1 million (corresponding to the income that will be raised from the scheme) be allocated in the Council's capital programme to partially implement the improvements identified in the park masterplan.
- 1.6 Additional capacity will be provided in the Culture and Recreation team to provide project management support for the development and delivery stages of the scheme as well as for the implementation of a fundraising programme that is expected will raise up to £500,000 to support other improvements in the park; however, these additional works are outside the scope of this report.

2. Proposed Procurement Strategy

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

- 2.1 To allow soil and inert material to be imported at Central Park to create a new park landscape will require the approval of a licence from the Environment Agency. Following advice received from them, it is proposed to import 237,504m³ of soil and inert material into the park over a phased period of two years.
- 2.2 In addition, if additional fundraising from the charitable sector is successful it is proposed that there will also be additional investment in the Dagenham Rugby Club pavilion and the provision of public toilet facilities and a café in the park.
- 2.3 It is expected that the planning application for the scheme will be submitted in early 2019, which would enable a licence from the Environment Agency to be awarded by summer 2019, and for works to start on site in autumn 2019 and to be completed in 2021.
- 2.4 The indicative budget and proposed improvements to be delivered are set out in table one below. A plan of the indicative design proposal for the park and which shows the proposed location and layout of facilities will be provided to Members at the Cabinet meeting.

Table one – Central Park master plan budget allocation

Element	Budget Estimate
Adventure Play Area	120,000
Pump Track	50,000
Toddler BMX track	20,000
Mountain Bike Loop	50,000
Timber Boardwalk	10,000
Rugby Club House	200,000
Circular Seat	5,000
Client Contingency	50,000
Architect Coordination Fees	30,000
New Pathways	134,000
Wildflower	29,000
Open Parkland Grass Seed	197,897

Removal of play facility	20,000
New trees	15,000
Planted along Paths	9,000
New Trees Planted in groups	40,250
Delivery Fee	105,000
Framework Fee	13,430
TOTAL	1,098,577

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

- 2.5 As set out in table one, the estimated value of the contract will be up to £1.1 million; however, this will only be confirmed on completion of the scheme design process to RIBA stage 4, planning approval, and the award of the required licence from the Environment Agency.
- 2.6 Also, it may be the case that fundraising from the charitable sector will allow further funding to be allocated to the scheme to enable additional park improvements to be undertaken, with a corresponding increase to the estimated contract value.

Duration of the contract, including any options for extension.

- 2.7 Four years to September 2022.

Is the contract subject to (a) the (EU) Public Contracts Regulations 2015 or (b) Concession Contracts Regulations 2016? If Yes to (a) and contract is for services, are the services for social, health, education or other services subject to the Light Touch Regime?

- 2.8 This procurement will likely be subject to the Public Contract Regulations 2015. It is currently not clear how activity will be split between Works, Services and Supplies. However, most of the scheme will certainly be categorised as works and will therefore fall below the threshold for an OJEU procurement. Although there may be elements that exceed the Supplies threshold of £181,302.
- 2.9 The proposed strategy is to utilise a suitable framework, and therefore this will negate the need to conduct a full OJEU exercise.

Recommended procurement procedure and reasons for the recommendation.

- 2.10 It is proposed to utilise the OJEU compliant UK Leisure Framework, which enables the direct appointment of a development partner for scoping, design, refurbishment, construction and the development of recreation and sports facilities for the public sector.
- 2.11 Importantly this framework does not commit the client to a development, service or provision of equipment but allows potential projects to be explored and only delivered by way of a Call Off contract if the authority wishes to proceed.

- 2.12 The framework was procured in accordance with EU procurement regulations by Denbighshire County Council. Permission has been granted for the Council to use the framework.

The contract delivery methodology and documentation to be adopted.

- 2.13 As set out at 2.9 above.

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

Outcomes

- 2.14 The importance of the Borough's parks and open spaces 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.
- 2.15 The improvement works will provide greatly enhanced informal and formal sport and recreational opportunities to improve the physical and mental health and well-being of residents. The scheme will also improve biodiversity, the quality of the natural landscape and provide community food growing initiatives, as well as better facilities for commercial and community events' programmes.

Revenue implications

- 2.16 A fundamental requirement for this scheme is that it will not add any revenue burden to the Council. This will be confirmed to Members once the design plan for the scheme has been finalised, planning approval has been secured and before implementation of the scheme starts.
- 2.17 Measures that are being pursued to help ensure that current grounds maintenance expenditure at Central Park does not increase includes: the proposed scope of works assumes the removal of two existing play facilities, which will no longer have to be maintained; the new earthworks (mounds) have been designed with the intention that they will not require a specialist maintenance regime; it is expected that there will be new income streams from leases and licences in the park from the rugby pavilion and golf facility that could be utilised to meet any additional revenue burden; and the Council would no longer be meeting the utilities and other costs associated with the operation of the rugby pavilion.

Capital implications

- 2.18 The condition survey for the pavilion used by the Dagenham Rugby Club requires capital investment of c£300,000 in the short term to keep the facility operational and safe to use.
- 2.19 It is proposed to allocate up to £200,000 of the project budget for investment in the rugby pavilion. Alongside additional fundraising that will be undertaken, it is anticipated that all the capital liability for the facility will be addressed.
- 2.20 In the longer term it is intended that a lease for the facility will be assigned to the Dagenham Rugby Club, and with it all repairs and maintenance obligations.

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

- 2.21 As set out at 2.9 above.

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

- 2.22 The improvement works will provide greatly enhanced informal and formal sport and recreational opportunities to improve the physical and mental health and well-being of residents. The scheme will also improve biodiversity through the new natural landscape and community food growing initiatives, as well as provide better facilities for commercial and community events' programmes.

3. Options Appraisal

- 3.1 The options available to the Cabinet are to approve the proposed procurement arrangements for the scheme in Central Park or to reject them.
- 3.2 The proposed procurement process has been carefully developed to best manage the high level of risk and complexity associated with the scheme, and most importantly the preferred framework does not commit the Council to a development, service or provision of equipment but allows potential projects to be explored and only delivered by way of a Call Off contract if the authority wishes to proceed.
- 3.3 Not to approve the proposal would mean that there is no realistic means of delivering the leadership's aspirations for Central Park as set out in the adopted Parks and Open Spaces Strategy and the Borough Playing Pitch Strategy.
- 3.4 Therefore, the Cabinet is recommended to approve the recommendations as set out in this report.

4. Waiver

- 4.1 Clause 33.1 of the Council'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 is specified.

4.2 Clause VI.2 of the Prior Information Notice dated 11 January 2016 states that the framework agreement is available for use by all UK public sector organisations therefore clause 33.1 of the Council's Contract Rules is satisfied.

5 Equalities and other Customer Impact

5.1 Numerous studies have identified the capacity of parks to reinforce a sense of place and residents' affinity with a neighbourhood. People will identify strongly with their local park as part of the fabric of their neighbourhood. Where a park is of high quality, this will foster a sense of pride in the places where people live and work. These feelings are particularly strongly expressed when parks have direct heritage value or contain cultural assets or activities of significance. Conversely a poor quality or neglected park can have a negative impact on perceptions of neighbourhood quality.

5.2 The development of the parks and open spaces strategy including the masterplan for Central Park was subject to extensive and robust consultation with Members, stakeholders and the wider community.

5.3 As part of the strategy development process, a quality audit was undertaken of the Borough's main parks. A range of criteria were used to assess quality including: accessibility for people with disabilities, quality of play opportunities; does the park cater for people with disabilities or special needs, and does the park cater for older people

5.4 Central Park received a borderline rating of poor, a reduction from the 'good' rating achieved in the previous audit undertaken in 2003.

5.5 The consultation told us that:

- Cleanliness, safety and the quality of the facilities for parents and children in parks were identified as the most important issues affecting enjoyment and use of parks and open spaces.
- The quality of facilities for families (including toilets and play spaces) and the cleanliness and maintenance of parks were identified as the most in need of improvement.
- Local people want welcoming, accessible and inclusive spaces
- Opportunities should be developed for older children to enjoy parks
- Opportunities for volunteering should be developed
- Dog fouling and control are seen as major issues
- Anti-social behaviour -whether real or perceived - affects the use and enjoyment of parks.
- The re-introduction of park keepers is seen as desirable
- A wide range of events in parks is seen as important
- People would also like to see more and better communication about events and volunteering opportunities in parks.

5.6 If the proposal to improve Central Park is approved there will be a further consultation programme as part of the planning application process. This will inform the development of the final facility mix and design proposals, which will provide a

much-enhanced universal offer for all residents but in particular for families and children and young people.

6. Other Considerations and Implications

6.1 Risk and Risk Management

The actions taken to minimise the risks associated with the delivery of this project are set out at table 2 below

Table 2 risk management

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	Medium,	<ul style="list-style-type: none"> Design and build contractual approach. Scope of works will only be expanded as and when additional external funding is secured. 	Contractor
Failure to achieve income target for the scheme		<ul style="list-style-type: none"> Guaranteed income figure to be agreed which means that the contractor accepts the risk of fluctuations in market rates 	Contractor
Planning permission refused	Medium	<ul style="list-style-type: none"> Early dialogue with LBBB planning team. Advice sought from Sport England and Environment Agency to inform development of scheme design plan. 	LBBB
Failure to appoint an operator	Medium	<ul style="list-style-type: none"> Tried and tested procurement framework should ensure that a contractor with the appropriate skills, knowledge and experience is appointed. 	LBBB
Importation of contaminated material to the park	Medium	<ul style="list-style-type: none"> Strict protocols adopted to ensure that there is no risk of contaminated or illegally sourced soil being imported to the park. Environment agency will set criteria for the type of soil that can be imported with sample testing to ensure this is complied with. Insurance policy to protect LBBB against this eventuality. 	LBBB
Failure to secure licence from Environment Agency for the importation of	Medium	<ul style="list-style-type: none"> Engagement of specialist advisors who have a strong track record in securing EA licences. 	LBBB

inert material into the park.		<ul style="list-style-type: none"> • Design plan for the new landscape informed by previous EA decisions. 	
Significant opposition from residents in the planning stage and complaints during the delivery phase.	Medium	<ul style="list-style-type: none"> • Consultation with residents and stakeholders already undertaken as part of the Parks and Open Spaces Strategy development process. • Further consultation will be undertaken as part of the planning application process. • Implementation of the scheme will be phased to minimise disruption to park users and adverse impact on residents. 	LBBB

6.2 **Safeguarding Vulnerable Adults and Children** – Parks and open spaces have long been used by schools to extend their play and educational offer. Parks offer opportunities for children to explore their perceptions of risk in a dynamic, free outdoor classroom.

A clear focus for this scheme is to improve access to parks by children and families and to support the delivery of health and well-being activities and cultural events.

All events or activities delivered directly or commissioned by the Culture and Recreation service will be covered by its safeguarding policy framework for children and vulnerable adults.

6.3 **Health Issues** – This project will help to harness the untapped potential of the borough’s parks to improve the health and well-being of local people, including new facilities to provide positive and diversionary activities for children and young people.

DEFRA has calculated that the NHS could save £2.1 billion per year if parks and open spaces infrastructure encouraged people into more active lifestyles. Good quality parks and open spaces can have a significant impact on some of the most prevalent disease groups – coronary heart disease, stroke, type two diabetes, and mental health.

This scheme will demonstrate how parks can develop as places where physical activity can be promoted through the principles of ‘active design’ and proposes the development of more opportunities for people to come together to socialise and to take an active part in the community through volunteering.

Targeted programmes will also be developed to support local people to lead healthy lives by improving self-confidence and reducing isolation as well as promoting fitness and good mental health.

6.4 **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 sport and informal recreation facilities will have a positive impact on levels of anti-social behaviour and wider perceptions of safety in Central park, which will encourage greater and more regular use by children and families.

- 6.5 **Property / Asset Issues** - the terms of the proposed leases for the rugby and golf facilities will require the lease holder to repair, maintain and insure the facilities. As set out earlier in the report, it is intended that there will be no additional revenue burden to the Council for the maintenance of the new facilities that will be created.

7. Consultation

- 7.1 The development of the new parks and open spaces strategy, including the master plan for Central Park, was informed by extensive consultation with local clubs, ward councillors, stakeholders (including CU London), and park users. The strategy was adopted by the Council at the Cabinet meeting held on 11 July 2017 (minute 28 refers).
- 7.2 There has been further dialogue with Cabinet, Ward Members and stakeholders about the specific proposals set out in this report.
- 7.3 There will be extensive public consultation about the scope and scale of the proposed improvements as part of the formal planning application process.

8. Corporate Procurement

Implications completed by: Francis Parker – Senior Procurement Manager

- 8.1 The proposed procurement strategy is compliant with the Councils procurement rules and the PCR2015
- 8.2 The identified framework is suitable for this type of work. It has been set up for exactly this purpose and the suppliers on the framework are specialists at managing these types of project.

9. Financial Implications

Implications completed by: Geetha Blood, Group Accountant, HRA and Environment

- 9.1 The estimated cost of the procurement of a design and build contract for the landscaping and sports facilities at Central Park as part of the Central Park Masterplan is expected to amount to £1.1m. Funding for this will be met from capital borrowing and repayment will be made over the 4-year period as income is received. It is estimated that £1.1 million will be received from the chosen contractor for the 'gate price' i.e. the price the contractor will pay for dumping of the soil, subject to the contractor accepting the risk of fluctuations in market rates and agreeing a guaranteed income level.

10. Legal Implications

Implications completed by: Pamela Igbo, Contracts and Procurement Solicitor, Law and Governance.

- 10.1 This report seeks approval for the procurement of landscaping works and the construction of sports facilities at Central Park by calling off from the UK Leisure Framework Agreement. The value of the proposed works is £1.1 million
- 10.2 The parties to the Framework Agreement are Denbighshire County Council and Alliance Leisure Services Limited.
- 10.3 The Agreement has been set up in accordance with Regulations 33(2) to 33(6) of the Public Contracts Regulations 2015 for the purpose of establishing the terms of proposed call off contracts and it is OJEU compliant.
- 10.4 Clause 33.1 of the Council'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 is specified. Clause VI.2 of the Prior Information Notice dated 11 January 2016 states that the framework agreement is available for use by all UK public sector organisations therefore clause 33.1 of the Council's Contract Rules is satisfied.
- 10.5 The framework is a single supplier agreement and the procedure for the award of contracts is set out at schedule 3 of the call off, given that this is a single supplier framework agreement, customers do not have the option of running a further competition and can only award call-offs directly.
- 10.6 Clause 11.2.4 of the Contract Award Notice sets out the scope of works which will be required from the Contractor:
 - Undertaking feasibility studies and the production of robust Business plans for the development of Leisure Related Facilities and Services
 - Leisure related Facilities design
 - Construction of Leisure related Facilities
 - Provision of private funding for Leisure Facilities and Services
 - Marketing Branding and Sales development for Leisure Facilities and Services
 - Income Share
- 10.7 The above-mentioned services will be provided in two phases:
 1. Scoping Phase: This commences upon initial enquiry by a potential client and ends either on the withdrawal of a potential project from the framework process or on the formation of an appropriate call off contract between the Contractor and the Client.

2. The Development or Service Delivery Phase: This commences on the signing of an appropriate call off contract by the Contractor with a client and ends on Financial completion of the Project. (i.e. when all material elements of the works/services are complete, valued and paid for.)
- 10.8 The contractor and the Council shall also sign a copy of the access agreement set out at schedule 3, Appendix 2 of the Framework Agreement. Officers are to ensure that all draft documentation in relation to the framework agreement are circulated to Legal Services for review before being finalised including copies of the JCT Design and Build 2016 precedent with amendments and details of the awarded contract is to be provided to Corporate Procurement who shall publish this information on the Contracts Finder website.

Public Background Papers Used in the Preparation of the Report:

B&D Playing Pitch Strategy (Cabinet 20 September 2016, Minute 40 - <https://modgov.lbbd.gov.uk/Internet/ieListDocuments.aspx?CId=180&MID=8805#AI64462>)

B&D Parks and Open Spaces Strategy (Cabinet 11 July 2017, Minute 28 - <https://modgov.lbbd.gov.uk/Internet/ieListDocuments.aspx?CId=180&MID=9411#AI65976>)

List of appendices: None

CABINET**16 October 2018**

Title: Neighbourhood Community Infrastructure Levy Policy	
Report of the Cabinet Member for Community Leadership and Engagement	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Kelly Rowson – Senior Project Officer	Contact Details: Tel: 020 8227 5638 E-mail: Kelly.rowson@lbbd.gov.uk
Accountable Strategic Leadership Director: Tom Hook – Director of Policy and Participation	
<p>Summary</p> <p>On 12 December 2017, the Cabinet agreed that the entire borough be defined as the ‘neighbourhood’ for the purposes of allocating the Neighbourhood Community Infrastructure Levy (NCIL). It argued that the process should strike a balance between ensuring a significant proportion of Neighbourhood CIL is spent in those areas where the impact of growth is greatest but also that other parts of the Borough are not left behind and benefit from the proceeds of growth.</p> <p>There is currently £327,000 of NCIL available for spend and approximate predicted income figures of between £150,000 to £800,000 per annum until 2020. Conversations with Be First suggest that these may be conservative estimations.</p> <p>This paper sets out draft criteria, options and proposals for a NCIL funding and allocation process, and details how this might fit with a wider local giving model in Barking and Dagenham.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree the proposal for the establishment of a grants programme for the distribution of the NCIL and the draft NCIL scoring criteria; (ii) Agree to the establishment of a Residents Panel to input into decisions on the allocation of NCIL; (iii) Delegate authority to the Director of Policy and Participation, in consultation with the Director of Inclusive Growth, the Cabinet Member for Community Leadership and Engagement, the Cabinet Member for Regeneration and Social Housing and the Cabinet Member Finance, Performance and Core Services, to approve NCIL bids of up to £200,000 in any one bid submission period and to take the necessary steps to adjust the process, as appropriate, as NCIL embeds in the Borough; 	

- (iv) Agree to use NCIL to create an endowment, which would fund community projects long term; and
- (v) Note that the NCIL decisions which are being sought are relevant to the emerging resident and community led Local Giving model.

Reason(s)

The Cabinet should agree these recommendations to develop the council's approach to local giving and to increase the role of civil society and residents in shaping the borough's future. This is in line with the council's priorities of growing together and maximising wider benefit to the community to ensure that no-one is left behind.

1. Introduction and Background

- 1.1 The Council has been on a journey over the last few years, one that has seen us transform the way we deliver services. At the heart of this transformation is our community and the establishment of a new relationship founded upon building resilience and enabling residents to fulfil their potential by providing them with opportunities to prosper.
- 1.2 Our aim is to harness the collective financial and nonfinancial resources of the public, private and voluntary sectors together with the hope, determination and aspiration of individuals, families and communities to live better lives, in a better place.
- 1.3 With ever increasing pressures on Local Authorities to deal with community funding budgets, the council has looked to innovative ways to help Civil Society groups gain access to new funding streams that are self-sustaining through an emerging Local Giving model. Elements already in place include a crowdfunding platform with an attached small grants fund and BD Lottery. NCIL should be seen as an element within this wider model.
- 1.4 By Minute 71 (12 December 2017), the Cabinet agreed that the entire borough be defined as the neighbourhood for the purposes of allocating the Neighbourhood CIL so that a balance could be struck between ensuring a significant proportion of Neighbourhood CIL is spent in those areas where the impact of growth is greatest, but also that other parts of the Borough are not left behind and benefit from the proceeds of growth.
- 1.5 The government does not prescribe a specific process for agreeing how the neighbourhood portion should be spent but suggests that charging authorities should use existing community consultation and engagement processes. The consultation should be proportionate to the level of levy receipts and the scale of the proposed development to which the funding relates.
- 1.6 The Cabinet agreed that, as for the Strategic CIL, the process of allocating Neighbourhood CIL would involve a review by the Local Plan Steering Group (LPSG) before being submitted to Cabinet for approval, as part of the annual capital projects budget setting cycle. However, in consultation with Cabinet members in preparation of this report, various alternative options have been discussed.

Current and predicted NCIL income:

- 1.7 Based on the borough's housing trajectory Be First estimate that NCIL of £150k-£250k per annum would not be unreasonable, with estimates varying from £100k-£800k. It is unlikely that receipts would arrive smoothly with some bumper and lean years to negotiate. Since CIL was introduced in 2015/16 £327,658 of NCIL has been collected. None of this has been spent.

Year	NCIL Amount
2015/16	£281
2016/17	£202,676
2017/18	£124,413
2018/19	£288
Total	£327,658

- 1.8 Whilst collection is expected to increase in the coming years, our process of allocation will need to take costs and variations into account and be careful not to set unrealistic expectations.
- 1.9 Similarly, CIL funding is entirely dependent on development in the borough. The housing trajectory in Barking and Dagenham has programmed development up until 2044/45, but it is nevertheless important to note that the collection of CIL will eventually slow down as development projects reach completion. It is a complex task to estimate how much NCIL would be collected over the trajectory period, given that there are different rates for different areas, and exemptions that apply to social housing. Similarly, the long-term future of CIL is not clear.
- 1.10 Barking and Dagenham has been recently commended on its efforts to develop civic society. The process for allocating Neighbourhood CIL spending reflects this commitment by creating the conditions for involving residents and VCS organisations to increase civic participation. This equally meets the vision of the Borough Manifesto and corporate priorities.

2. Proposal and Issues

Increasing the role of Civic Society

- 2.1 NCIL, along with the BD Lottery and Crowdfunding seeks to empower residents by giving them the tools to access income and raise awareness for specific priorities in their local community, in a direct way. It also builds capacity in the civil society for groups to acquire the skills necessary to write bids or proposals, and to see the process through from beginning to end.
- 2.2 Arguably, local priorities being supported by residents in a particular area via an NCIL application will provide opportunities to bring communities together in support of a common goal or shared vision. Being able to make positive changes in their local areas through mechanisms like NCIL will make a real difference to communities by achieving outcomes that are so important to them.
- 2.3 It is proposed to establish a demographically representative Residents Panel whose role would be fundamental in the NCIL screening and decision-making process.

This would help with taking a broader perspective on where, and on what NCIL money is spent, as well as supporting civic participation by involving local people in the decision-making process. It also creates the potential for those involved to start to generate their own ideas for NCIL funded projects.

- 2.4 It is anticipated that ward members will take an active role in their local areas to effectively promote and encourage local community groups to apply for NCIL funding and support local organisations. Members will be actively informed of funding that is allocated to projects in their ward.

Links to a wider local giving model

- 2.5 The potential of a resident and community led local giving model in Barking and Dagenham seeking to harness the collective financial and nonfinancial resources is beginning to be developed. As it evolves it currently includes BD Lottery and Crowdfunding, alongside work taking place in the Voluntary and Community sector, and that which potentially can be explored with other private and public sector partners. The NCIL grant funding allocation forms another element of this model and could potentially support other elements of the programme such as the Crowdfunding match funding pot. The NCIL allocation forms another element of this model. The possibilities for linking NCIL with a resident and community led local giving model is built into some of the recommendations for the approach including the resident's panel. These initiatives are being used to influence the culture of community funding in Barking and Dagenham within a challenging fiscal environment.
- 2.6 In linking the opportunity created by the NCIL over the next few years to No One Left Behind in the next 50 years the possibility of creating an endowment from the NCIL grant funding pot in "bonus" years is being considered. Legal advice is that it should be possible to use NCIL money to create an endowment which funds projects. This is on the basis that clear definitions on the funding and application criteria exist, and that funding is compliant with the definitions set out in Regulation 59C of the CIL funding legislation. The creation of an endowment would be dependent on the overall amount of NCIL generated year on year, to enable an adequate level of income which could be used to fund projects. Therefore, Cabinet is asked to agree to the creation of an endowment using NCIL to fund community projects in the longer term. This would ensure a greater legacy from this pot of funding for Barking and Dagenham.
- 2.7 The possibility of a local civil society infrastructure group or charity in the borough with grant giving powers administering NCIL grant funding in the same way as it might administer income generated by the BD lottery as small grants funds, or match-funding for crowdfunding projects should also be considered. The decision-making board of any such organisation controlling local giving funding should have representation from the largest borough based charities.

NCIL funding eligibility and scoring criteria

- 2.8 It is proposed that funding will be open to registered charities, Community/VCS groups, as well as social enterprises and other models from Barking and Dagenham that benefit the local community. It is proposed that in the first year of NCIL grant funding being operational, the opportunity for the community to apply for funding will

be available every six months and that any one group can only apply for NCIL funding once per year, although additional applications for the same project each year would be considered. This arrangement will be reviewed after the first year, and Cabinet are asked to delegate authority to the Director of Policy and Participation to make necessary adjustments to this criteria in order to make it more fit for purpose.

- 2.9 Guidance defining criteria of what types of projects can be funded is broad. This flexibility gives local areas the opportunity to choose what community infrastructure they need to deliver their relevant projects provided they meet the scoring criteria.
- 2.10 Qualifying projects could include small-scale new ideas as well as supporting the scaling of larger ideas. It will be important to ensure that small physical infrastructure projects are put forward and that applications are not skewed towards funding 'social projects' only. In this regard, a weighting will be used to strike an acceptable balance between social and infrastructure projects).
- 2.11 If the community aspires for NCIL grant funding to be allocated towards community related events funding, then this is something that could be reviewed after year one and would require further consultation, and legal advice on if this was fully compliant with the legislation.
- 2.12 Part of the Officers' due diligence role when screening and scoring applications, and the role of a Residents Panel (if Cabinet agree as a mechanism) will be to look across the totality of NCIL investment on issues and areas. This is to make sure that there isn't a disproportionate amount of spend in some areas over others, or on some Borough Manifesto priorities more than others in addition to making sure that there is sufficient joining up across the piece. A process map is attached as appendix 3 of this report.
- 2.13 Below is a suggested list of scoring criteria which Cabinet are asked to agree to be used to prioritise agreed projects.

Item	Score
Proposed impact of project on the Residents Survey indicators and delivering Borough Manifesto priorities and targets	1-10 pts
Level of engagement of the community in project and proportionality to the level of levy receipts and the scale of the proposed development	1-10pts
Proposed impact on community cohesion and equalities	1-10 pts
The robustness of the delivery strategy including the long-term sustainability of the project: how will the project be delivered, what is the timetable, with regard to the impacts the project is meant to be having, are there revenue, operational or maintenance costs and how will they be covered.	1-10 pts
Risks and constraints	1-10 pts
History of spend in the local area. Has there been NCIL funding allocated to the respective ward in the last six months?	1-10 pts
External funding, match funding or other resources the NCIL is helping to attract	1-30 pts
The measurement of the impact throughout the life cycle of the project	1-10 pts

At least 60% of the respondents in the public consultation either strongly agreed or agreed that NCIL funded projects should support the above priorities, with only small numbers in disagreement. Of these, over half of people wanted to see a priority around keeping the borough clean and tidy.

Funding cap

- 2.14 It is proposed that the maximum individual project amount that can be applied for should relate to how much overall NCIL funding is available in a particular year, which is likely to range between the thresholds of £10k and £50k. Over 70% of respondents agreed with this criteria when answering the public consultation. This will enable the council to better manage the unknown possibility of how many projects will be put forward by the community, and this will be reviewed after 6 months to 1 year of the process being operational. This will also allow for the accrual of more NCIL funds from development in the borough.
- 2.15 It is also proposed that groups should have the ability to apply for NCIL grant funding over more than one year to be able to scale up projects where appropriate, and 79% of respondents to the public consultation supported this proposal. During periods where bid submissions are few, or where there are identified gaps in provision, the council could offer community groups the opportunity to bid for funding to support projects around a particular Borough Manifesto priority or initiative.
- 2.16 The responsibility for capital elements of a project, or where groups use contractors to do the work will be done in accordance of their own internal governance process where this is appropriate. Where projects propose the installation of small scale infrastructure like street furniture for example, Be First could be involved to ensure that appropriate contractors are used.

Resourcing the NCIL funding process

- 2.17 It is proposed that the resourcing of the NCIL shortlisting and grant funding process will sit with the Participation and Engagement Team.
- 2.18 Currently Be First take a proportion of the CIL funding to administer the CIL process. It is proposed that some of this money is made available to the Participation and Engagement Team to assist with the detailed design, project management and consultation costs associated with some NCIL grant funded projects.

Monitoring

- 2.19 It will be the role of Officers, Members and the Residents Panel (if agreed as a mechanism) to continually look across a series of factors to ensure fairness in the allocation of NCIL funds. An Equalities Impact Assessment has been completed and will be monitored regularly during the process. The public consultation also included a question which asked residents about their thoughts on ensuring fairness in the process, and these answers have been built in to the EIA.
- 2.20 The emphasis on meeting the priorities and targets in the Borough Manifesto,

Residents Survey, and how projects will deliver wider community benefit will form a large part of the application scoring / filtering process as well as then appropriate organisational due diligence. Project outcomes will also be evaluated after the completion of each project to understand how much they have delivered the intended benefits against the scoring criteria, where they have succeeded and failed, and why.

2.21 Government do not stipulate a specific method for reporting on NCIL spend, although currently there are regulations relating to strategic CIL spend which Be First report on. It makes sense to produce a combined report to cover strategic CIL and NCIL, and the council and Be First will work together to put in place a 6 monthly monitoring procedure for projects moving forward.

3. Options Appraisal

3.1 The Government does not prescribe a specific process for agreeing how NCIL should be spent but suggests that charging authorities should use existing community consultation and engagement processes. The consultation should be proportionate to the level of levy receipts and the scale of the proposed development to which the funding relates.

3.2 There are a range of models that have been adopted by other boroughs. However, none of them are deemed viable options for Barking and Dagenham due to the variations in the amounts each borough generates, and Barking and Dagenham's desire to genuinely and innovatively include the community in the NCIL decision making process. For instance, Camden collected over £3.8 million in Neighbourhood CIL by December 2017. By comparison, Barking and Dagenham had collected just over £327k between April 2015 and March 2018.

3.3 The potential models for consideration are listed in the table below.

Option	Benefits		
	Short Term	Medium Term	Long Term
A - Implement with a £10k funding cap per project and aim to spend all NCIL income generated per year	- Funding available for multiple projects.	- Large amount of money being spent in borough each year. - Opportunity to scale up projects with funding spread over more than one year.	
B - Implement with a funding cap relative to the NCIL income generated per year and aim to spend all NCIL income generated per year	- Funding available for multiple projects.	- Large amounts of money being spent in borough each year. - Opportunity to scale up projects with funding spread over more than one year.	
Option C (Preferred option) – Make available £150k in each 6 month bidding round and use remaining NCIL fund to create an endowment which funds projects. Cap for individual bids based in NCIL income	- Funding available for multiple projects.	- Large amount of money being spent in borough each year. - Opportunity to scale up projects with funding spread over more than one year.	- Creates a longer-term legacy for NCIL funding. - If NCIL funding becomes uncertain, opportunities to fund community projects will still

available each year.			exist. - Supports council ethos of 'no one left behind'.
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3.4 In all options the following principles will remain consistent:

- NCIL grant funding bidding rounds will open every six months.
- The amount of any one single bid for NCIL grant funding will be capped in relation to how much NCIL income is generated in that year.
- For the first year of NCIL being operational, Community organisations will be able to bid for grants only once per 12 month period. This will be reviewed after year one with delegated authority to the Director of Policy and Participation to adjust if necessary in order to make the process more fit for purpose.
- Grant bids will be submitted online.
- Officers will undertake an initial sense check and organisational due diligence of what has been received.
- Projects applying for NCIL grant funding will be presented to a Residents Panel for screening and discussion, and this panel will make recommendations to the Director of Policy and Participation and the Director of Inclusive Growth in consultation with the Cabinet Member for Community Leadership & Engagement, the Cabinet member for Regeneration and Social Housing, and the Cabinet Member Finance, Performance & Core Services.
- If projects bids recommended for in one six month bid submission period collectively exceed £200k, then a report will be required at Cabinet to agree the expenditure.
- Within all options, there will be the ability for organisations to apply for year on year funding which means they could bid for a higher amount to spend over more than one year, enabling the scaling up of smaller projects.
- If Cabinet agree the preferred endowment model (option C), then £300k will be made available each year for VCS groups to bid for via a grant funding process (£150k every 6 months). Any surplus NCIL will be deposited in to an endowment, as well as any money not spent in each six-month grant funding bidding period. The funds and generated income from this endowment will be used to fund projects over the long term.

4. Consultation

- 4.1 A six-week public consultation was undertaken between July and September 2018 seeking broad comments on the proposed draft approach to allocating the NCIL grant funding process. The results of this consultation are set out in Appendix One of this report.
- 4.2 The proposals in this report were considered and endorsed by the Corporate Strategy Group at its meetings on 19 September 2018, and the Leader's Advisory Board Sub Group on the 25 September 2018. The Leader of the Council, Councillor Ashraf, Councillor Twomey and Councillor Geddes were also consulted in the development of the report. The report was also presented to the Policy Task Group on the 11 September.
- 4.3 Due to the role for Civil Society in the proposed NCIL grant funding allocation

process, Barking and Dagenham CVS have also had the opportunity to share their comments on the report, and publicised the public consultation on the council's behalf to the voluntary and community sector via their weekly newsletter.

5. Timescales

5.1 The projected timescales are as follows:

October 2018	- Report to Cabinet - Subject to Cabinet agreement, commence random sample of Resident Panel
November – December 2018	- Engagement with VCS to communicate widely that NCIL grant funding process is coming - Training offered on how to complete the NCIL application paperwork
January 2019	- End of Jan deadline for NCIL grant funding applications closes
March 2019	- NCIL funding allocated to groups

6. Financial Implications

Implications completed by: Lance Porteous, Finance Business Partner

6.1 The LBBB CIL fund currently looks like this:

Year	Total Payments Received £	Neighbourhood (NCIL) (15%) £	Strategic & Administration (85%) £
2015/16	1,875	281	1,594
2016/17	1,351,173	202,676	1,148,498
2017/18	829,421	124,413	705,008
2018/19	1,917	288	1,631
Totals	2,184,387	327,658	1,856,729

6.2 The £327k mentioned in the summary of the report reflects 15% of all CIL payments since 2015/16 and is currently still available for neighbourhoods.

6.3 The financial endowment, as proposed in paragraph 2.4, will require further detailed discussion around potential models for delivery. In the meantime, NCIL funds would be ringfenced and administered by Treasury simply by monitoring these cashflows and accruing the associated interest for distribution.

6.4 A delegated spending approval limit of £10k, as mentioned in paragraph 3.3, would seem reasonable so as to strike a balance between sign-off of sizeable sums of money but still enabling a broad allocation of the NCIL fund to various projects. This can be reviewed should hundreds of thousands be added to the fund in the future.

7. Legal Implications

Implications completed by: Dr. Paul Field, Senior Lawyer, Standards and Corporate Governance.

- 7.1 The Community Infrastructure Levy was established by the Planning Act 2008. The Government most recently published revised Guidance in March 2018 to be read with Community Infrastructure Regulations made in 2010 as amended in 2012 and 2013. In a nutshell the levy is about addressing the impact of development on the community.
- 7.2 The levy can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities. This definition allows the levy to be used to fund a broad range of facilities such as play areas, parks and green spaces, cultural and sports facilities, academies and free schools, district heating schemes and police stations and other community safety facilities. This flexibility gives Authorities the opportunity to choose what infrastructure they need to deliver their relevant Local Plan
- 7.3 15% of the CIL (the Neighbourhood portion) may be spent to address neighbourhood issues which can be borough-wide for an endowment and fund community projects. This should be possible, so long the funding role is clearly defined to be compliant with Reg 59C of the Regulations and that any payments made firstly qualify in that the money will fund “(a)the provision, improvement, replacement, operation or maintenance of infrastructure; or (b) anything else that is concerned with addressing the demands that development places on an area”.
- 7.4 In terms of how this should be spent the Government advises that Authorities should engage with the communities where development has taken place and agree with them how best to spend the neighbourhood funding. They should set out clearly and transparently their approach to engaging with neighbourhoods using their regular communication tools e.g. website, newsletters, etc.

8. Other Implications

8.1 Risk Management

Risk	Probability	Impact	Priority	Action
There won't be sufficient uptake from the local community to submit funding bids.	Medium	Medium	High	Ensure that NCIL funding is widely communicated via council and VCS channels.
Funding bids will be heavily dominated by particular geographical areas of the borough where community groups	Medium	Medium	High	Work with community groups across the borough to promote knowledge and understanding of the NCIL bidding process. Work with the less organised groups to

are more active				ensure they have an equal opportunity to apply.
That the turnover of members of the Residents Panel will be high leading to regular training needs at a cost to the council.	Medium	High	High	Ensure a training budget is identified to include new starters. Ensure the selected panel are aware of the importance of their role and encourage long term membership.

8.2 **Staffing Issues** - The proposals will not initially necessitate the need for additional staff. However, it may be necessary to review this in the future depending on how successful the NCIL funding allocation process becomes, and if the process becomes more complex as the amount of NCIL funding grows.

8.3 **Corporate Policy and Equality Impact** – The eligibility and scoring criteria built in to the NCIL grant funding and allocation process is entirely underpinned by the objectives set out in the Borough Manifesto. This is to ensure that improvements can be achieved in line with local priorities which the community voiced as important to them.

An Equalities Impact Assessment has been developed and is attached as appendix 2 of this report. In summary, the presence of an NCIL grant funding process in the borough is generally considered to have a positive impact on the community of Barking and Dagenham overall. This is because it will open up opportunities for local communities to fund priorities in their local areas, and that the money generated will only be spent in the borough thus benefitting the wider community. In addition, the entire borough has been defined as a neighbourhood for the purposes of NCIL allocation, and therefore no areas within the borough are excluded.

As this is a new process, it will be the requirement of those officers involved, and the resident’s panel (if agreed as a mechanism) to constantly review and evaluate the uptake of NCIL funding, and the impact of the process against the protected characteristics set out in the Equalities Act 2010.

8.4 **Safeguarding Adults and Children** - NCIL will help deliver the Council’s objective of creating the conditions for a vibrant and active civic society to prosper in the borough, enabling people to shape their own neighbourhoods and destinies. This will strengthen community cohesion and resilience and deliver safer places for adults and children.

8.5 **Health Issues** - Improving health and wellbeing is central to the borough manifesto and the Health and Wellbeing Strategy (currently being revised). The NCIL provides an opportunity to work with communities to invest in the wider determinants of health that impact upon inequalities in health and support the aim of no one left behind. The approach to NCIL set out in this report will facilitate the ability of communities to participate in civic activities and to shape their environment., which are important factors impacting on health and wellbeing. The EIA and ongoing monitoring of the impact on inequalities is noted and welcomed. In order to impact

on inequalities and the health of the most vulnerable it would be helpful if the Residents Panel could include representation of vulnerable groups.

- 8.6 **Crime and Disorder Issues** - Section 17 of the Crime and Disorder Act 1998 requires local authorities to consider the crime and disorder implications of any proposals. NCIL projects will be assessed against borough manifesto targets which include targets aligned to themes 6 and 8, crime and safety, and community cohesion
- 8.7 **Property / Asset Issues** –The impact of NCIL funding proposals on infrastructure and assets is fundamentally built in to the scoring criteria, ensuring that no projects are funded which have an adverse impact on the council's assets or an attached ongoing maintenance cost.

Public Background Papers Used in the Preparation of the Report:

Cabinet December 2017: Allocation of Community Infrastructure Levy Spend (Minute 71)

<https://modgov.lbbd.gov.uk/Internet/documents/s117895/CIL%20Report.pdf>

List of appendices:

Appendix 1 – NCIL Grant Funding Process Public Consultation Results.

Appendix 2 – NCIL Equality Impact Assessment

Appendix 3 – NCIL Process Map

Neighbourhood Community Infrastructure Levy (NCIL)

Public Consultation – Interim Results

26th July 2018 – 6th September 2018

Background

The Neighbourhood Community Infrastructure Levy (NCIL) is part of a fee the council charges developers who are building new housing developments in the borough.

The money is set aside to specifically fund local neighbourhood projects, such as building playgrounds, environmental improvements, healthy projects or community initiatives.

In December 2017, the council agreed all of Barking and Dagenham would be covered by the NCIL to provide a balanced approach to supporting growth across the borough and ensure no areas are left behind.

The Consultation and Response

In July 2018, the Council began a 6-week public consultation, asking residents to share their opinions on the proposed process for allocating grant funding from the NCIL to community projects.

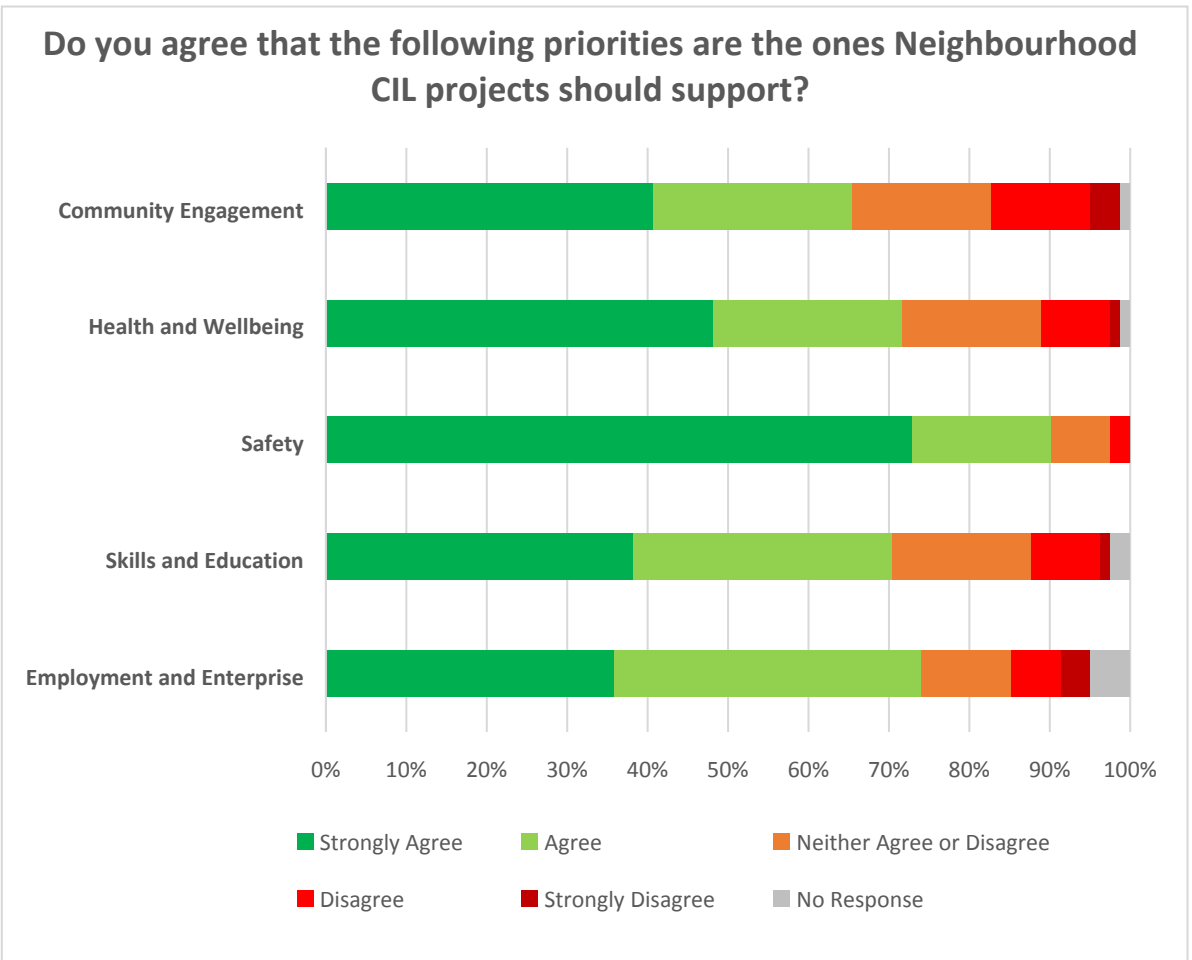
The survey was made available online through the Council's consultation portal. 81 responses were received online during the consultation period, with one additional response received via email.

Although this is a relatively small response, the results provide an insight into the views and ideas of residents in response to the NCIL proposals.

Interim Results

Question 1 – Do you agree that the following priorities are the ones Neighbourhood CIL projects should support?

Priority Area	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	No response
Community Engagement - building communities, improving how well people from different backgrounds get on together and increasing community participation.	40.74%	24.69%	17.28%	12.35%	3.70%	1.23%
Health and Wellbeing – increasing physical activity, improving personal wellbeing and happiness, achieving healthy weight and healthy life expectancy.	48.15%	23.46%	17.28%	8.64%	1.23%	1.23%
Safety – reducing anti-social behaviour, improving levels of hate crime and domestic violence.	72.84%	17.28%	7.41%	2.47%	0.00%	0.00%
Skills and Education – improving educational attainment and increasing skills.	38.27%	32.10%	17.28%	8.64%	1.23%	2.47%
Employment and Enterprise – lowering unemployment, growing local business and improving income.	35.80%	38.27%	11.11%	6.17%	3.70%	4.94%



At least 65% of the respondents either strongly agreed or agreed with all of the priorities, with only small numbers choosing to disagree with those proposed within the consultation.

The priority relating to Safety received a significantly greater positive response, with 90.12% of respondents stating they strongly agreed (72.84%) or agreed (17.28%) projects should support this area.

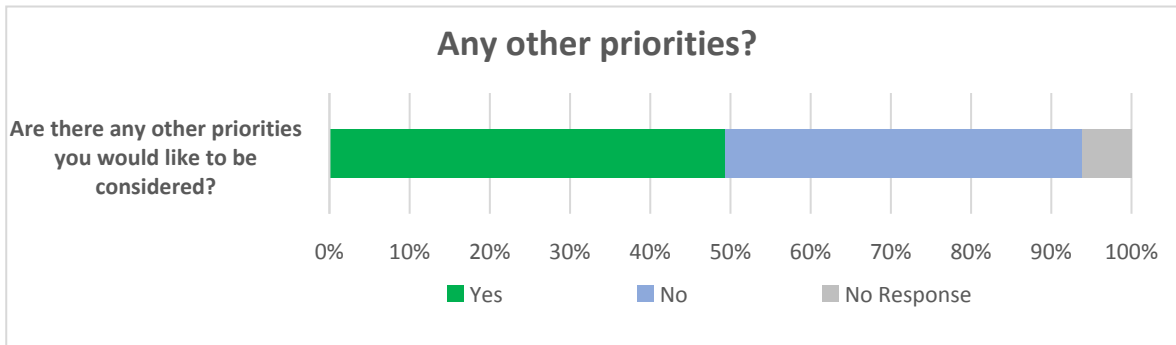
Although 16.05% disagreed with projects supporting the priority of Community Engagement, this area received one of the most neutral responses with nearly 20% of respondents stating they neither agreed, nor disagreed with the priority.

Those that strongly disagreed or disagreed to any of the priorities, appeared to do so, to emphasise those other priorities which they felt strongly about supporting.

Question 1b – Other priorities

We asked respondents if there were any other priorities they would like us to consider.

40 respondents (49.38%) stated they would like us to consider other priorities, and nearly all provided suggestions.



Half of those that proposed alternative priorities suggested a priority that relates to maintaining a clean and tidy borough. Other proposals included promoting and celebrating the borough’s heritage and improving the offer within the area of Arts and Culture.

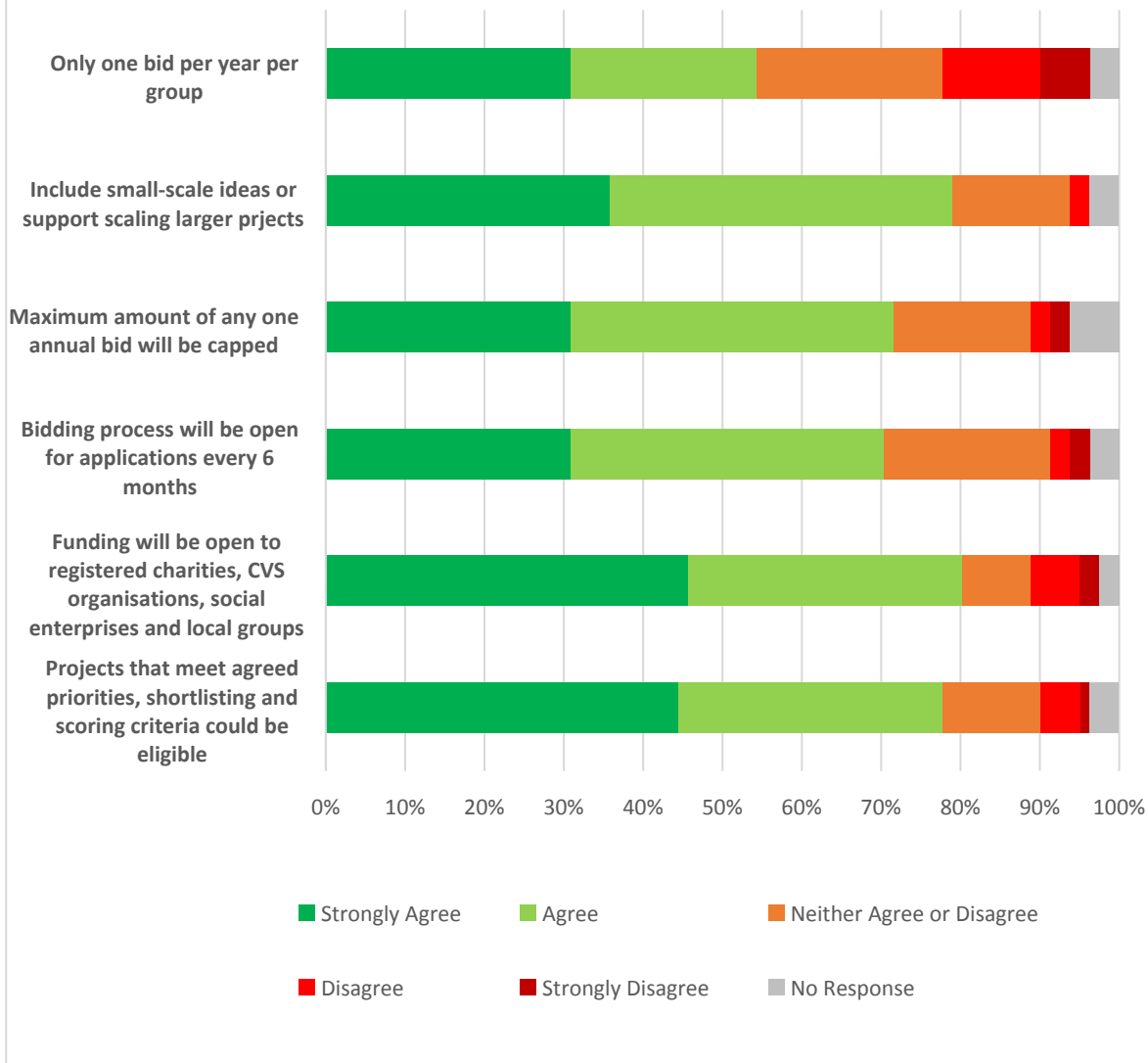
One respondent asked for consideration to be given to a priority for engagement on regeneration activities, with a focus of building capacity for residents to engage in ward-based discussions on regeneration activity that affects their locality.

From the responses given, it appears that people are keen to see projects that offer visible differences within communities and the borough as a whole.

Question 2 – We propose the following criteria be applied to grants for funding. Do you agree with this criteria?

Criteria	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	No response
Only one bid per year can be made by any one group.	30.86%	23.46%	23.46%	12.35%	6.17%	3.70%
Projects can include small-scale new ideas or support the scaling of larger projects.	35.80%	43.21%	14.81%	2.47%	0.00%	3.70%
The maximum amount of any one annual bid will be capped in relation to how much NCIL funding is available in a particular year.	30.86%	40.74%	17.28%	2.47%	2.47%	6.17%
The bidding process will be open for applications every six months for a limited time period.	30.86%	39.51%	20.99%	2.47%	2.47%	3.70%
Funding will be open to registered charities, community and voluntary sector organisations, social enterprises, and other local groups that will benefit the borough.	45.68%	34.57%	8.64%	6.17%	2.47%	2.47%
All types of projects that meet the agreed priorities of the community, and shortlisting and scoring criteria, could be eligible for the NCIL funding.	44.44%	33.33%	12.35%	4.94%	1.23%	3.70%

Do you agree with the following criteria that we propose be applied to bids for grant funding?



At least 70% of the respondents either strongly agreed or agreed with the proposed criteria. The only area that fell below this level was the proposal that only one bid per year can be made, with 18.52% of respondents stating they either disagreed (12.35%) or strongly disagreed (6.17%).

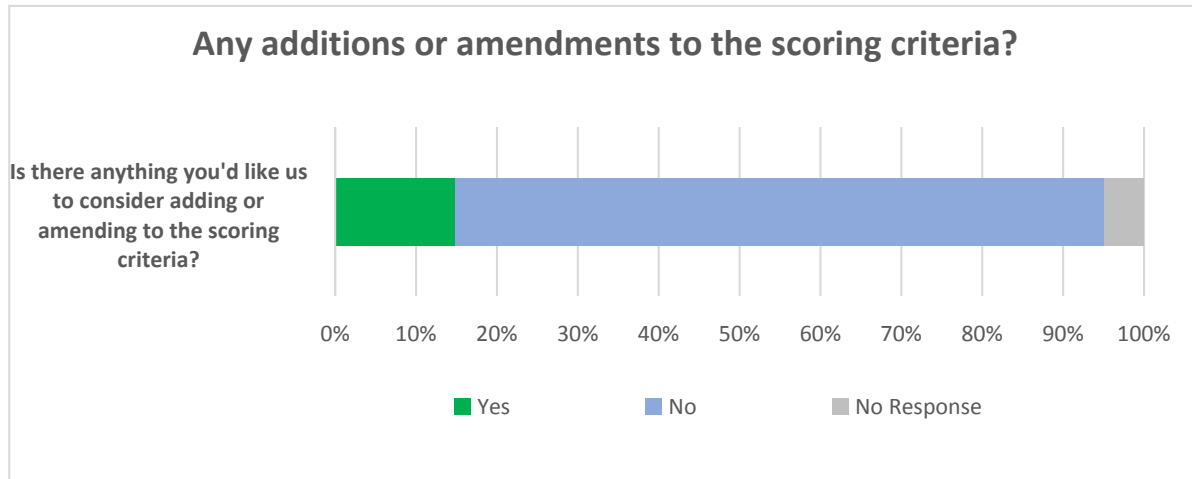
However, this was the area that received the most neutral response, with 23% of respondents neither agreeing or disagreeing with the proposal.

Just over 45% of respondents strongly agreed that the funding should be open to registered charities, community and voluntary sector organisations, social enterprises, and other local groups that will benefit the borough. A similar number of respondents also agreed that eligibility for NCIL funding should be available to any types of projects that meet the priorities and scoring criteria.

Question 2b – Is there anything you’d like us to considering adding, or amending, to the scoring criteria?

We asked respondents if they would like us to consider adding or amending any elements of the scoring criteria.

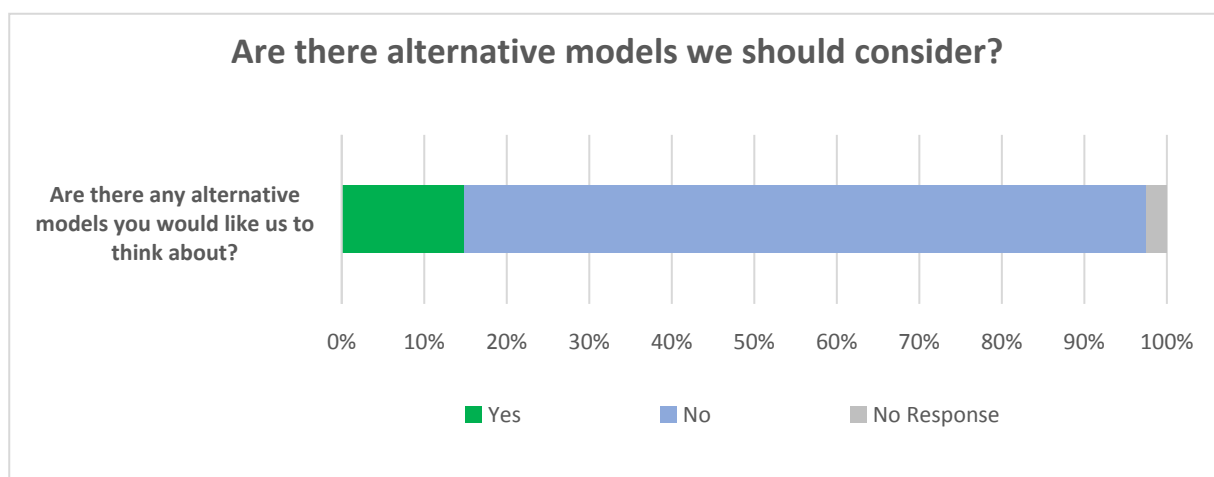
A small number (12) of respondents chose to provide additional comments.



While respondents did not necessarily articulate specific changes to the criteria, some respondents were keen for the process not to be too prescriptive, hoping that communities will be encouraged to put forward creative ideas and the process allow for new concepts to be tested.

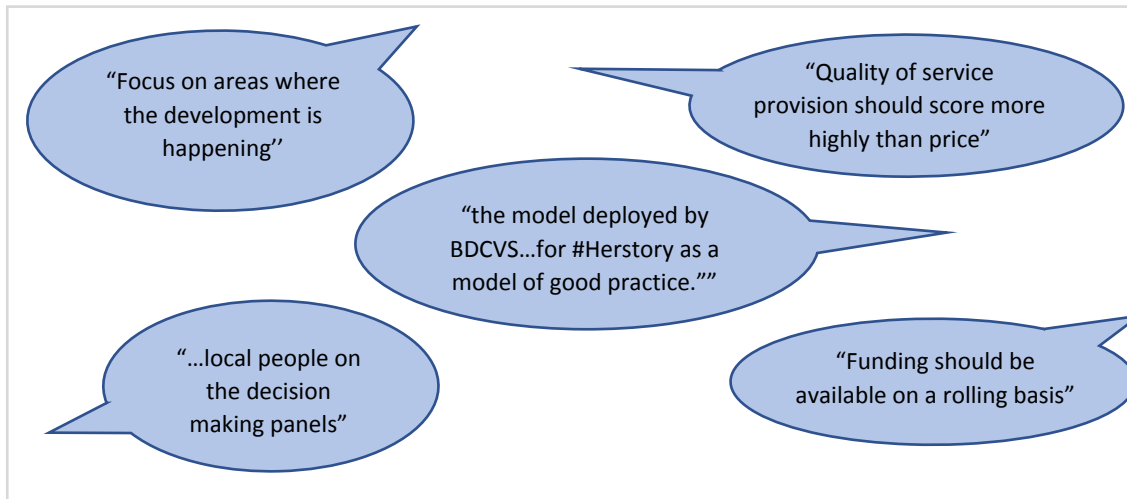
It was also suggested that scoring and weighting against a project’s sustainability should be proportionate to the amount of funding requested to prevent the process from becoming overly bureaucratic. However, there should be a clear requirement for all organisations to evidence good governance and financial management.

Question 3 – Are there any alternative models you would like us to think about?

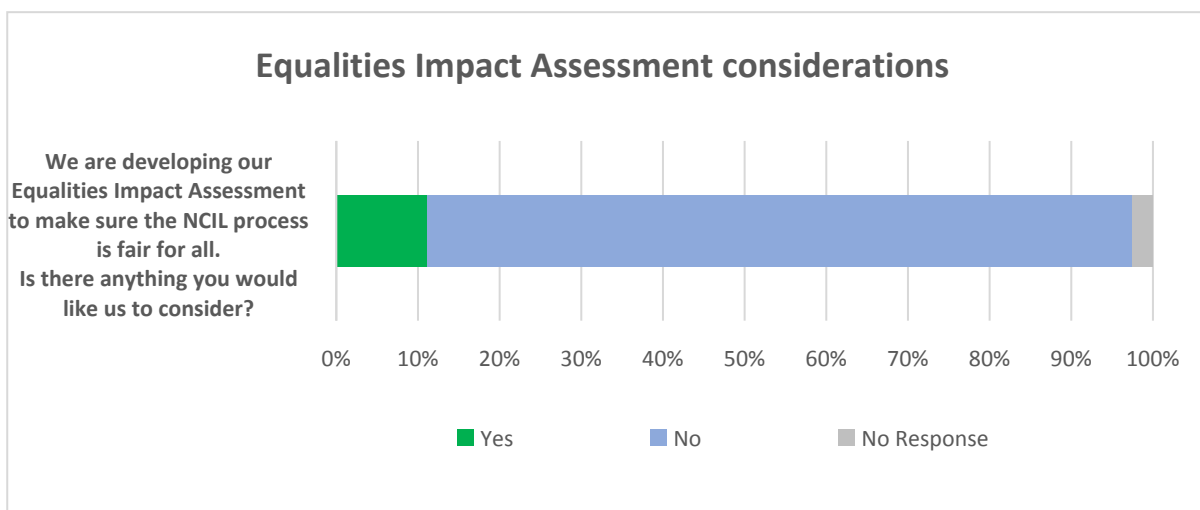


12 respondents chose to give further comments for this question.

Some of the comments included:



Question 4 – We are developing our Equalities Impact Assessment to make sure that the NCIL process is fair for all. Are there any things you would like us to consider?



Only 9 respondents chose to contribute to this question.

It was suggested that Equality Impact Assessments should be carried out, not only for the bidding process, but for the outcomes of the funding and its reach as well.

One respondent asked for consideration to be given to identifying how the project will benefit the wider community, as well as the particular group submitting the bid.

Respondents were also keen that submissions linked to the priority of achieving a healthy life and life expectancy, along with learning for all, should include initiatives for all ages to ensure that older residents are not excluded.

Community and Equality Impact Assessment

As an authority we have made a commitment to apply a systematic screening process to both new policy development or changes to services.

This is to determine whether the proposals are likely to have a significant impact on different groups within our community.

This process has been developed, together with **full guidance** to support officers in meeting our duties under the:

- Equality Act 2010.
- The Best Value Guidance
- The Public Services (Social Value) 2012 Act

As well as supporting you to look at whether there is, or will be, a significant impact, the guidance will also consider ways in which you might mitigate this in the future.

About the service or policy development

Name of service or policy	Neighbourhood Community Infrastructure Levy (NCIL)
Lead Officer	Tom Hook
Contact Details	tom.hook@lbbd.gov.uk

Why is this service or policy development/review needed?

Putting equalities at the forefront of our considerations

The Council understands the importance of considering equality and diversity issues in all aspects of its work. An Equalities Impact Assessment (EIA) is a tool which allows for the consideration of equality impacts for the various protected characteristics using a structured approach. An EIA ensures that the Council is mindful of its [public sector duty](#) under the [Equality Act 2010](#). The legal duty requires that we, as a local authority, must consider all individuals when carrying out our day-to-day work. This includes shaping policy, delivering services and how we treat our employees.

More broadly, under the Equality Act, we must ensure that we are taking steps to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not.

In meeting these duties, we will have regard for the equal treatment of people based on the Equality Act’s nine protected characteristics:

- Age
- Disability
- Gender
- Gender reassignment
- Pregnancy and maternity status
- Marriage and civil partnership
- Ethnicity
- Religion or belief
- Sexual orientation

The duty for public bodies to consider the impact of their policies on reducing class or socio-economic disadvantage was removed from the Equality Act. However, we consider that it is necessary to pay due regard to the socio-economic duty as we believe it is fundamental to delivering true equality for all our residents and improving living standards.

The Council views an EIA as more than a tool to discharge its public sector equality duty. It is seen as an opportunity to consider things from a residents perspective, allowing the council to identify any potentially negative impacts of its policies, and where possible put in place mitigating actions. The Council is committed to putting equalities at the heart of what it does

Why is this service or policy development/review needed?

and therefore it is vital that a policy such as the Neighbourhood Community Infrastructure Levy which aims to deliver a new way of communities accessing funding, properly considers these issues.

Our approach to considering equalities

This EIA considers the overarching equalities considerations for the implementation of the Neighbourhood Community Infrastructure Levy (NCIL) policy. The purpose of this EIA is to consider the cumulative impact of introducing an grants funding model drawn from NCIL funding in to the borough. We believe EIAs should not be documents which are completed at the point of making a decision without being considered again. EIAs should be dynamic documents which are constantly reviewed and updated as projects move through their life cycle so that each project properly considers equality issues.

In order to fully understand the equality impact of the Neighbourhood Community Infrastructure Levy policy, it is necessary to understand our community, their needs, our current context and how this will change in future, the need for change and the consequences of not changing. The EIA considers each of these aspects in the following few sections. It will also be necessary to closely monitor the delivery of any project delivered through NCIL funding to ensure that what is delivered is accessible to all community members, and that there is a good geographic spread of the benefits delivered through the projects.

Background and current context

The Council has been on a journey over the last few years, one that has seen us transform the way we deliver services. At the heart of this transformation is our community and the establishment of a new relationship founded upon building resilience and enabling residents to fulfil their potential by providing them with opportunities to prosper.

Our aim is to harness the collective financial and nonfinancial resources of the public, private and voluntary sectors together with the hope, determination and aspiration of individuals, families and communities to live better lives, in a better place.

The Neighbourhood Community Infrastructure Levy is essentially an inclusive growth fund, funded by developers through physical housing and regeneration developments in the borough. This levy offers one solution to community funding shortages, through the ability of Voluntary and Community sector to access this money through a grants funding process.

Importantly, the Neighbourhood Community Infrastructure Levy will be accessible to the VCS at no cost to them, opening up the platform to raise funds and make improvements in the local community which are important to residents.

A Neighbourhood Community Infrastructure Levy grant funding model is versatile enough to fit with a wider local giving model for Barking and Dagenham which is important as Council budgets decrease moving forward.

1. Community impact (this can be used to assess impact on staff although a cumulative impact should be considered).

What impacts will this service or policy development have on communities?
 Look at what you know? What does your research tell you?

Consider:

- National and local data sets
- Complaints
- Consultation and service monitoring information
- Voluntary and Community Organisations
- The Equality Act places a specific duty on people with ‘protected characteristics’. The table below details these groups and helps you to consider the impact on these groups.

Demographics

Over the last 15 years Barking and Dagenham has become one of the fastest-changing communities in Britain both in terms of population growth and ethnic diversity.

Based on the latest projections, the population for the borough stands at roughly 201,979. Since 2001 the population has risen by 35,000 and growth in the future will continue at a similar rate. By 2020, the population is expected to grow to 220,000, and reach 275,000 by 2037. The growth in the population is largely due to the borough having the highest birth rate in London.¹ Our population is characterised by its large proportion of young people, of which we have the largest proportion of 0-16 year olds of anywhere in the UK (54,912 or 27% of the overall population). We also have an ageing population with 20,924 people over 65. Where people are living longer we can expect this section of the population to grow. Due to advances in healthcare and better quality of life we now have 9,100 people with a disability living in the borough.

The population has also become more ethnically diverse. 50% of the population is BME, compared to just 15% in 2001. In 2035 the BME population is projected to rise to 62%. There has been growth in representation from people with Black African, Black Caribbean, Bangladeshi, Indian and Pakistani heritage. More nationalities, cultures and faiths are represented than ever before. 30% of the population was born outside of the UK and for 18.5% of residents English is not their first language.

Diversity is an asset and a strength but it also brings challenges. As a commissioner and provider of public services we must keep up-to-date with demographic changes and adapt our approach to meet the needs and expectations of our residents. We must value diversity and understand that residents are individuals. As such we must evolve how we plan and deliver services that are inclusive, accessible, outcomes focussed, and where appropriate, personalised.

¹ 79.4 births per 1000 population.

Age

The borough has the highest population percentage of 0-19 year olds in the country at 31%. The over 60 population accounts for one of the smallest percentages of population in England and Wales.ⁱ

Disability

Approximately 9,000 people are claiming disability allowance.ⁱⁱ

Gender

51.5 % of the borough's residents are female, and 49.6% are male.ⁱⁱⁱ

Gender reassignment

We estimate that there may be approximately 40 people in the borough who have or who will undergo gender reassignment.^{iv}

Pregnancy and maternity status

Teenage pregnancy rates are significantly higher than average. The rate of teenage conceptions in 2016 was 27.9 per 1000 population of females aged 15-17. This was the second highest rate in London.^v

Marriage and civil partnership

41.9% of the population aged 16 and above are married, 38.8% are single and never married, and 0.2% are in a same-sex civil partnership^{vi} (Source: Census 2011).

Ethnicity

The population ethnicity is 37% White British, 23% Black (African, Caribbean and Black Other) residents; 19% Asian (Bangladeshi, Indian and Pakistani); and 19% from other or mixed ethnic groups.^{vii}

Religion or belief

56% of the population identify as Christian. 18.9% identify with no religion. 13.7% identify as Muslim.^{viii}

Sexual orientation

Between 10,000 – 14,000 people in Barking and Dagenham are lesbian, gay and bisexual.^{ix}

The table below provides an indication of some of the impacts identified for Neighbourhood Community Infrastructure Levy funding process:

COMMUNITY AND EQUALITY IMPACT ASSESSMENT

Potential impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
Local communities in general	X			<ul style="list-style-type: none"> Opportunities for communities to fund neighbourhood priorities in local areas. Money generated by the NCIL will only be spent in Barking & Dagenham, thus benefiting the wider community. 	
Age		X			No perceived impact
Disability		X			No perceived impact
Gender reassignment		X			No perceived impact
Marriage and civil partnership		X			No perceived impact
Pregnancy and maternity		X			No perceived impact
Race (including Gypsies, Roma and Travellers)		X			No perceived impact
Religion or belief		X			No perceived impact
Gender		X			No perceived impact
Sexual orientation		X			No perceived impact
Any community issues identified for this location?	X				The entire borough has been defined as a neighbourhood for the purposes of NCIL allocation, and therefore no areas within the borough are excluded.

2. Consultation.

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development e.g. on-line consultation, focus groups, consultation with representative groups?

In April and July 2016 reports were presented to the Council's Cabinet about the Ambition 2020 programme – the reports detailed plans for reshaping the Council – moving away from the current parental stance to a more enabling and supporting position for our residents.

The report recommended an action plan to develop civil society organisations and a more participative culture characterised by greater levels of volunteering both across, and in different parts of, the Borough and that this should include the provision of very modest funding. Support should be available both to enable existing organisations to modernise and increase their reach in the community and to enable new community interests to come together and find their voice.

Following a large scale consultation in 2016, nearly 3,000 residents have helped us create a place based 20 year vision for the borough, resulting in a series of themes, aspirations and targets which articulate the priorities for the borough over the next 20 years. Importantly, the Borough Manifesto vision can be seen as a golden thread within the Neighbourhood Community Infrastructure Levy grant funding process, through the application of scoring criteria which has been specifically designed to ensure that project outcomes support the priorities local people told us were important to them.

In 2018 the role of the Council is changing and it is seeking to be enable and support, setting the direction with people, businesses and the community and voluntary sector. The traditional role of the Council as the provider needs, in many areas, to evolve into an equally important but more facilitatory mode of operation. The Neighbourhood Community Infrastructure Levy grant funding process is a platform that can facilitate renewal of the civic culture through the development of a vibrant community, organised and empowered to underpin, support and challenge the public and private sectors.

The Neighbourhood Community Infrastructure Levy is one way that local groups can achieve improvements in line with local priorities that matter to local people through small funding pots, and supports the Council's role to play in meeting the needs of the community, and encouraging and supporting enterprise to relocate into the area. It creates an additional way to help the Voluntary and Community sector gain access to new funding streams that are relatively long term (10 years).

This means the role of the Council is changing and enabling and supporting, setting the direction with people, businesses and the community and voluntary sector. It will take responsibility for, and bear more of the burden of, change. The traditional role of the Council as the provider needs, in many areas, to evolve into an equally important but more facilitatory mode of operation. The Neighbourhood Community Infrastructure Levy is a platform that can facilitate renewal of the civic culture through the development of a vibrant community, organised and empowered to underpin, support and challenge the public and private sectors.

In July 2018, the Council began a 6-week public consultation, asking residents to share their opinions on the proposed process for allocating grant funding from the NCIL to community projects. Overall, the response was positive with the majority of respondents agreeing broadly with proposed priorities, scoring criteria and model.

COMMUNITY AND EQUALITY IMPACT ASSESSMENT

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development e.g. on-line consultation, focus groups, consultation with representative groups?

3. Monitoring and Review

How will you review community and equality impact once the service or policy has been implemented?

*These actions should be developed using the information gathered in **Section 1 and 2** and should be picked up in your departmental/service business plans.*

Action	By when?	By who?
Monitor NCIL grant funding bids and applications to ensure fair representation across the voluntary and community sector.	On-going	PET Manager

4. Next steps

It is important the information gathered is used to inform any Council reports that are presented to Cabinet or appropriate committees. This will allow Members to be furnished with all the facts in relation to the impact their decisions will have on different equality groups and the community as a whole.

Take some time to précis your findings below. This can then be added to your report template for sign off by the Strategy Team at the consultation stage of the report cycle.

Implications/ Customer Impact

It is thought that the overall impact of introducing a Neighbourhood Community Infrastructure Levy which can be accessed by the Not for profit sector in the form of grant funding will be positive for the community overall. This is because it will act as an enabler for the local community to access income that would otherwise not be available to them, and to use it to make positive change to their local area.

It is recognised that as a new funding stream, there will have to be considerable focus on the equality impact of the outcomes that the projects deliver. It will be necessary to continuously look across the piece to ensure that what projects deliver is accessible for all members of the community with a good geographical spread.

5. Sign off

The information contained in this template should be authorised by the relevant project sponsor or Divisional Director who will be responsible for the accuracy of the information now provided and delivery of actions detailed.

Name	Role (e.g. project sponsor, head of service)	Date
Monica Needs	Community Enterprise Team Manager	11/09/2018
Tom Hook	Director Policy and Participation	11/09/2018

ⁱ Census 2011

ⁱⁱ Department of Work and Pensions, 2016

ⁱⁱⁱ Census 2011

^{iv} Gender Identity Research and Education Society advice

^v ONS 2016

^{vi} Census 2011

^{vii} GLA population projections

^{viii} Census 2011

^{ix} Stonewall estimates

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Option to create an endowment using NCIL

Proposed approach to spending NCIL

VCS Groups submit bids every 6 months

Page 103

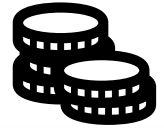
Officer due diligence



Resident Panel score against criteria, discuss and make recommendation to agree



Officer & Cabinet Member agree and sign off up to £200k in each 6 month period



Funding agreed and allocated

Unsuitable bids rejected

Cabinet agreement sought if projects collectively total over £200k in 6 month period

NCIL Priority Categories

(Health & Wellbeing, Community Engagement, Safety, Skills & Education, Employment & Enterprise)

Borough Manifesto Priorities

One borough; one community;
London's growth opportunity

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CABINET

16 October 2018

Title: Draft Third Local Implementation Plan Submission	
Report of the Cabinet Member for Regeneration and Social Housing	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Tim Martin – Transport Planning & Policy Manager; BeFirst	Contact Details: Tel: 020 8227 3939 E-mail: timothy.martin@lbbd.gov.uk
Accountable Strategic Leadership Director: Graeme Cooke – Director of Inclusive Growth	
<p>Summary</p> <p>The draft third Local Implementation Plan (draft LIP3) outlines the Council’s proposed strategy for improvements to the transport network and services in Barking and Dagenham to 2041 and to support our Borough Manifesto ambitions for delivering inclusive, sustainable growth in the borough. It details the proposals and measures to address some of the key transport challenges facing the borough and implement the Mayor of London’s Transport Strategy (MTS) at the local level.</p> <p>Barking and Dagenham’s first and second LIPs succeeded in securing a good level of funding, delivering an extensive programme of transport and public realm improvements and meeting a range of environmental and safety targets. LIP3 aims to build on this record by implementing a range of measures and interventions which will help connect people and places; promote healthy, sustainable travel; improve safety and security; and create better streets and places – our overarching transport objectives.</p> <p>The Council expects to receive around £4.5 million of funding from TfL over the next three years and this will be directed to schemes which will lead to the development of a more joined-up, sustainable transport network in the borough. Proposed interventions include delivering improvements to Barking Station to improve accessibility and relieve overcrowding; undertaking road safety improvements on the Heathway and Valence Avenue to reduce road user conflicts and increase levels of walking and cycling; and continuing our work with the borough schools, businesses and residents to promote healthy, sustainable travel practices.</p> <p>The draft LIP also sets out the Council’s longer-term transport priorities, including the delivery of a number of significant, but currently unfunded, infrastructure projects which are vital if we are to achieve our ambitious housing and jobs targets. These include the provision of a road tunnel and railway station at Castle Green; an HS1 interchange station at Barking or Dagenham Dock; and two new crossings over the River Roding. Further work is required to determine the priority of, develop workable proposals for and make the case for funding for many of these schemes.</p>	

The Council is required to submit its draft LIP3, together with its detailed Annual Spending Submission (ASS) for 2019/20, to TfL by 2 November 2018 and consult a range of statutory and local stakeholders. The outcome of the public consultation will be reported to the Cabinet and Assembly in January 2019 as part of the approval of the final LIP3 submission to TfL in February 2019.

Recommendation(s)

The Cabinet is recommended to:

- (i) Approve the draft LIP3 as set out at Appendix 1 to the report for submission to TfL and for officers to undertake a five-week period of public consultation on the draft plan;
- (ii) Approve the Annual Spending Submission (ASS) for 2019/20 as set out at Appendix 2 to the report for submission to TfL; and
- (iii) Agree that further work be undertaken to determine the priority of and establish a lobbying / funding strategy for the major transport schemes listed in the draft LIP3.

Reason(s)

To help deliver the Borough Manifesto priorities and Health and Wellbeing Strategy outcomes – in particular those related to growing the borough, enhancing the local environment and improving health and wellbeing. The proposals in the LIP will also help tackle crime and anti-social behaviour on the borough's streets and improve personal safety whilst travelling - an important issue for many.

1. Introduction and Background

- 1.1 Following the publication of the Mayor of London's Transport Strategy (MTS) in March 2018, the Council is required to prepare a new Local Implementation Plan (LIP3) for submission to Transport for London (TfL).
- 1.2 This report outlines the short, medium and long-term programmes and measures in the draft LIP which will facilitate the delivery of improvements to the local transport network and services to 2041 and support our Borough Manifesto ambitions for delivering inclusive, sustainable growth in the borough.
- 1.3 The draft LIP also represents the Council's proposed submission to Transport for London (TfL) for funding for a range of transport projects for the three-year period 2019/20 - 2021/22, which will address a range of local transport issues and implement the Mayor's Transport Strategy (MTS) at the local level.

2. Proposal and Issues

LIP Overview

- 2.1 In line with TfL guidance, the Council is required to produce a LIP which sets out an analysis of local transport problems and a set of objectives to address these (chapter 2); a Delivery Plan and a three-year Programme of Investment (chapter 3)

and a series of targets and trajectories for the overarching MTS mode-share aim and nine outcome indicators set by TfL (chapter 4). The draft LIP is included at Appendix 1 to this report.

Challenges and Opportunities

2.2 Chapter 2 of the draft LIP explains that despite good progress having been made in recent years, there are still considerable challenges to improve transport in Barking and Dagenham. Section 2.4 in Chapter 2 provides an overview of the key transport problems facing the borough, and the principal opportunities to overcome them. Key challenges include:

- Poor public transport connectivity to and within parts of the borough and issues surrounding quality and frequency of some services;
- The cost and accessibility of public transport services and facilities in some parts of the borough – particularly for those on low incomes, the elderly and disabled;
- The fragmented nature of the borough’s cycling and walking links;
- Worsening of the performance of the road network;
- Poor air quality and traffic noise adjacent to some sections of the highway network;
- Road safety concerns;
- Crime and fear of crime on the local transport network;
- Poor-quality street scene.

LIP Objectives

2.3 Section 2.5 in chapter 2 sets out the LIP objectives. There are eight objectives in total – grouped under four priority themes - connecting people and places; promoting healthy, sustainable travel; improving safety and security; and creating better streets and places. The objectives have been formulated based on the challenges and opportunities identified in section 2.4 and to ensure consistency with the MTS and the vision for Barking and Dagenham as set out in the Borough Manifesto. Wide-ranging consultation and engagement have ensured that the views of the borough’s residents, businesses, community groups and other organisations, as well as a range of other stakeholders, have been taken into account in drawing up the objectives. Further details of the consultation undertaken are set out in chapter 1.

LIP Delivery Plan

2.4 Chapter 3 sets out the overarching Delivery Plan and three-year Programme of Investment for the draft LIP. It also provides details of the Council’s Annual Spending Submission (ASS) to TfL for 2019/20. The Delivery Plan and associated transport measures form the framework for the development of the Programme of Investment and ASS which, in turn, are designed to meet the LIP objectives and to address the transport issues identified in chapter 2.

2.5 Details of the various measures and interventions that form the Delivery Plan are set out in section 3.2 of chapter 3. The driving principles behind the Delivery Plan are regeneration, community, health and wellbeing, crime and safety and the environment. These reflect the Mayor’s vision to create a future London that is home to more people and a better place for people to live in; and the overarching

aim for 80% of all journeys to be made on foot, by cycle or by public transport by 2041. They also reflect our Borough Manifesto vision to build on the borough's position as London's growth opportunity and ensure this change benefits every resident.

Major Transport Schemes

- 2.6 The Delivery Plan is focused principally on those small to medium sized schemes and initiatives that can be delivered by the Council and its partners in the short-medium term. However, there are a number of more significant interventions which will be required to deliver Mayoral and borough priorities in the longer-term. Further details of these largely unfunded major infrastructure schemes are set out in Table 3.4 (Long-term interventions) in section 3.2 of the LIP and include:
- The relocation of a 1.3km stretch of the A13 at Castle Green into a tunnel to improve traffic flow and air quality and reduce severance in the area; along with the provision of a station on the recently approved London Overground Extension. Both schemes would support the delivery of up to 15,000 new homes and 7,000 new jobs in the area;
 - The provision of a new HS1 interchange station at Barking Station and/or Dagenham Dock to provide improved links between east London and central London, SE England and Europe and maximise the growth potential of Barking Town Centre/London Riverside;
 - Two new bus/transit river crossings over the River Roding - one linking Barking Riverside with Beckton in Newham and to act as a catalyst for the regeneration of existing industrial areas around Creekmouth/River Road; and one linking Abbey Road and Quay Road/Freshwater Road to improve accessibility and support the development of new homes/jobs in Barking Town Centre;
 - A new C2C mainline rail stop at Dagenham East station to bolster the ambitious plans for Londoneast-uk including the planned development of film studios;
 - A north-south transit system connecting Marks Gate/Chadwell Heath to Barking Riverside/Dagenham Dock to address severance, particularly in areas north of the A12 and south of the A13 and to support modal shift to public transport.
- 2.7 TfL is currently progressing schemes such as Crossrail and the London Overground extension to Barking Riverside which will have considerable benefits for the borough once completed. Proposals for new river crossings and further extensions to both the DLR and London Overground are included in the MTS and are currently being explored by TfL; whilst the Council, in partnership with TfL/GLA, is developing a business case for funding for the part tunnelling of the A13 and an upper Roding crossing. These latter schemes will be the subject of a bid via the Government's Housing Infrastructure Fund (HIF) later this year. Further work is required to develop proposals/make the case for other schemes including an HS1 interchange at Barking/Dagenham Dock and a C2C stop at Dagenham East station.
- 2.8 Acknowledging the important role of buses in improving public transport access, the Delivery Plan highlights the need for continued investment in local bus services, especially to local health, education and employment facilities. TfL's plans to reduce and remove existing services where they are no longer required in central and inner London and use this freed-up capacity to provide new or improved services in outer London provides an excellent opportunity to achieve this. Similarly, the introduction of demand-responsive bus services provides a good opportunity to connect those

parts of the borough which are currently poorly served by public transport, but which would not support conventional bus services. The Council is working with TfL and bus operators to trial a pilot scheme in the borough.

- 2.9 A critical issue for the Council is school buses. The borough has, and continues to experience, the biggest increase in school aged children of any local authority in England. As a result, schools are being expanded and new schools built across the borough. Whilst significant investment has already been made by TfL into local bus routes - including EL1 which now serves Riverside secondary school and Route 5 and EL2 which serve All Saints and Robert Clack schools, the reality is that more capacity is needed on these. The Council will therefore continue to lobby for improvements to these and other routes serving schools, including exploring the potential for securing dedicated school buses.

Three-Year Programme of Investment and 2019/20 Annual Spending Submission

- 2.10 The Council is required to produce an indicative three-year Programme of Investment covering the period 2019/20 – 2021/22, along with a detailed Annual Spending Submission (ASS) for 2019/20 which has to be submitted to TfL by 2 November alongside the draft LIP. Details of the schemes that the Council is proposing for inclusion in the Programme of Investment are set out in section 3.4 in chapter 3. Appendix 2 to this report provides details of the schemes and initiatives proposed as part of our ASS for 2019/20.
- 2.11 Over the three-year period 2015/16 – 2017/18, the Council was successful in securing funding to deliver a range of traffic management, road safety and public realm improvement schemes across the borough. Notable achievements include:
- Improvements to the A12/Whalebone Lane junction to address congestion at this busy junction, together with measures to address road safety concerns and improve pedestrian accessibility along Whalebone Lane, particularly on the approach to Warren schools;
 - Neighbourhood improvements aimed at tackling congestion and improving accessibility within Marks Gate as part of the Sustrans community lead 'DIY Streets' Initiative;
 - Improvements to Ballards Road to address long-standing road safety and congestion issues caused by rat-running HGVs and to enhance the local public realm. The scheme has resulted in the significant improvement in conditions for pedestrians and cyclists;
 - Public realm improvements in Gale Street to assist the policy objective of integrating new/existing communities and ensuring residents benefit from the wider regeneration of the area. Included measures to improve safety/accessibility and deliver enhancements to the local shopping parade;
 - Highways/environmental improvements at various locations across Barking town centre, including Cambridge Road/Linton Road, Axe Street and Abbey Road to improve conditions for pedestrians and to address issues of localised congestion, speeding and road safety concerns;
 - Road safety and other highways/public realm improvements outside and on the approach to a number of borough primary and secondary schools aimed at reducing the number of road casualties and encouraging pupils to walk and cycle more;

- A range of small-scale public realm and accessibility improvements across the borough, including pedestrian access improvements, removal of street clutter (signage/furniture) and implementation of cycle parking stands. In addition, the Council was awarded substantial funding for works to Station Road in Chadwell Heath in support of the forthcoming Crossrail services.

2.12 Schemes/initiatives proposed for delivery over the next three-year period include:

- £900,000 contribution towards the redevelopment costs of Barking Station to improve accessibility and passenger safety and relieve overcrowding;
- £1.2 million towards the development and delivery of a range of 'Healthy Streets' measures with the aim of addressing a range of safety issues and road user conflicts and increasing levels of walking and cycling in the Heathway and Valence Avenue;
- A £300,000 public realm enhancement scheme aimed at improving visitor access to and reflecting the Grade 1 listed status of Eastbury Manor House;
- £600,000 to enable the continuation of our station access improvements programme aimed at providing high quality, attractive approaches to our key transport interchanges. The focus will be on Upney and Dagenham East stations;
- £650,000 for the implementation of a range of small-medium scale, site specific road safety and access improvements in support of our LIP objectives of reducing the number of casualties on our roads, improving access for all and promoting healthy/sustainable travel;
- £100,000 towards the introduction of a dedicated cycle route linking the Marks Gate Estate to the Elizabeth Line (Crossrail) station at Chadwell Heath, as a means of encouraging healthy, sustainable travel in the area;
- Circa £500,000 towards the continuation of work with borough schools, businesses and residents to promote healthy, sustainable travel practices as part of the Council's borough-wide active travel programme.

2.13 The three-year Programme of Investment has been determined using a simple prioritisation process which requires schemes to deliver value for money; reflect the MTS and Borough Manifesto vision/priorities; be consistent with the LIP objectives and Delivery Plan; address local problems and priorities; and, above all, be deliverable. Experience gained implementing schemes in recent years, including the need for close partnership working with a range of stakeholders and exploring opportunities to adopt new, innovative approaches to scheme delivery; as well as learning from the best practice of others, has also resulted in the development of a Programme of Investment with a more effective range of measures.

Funding Sources

2.14 The principal source of funding to implement the Delivery Plan and Programme of Investment will be TfL's Healthy Streets funding programme, which comprises a range of formula, discretionary and strategic funding sources. The allocation for Barking and Dagenham currently comprises £1.477 million in 2019/20 through the formula-based Corridors, Neighbourhoods and Supporting Measures Programme and Local Transport Fund and an indicative £2.954 million for the period 2020/21 – 2021/22. Further details are provided in section 3.3 in chapter 3.

- 2.15 To support the implementation of the Delivery Plan and Programme of Investment, there is a range of other transport and related funding sources available to the Council from the GLA, Developers and other third parties, including:
- Circa £2.9 million in 2019/20 towards footway reconstruction and carriageway resurfacing works as part of the Council's Borough-wide Highways Improvement Programme;
 - Around £400,000 through the GLA's 'Green Capital' initiative to implement a new cycling and walking greenway and linear park in Thames View in the south of the borough;
 - Up to £120,000 public health grant towards the cost of running the Council's highly successful cycle training and active travel programmes;
 - Over £1.1 million through the Heritage Lottery Fund towards streetscape and conservation area improvements in Barking Town Centre;
 - Over £800,000 of S106 funding for a range of transport, highways and public realm improvements across the borough, including locations in and around Barking Town Centre and Dagenham Dock.
- 2.16 The Council is currently working with TfL to develop a number of strategic cycling and bus priority schemes to be implemented in Barking and Dagenham over the course of the Delivery Plan. However, no funding has yet been confirmed for these schemes. We also plan to submit a bid for funding to TfL through the Liveable Neighbourhoods programme by December 2019 and will look to make additional funding bids in subsequent years. Further details are provided in section 3.4 in chapter 3 of the draft LIP.
- 2.17 Funding support for the upkeep of borough assets, such as the principal road network and bridge structures, has been reduced across London while TfL identifies a new, long-term funding stream for this work. Consequently, there is no funding available for the borough in 2019/20 and funding for subsequent years is still to be confirmed.

Performance Management and Monitoring

- 2.18 Chapter 4 of the draft LIP sets out the performance management and monitoring arrangements for the LIP. This is an essential element of the LIP process and will contribute to understanding progress in delivering the LIP objectives and, ultimately, the MTS and Borough Manifesto outcomes.
- 2.19 The chapter provides information on the LIP outcome indicators for which targets have been set by TfL. It includes details of the target value and date by which each target is to be reached, along with a summary of the actions needed and risks to achieve the targets. Details of the various targets the borough is required to work towards are set out in section 4.2 and include specific targets to:
- Increase walking, cycling and public transport mode share from 55% to 72% by 2041;
 - Increase the percentage of people doing at least 20 minutes of active travel a day from 18% to 70% by 2041;
 - Ensure zero killed and seriously injured (KSI) casualties from road collisions by 2041;
 - Achieve a 5-10% reduction in the volume of traffic on our roads by 2041;

- Reduce CO₂, NO_x, and particulate emissions significantly by 2041;
- Increase average bus speeds by between 5% and 15% by 2041;
- Double the number of daily trips made by public transport by 2041.

2.20 The Council has the option to set and monitor its own local targets for a number of MTS delivery indicators if required. Owing to pressures on resources, the decision has been taken not to set any at this stage. However, this will be kept under review and we will consider setting locally specific targets for a number of indicators during the course of this LIP. Details of potential local targets are set out in section 4.2 of chapter 4.

Other Requirements

2.21 There are a number of statutory duties and processes which the Council is required to consider as part of the LIP development process. This includes the need to undertake a Strategic Environmental Assessment (SEA) and an Equality Impact Assessment (EIA) of the draft LIP in order to identify and assess the impact of the plan on the environment and different equalities groups respectively, and to propose appropriate mitigation measures where necessary. Chapter 1 of the draft LIP provides further information on how these requirements have been addressed.

3. Options Appraisal

3.1 The Council is required under the terms of the GLA Act to develop a LIP, incorporating a set of objectives, a Delivery Plan and three-year Programme of Investment and details of performance and monitoring arrangements, and submit a detailed spending submission to TfL each year. The draft LIP objectives and Delivery Plan and Programme of Investment have been developed following careful analysis of the key transport issues and opportunities facing the borough; wide-ranging consultation; and learning from our own experience and the best practice of others. Furthermore, by undertaking an SEA and EIA, the draft LIP will be screened to ensure that its policies and programmes do not impact adversely on the environment or different equalities groups. Where specific issues are identified, appropriate mitigation measures will be put in place.

4. Consultation

4.1 Wide-ranging consultation, participation and partnership working have been central to the development of the draft LIP and ongoing engagement will continue to inform the planning and implementation of our transport schemes and programmes, with a strong emphasis on ensuring that decisions and delivery more closely reflect the needs of local people and that, ultimately, 'nobody is left behind'. The outcomes of recent engagement exercises are summarised in section 1.3 in chapter 1 of the draft LIP.

4.2 A formal five-week consultation exercise with a range of statutory and local stakeholders and the wider public is planned for November 2018. Consultees will be asked to give their views on the various aspects of the Plan. The outcome of the public consultation exercise will inform the development of the final LIP which will be considered by the Council's Cabinet and Assembly in January 2019.

5. Financial Implications

Implications completed by: Rodney Simons – Principal Accountant Capital

- 5.1 The annual funding available for the LIP three-year period is circa £1.5m in 2019/20 and £1.5m in both 2020/21 and 2021/22. The exact amount of funding for 2020/21 and beyond is, however, subject to confirmation. These figures are broadly in line with the level of funding the Authority has received from TfL in 2017/18 and 2018/19. The funding will continue to be claimed from TfL periodically during the year in line with actual level of spending against each scheme.
- 5.2 It is anticipated that the full programme of works will be carried out within the allocated funding and there will be no impact on the Authority's internally funded capital programme or level of borrowing. Some of the proposed projects will be treated as revenue expenditure as, rather than enhancing the highways infrastructure, they relate to training, publicity or the staging of events. However, there will be no impact on existing revenue budgets.
- 5.3 Whilst it is unlikely that there will be any ongoing revenue implications associated with the programme (e.g. infrastructure maintenance costs), if additional ongoing maintenance costs do arise, they will be met from the existing highway maintenance programme budget with additional external funding sought where possible.

6. Legal Implications

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

- 6.1 The Council is required under Section 146 of the Greater London Authority Act 1999 ('the GLA Act') to submit its Local Implementation Plan to the Mayor of London for his approval. The plan must include a timetable for implementing its proposals and a date by which all the proposals will be delivered.
- 6.2 In preparing a Local Implementation Plan the Council must have regard to the Mayor's Transport Strategy. The Mayor will take into consideration whether the Plan is consistent with the Transport Strategy and the proposals and timetable are adequate for its implementation. The Council's submission to the Mayor will consist of the version of the plan agreed by the Cabinet.

7. Other Implications

- 7.1 **Risk Management** – Failure to develop a LIP could result in the Council's funding allocation for the period 2019/20 - 2021/22 being withdrawn and the Council having to bear the full costs of any planned transport schemes. In addition, a reduction in funding could impact on the Council's ability to meet its targets in respect of increasing the mode share of cycling/walking; reducing the number of casualties on our transport network and reducing vehicle emissions. A number of the proposed schemes will require further investigation/detailed design work to be carried out before they can be progressed, to ensure all potential risks are properly mitigated.
- 7.2 **Corporate Policy and Customer Impact** – The draft LIP is broadly in line with Council priorities. In particular, the proposed LIP objectives and Delivery Plan will contribute to enabling social responsibility through protecting the most vulnerable,

keeping adults and children healthy and safe. The LIP will also benefit all those who live in or travel through the borough. The plan also contributes to the Council's 'Growing the borough' priority through investment in enhancing our environment.

- 7.3 **Safeguarding Children** – The LIP delivery Plan and Programme of Investment include schemes to improve road safety both through highway safety measures and also through initiatives such as cycle training. More generally the LIP aims to improve safety and security for all users of the borough transport network.
- 7.4 **Health Issues** – It is widely acknowledged that cycling and walking are some of the best ways for people to achieve good health and fitness. The promotion and enabling of cycling and walking in Barking and Dagenham is a key component of the Council's Health and Wellbeing Strategy. In addition, the promotion of cycling and walking is at the heart of the borough manifesto theme of "health and wellbeing"; the target of "rate of regular physical activity higher than the East London average" and; the related indicators on percentage of people cycling 30 – 90 minutes at least once a week and proportion of active residents.
- 7.5 **Crime and Disorder Issues** – Personal safety has been highlighted as a concern by both users and non-users of the local transport network. The Council is addressing these concerns by working to ensure that roads and footways are well maintained and free from obstructions and infrastructure is safe and secure. The Crime and Disorder Act requires the Council to have regard to crime reduction and prevention in all its strategy development and service delivery. The Council will work with the scheme operators and colleagues in community safety to ensure that the trial is delivered with due regard to safety and to reducing the fear of crime.
- 7.6 **Property / Asset Issues** – The precise nature of some of the LIP schemes is still to be determined, however, in general, very little of what is proposed represents 'new' infrastructure. In many cases, schemes are, in effect, 'replacements' for existing infrastructure which would otherwise require maintaining. Where new infrastructure is required, high quality design, durable products and well-engineered schemes should ensure that short term maintenance is not required. In most circumstances, ongoing maintenance costs will be met through the existing highway maintenance programme budgets with additional external funding sought where possible.

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

List of Appendices:

Appendix 1: The London Borough of Barking and Dagenham draft third Local Implementation Plan (draft LIP3);

Appendix 2: LBBD LIP Annual Spending Submission (ASS) – 2019/20.

DRAFT LBBD 3RD LOCAL IMPLEMENTATION PLAN

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Executive Summary

Introduction and Overview

The London Borough of Barking and Dagenham is situated in east London and is located at the heart of the Thames Estuary Growth Corridor - a priority area for regeneration and economic development in London. A small, principally residential borough, its proximity to the main retail, leisure and employment centres of Docklands, Stratford and Romford; and good road, rail and Underground transport links to central London, means Barking and Dagenham has substantial opportunities for growth.

Despite this, Barking and Dagenham is one of the poorest and most deprived boroughs in London, characterised by unemployment levels above the London average and poor health and high levels of inactivity amongst residents. In addition, the borough has some of the busiest roads in the Capital and suffers from the problems traffic congestion causes. Furthermore, public transport connectivity is poor, particularly between certain parts of the borough and the key sub-regional hubs.

The London Borough of Barking and Dagenham draft third Local Implementation Plan (draft LIP3) outlines the Council's proposed strategy for improvements to the transport network and services in the borough and to support our Borough Manifesto ambitions for delivering inclusive, sustainable growth. It details the short and longer-term proposals and measures to address some of the key transport challenges we face and implement the Mayor of London's Transport Strategy (MTS) at the local level.

Barking and Dagenham's first and second LIPs succeeded in securing a good level of funding, delivering an extensive programme of transport and public realm improvements and meeting a range of environmental and safety targets. LIP3 aims to build on this record by implementing a range of measures and interventions which will help connect people and places; promote healthy, sustainable travel; improve safety and security; and create better streets and places – our overarching transport objectives.

The Wider Context for the Local Implementation Plan

The Mayor of London's Transport Strategy (MTS) and Barking and Dagenham's Borough Manifesto provide the broad framework and vision for our draft LIP, as set out in chapter 1. Similarly, the plan is consistent with a range of other plans and strategies, including the draft London Plan and Mayoral strategies on the environment and economic development; as well as the borough's emerging Local Plan and our Growth and Health and Wellbeing strategies.

Chapter 1 also summarises the wide-ranging consultation, participation and partnership working that have been central to the development of the draft LIP and highlights how ongoing engagement will continue to inform the planning and implementation of our transport schemes and programmes, with a strong emphasis on ensuring that decisions and delivery more closely reflect the needs of local people and that, ultimately, 'nobody is left behind'.

Borough Transport Issues and Objectives

Chapter 2 of the draft LIP provides an overview of the key transport problems facing the borough, and the principal opportunities to overcome them. It explains that despite good progress having been made in recent years, there are still considerable challenges to improve transport in Barking and Dagenham. These include:

- Poor public transport connectivity to and within parts of the borough and issues surrounding quality and frequency of some services;
- The cost and accessibility of public transport services and facilities in some parts of the borough – particularly for those on low incomes, the elderly and disabled;
- The fragmented nature of the borough's cycling and walking links;
- Worsening of the performance of the road network;
- Poor air quality and traffic noise adjacent to some sections of the highway network;
- Road safety concerns;
- Crime and fear of crime on the local transport network;
- Poor-quality street scene.

Chapter 2 also presents the objectives of the draft LIP. The objectives have been formulated based on the various challenges and opportunities and to ensure consistency with the MTS and the vision for Barking and Dagenham as set out in the Borough Manifesto. Wide-ranging consultation and engagement have ensured that the views of the borough's residents, businesses, community groups and other organisations, as well as a range of other stakeholders, have been taken into account in drawing up the objectives. The eight objectives - grouped under four priority themes – are:

- A. Enhancing public transport connectivity to enable growth;
- B. Improving accessibility for all to key services and facilities;
- C. Encouraging active travel to improve health and wellbeing;
- D. Facilitating green travel to improve air quality and reduce the impact on the environment;
- E. Reducing the number of casualties on our roads;
- F. Improving safety and security across the transport network;
- G. Managing our road space more efficiently to tackle congestion;
- H. Transforming the public realm to create healthy, inclusive places.

LIP Delivery Plan and Programme of Investment

Chapter 3 sets out the overarching Delivery Plan and three-year Programme of Investment for the draft LIP - the combination of measures focused on addressing the problems and opportunities and achieving the objectives set out in chapter 2. It also provides details of the Council's Annual Spending Submission (ASS) to TfL for 2019/20.

The driving principles behind the Delivery Plan are regeneration, community, health and wellbeing, crime and safety and the environment. These reflect the Mayor's vision to create a future London that is home to more people and a better place for people to live in; and the overarching aim for 80% of all journeys to be made on foot, by cycle or by public transport by 2041. They also reflect our Borough Manifesto vision to build on the borough's position as London's growth opportunity and ensure this change benefits every resident.

The Delivery Plan is focused principally on those small to medium sized schemes and initiatives that can be delivered by the Council and its partners in the short-medium term. However, there are a number of more significant interventions which will be required to deliver Mayoral and borough priorities in the longer-term. These include:

- The relocation of a 1.3km stretch of the A13 at Castle Green into a tunnel to improve traffic flow and air quality and reduce severance in the area; along with the provision of a station on the recently approved London Overground Extension. Both schemes would support the delivery of up to 15,000 new homes and 7,000 new jobs in the area;
- The provision of a new HS1 interchange station at Barking Station and/or Dagenham Dock to provide improved links between east London and central London, SE England and Europe and maximise the growth potential of Barking Town Centre/London Riverside;
- Two new bus/transit river crossings over the River Roding - one linking Barking Riverside with Beckton in Newham and to act as a catalyst for the regeneration of existing industrial areas around Creekmouth/River Road; and one linking Abbey Road and Quay Road/Freshwater Road to improve accessibility and support the development of new homes/jobs in Barking Town Centre;
- A new C2C mainline rail stop at Dagenham East station to bolster the ambitious plans for Londoneast-uk including the planned development of film studios;
- A north-south transit system connecting Marks Gate/Chadwell Heath to Barking Riverside/Dagenham Dock to address severance, particularly in areas north of the A12 and south of the A13 and to support modal shift to public transport.

The Council expects to receive around £4.5 million of funding from TfL over the next three years and this will be directed to schemes which will lead to the development of a more joined-up, sustainable transport network in the borough. Proposed interventions include delivering improvements to Barking

Station to improve accessibility and relieve overcrowding; undertaking road safety improvements on the Heathway and Valence Avenue to reduce road user conflicts and increase levels of walking and cycling; and continuing our work with the borough schools, businesses and residents to promote healthy, sustainable travel practices. Table 3.8 in chapter 3 sets out our high level Programme of Investment for the three-year period to 2021/22, whilst Annex F provides details of our Annual Spending Submission to TfL in 2019/20.

Performance Management and Monitoring

Chapter 4 of the draft LIP sets out the performance management and monitoring arrangements for the plan. This is an essential element of the LIP process and will contribute to understanding progress in delivering the LIP objectives and, ultimately, the MTS and Borough Manifesto outcomes.

The chapter provides information on the LIP outcome indicators for which targets have been set by TfL. It includes details of the target value and date by which each target is to be reached, along with a summary of the actions needed and risks to achieve the targets. Key targets the borough is required to work towards include:

- Increasing walking, cycling and public transport mode share from 55% to 72% by 2041;
- Increasing the percentage of people doing at least 20 minutes of active travel a day from 18% to 70% by 2041;
- Ensuring zero killed and seriously injured (KSI) casualties from road collisions by 2041;
- Achieving a 5-10% reduction in the volume of traffic on our roads by 2041;
- Reducing CO₂, NO_x, and particulate emissions significantly by 2041;
- Increasing average bus speeds by between 5% and 15% by 2041;
- Doubling the number of daily trips made by public transport by 2041.

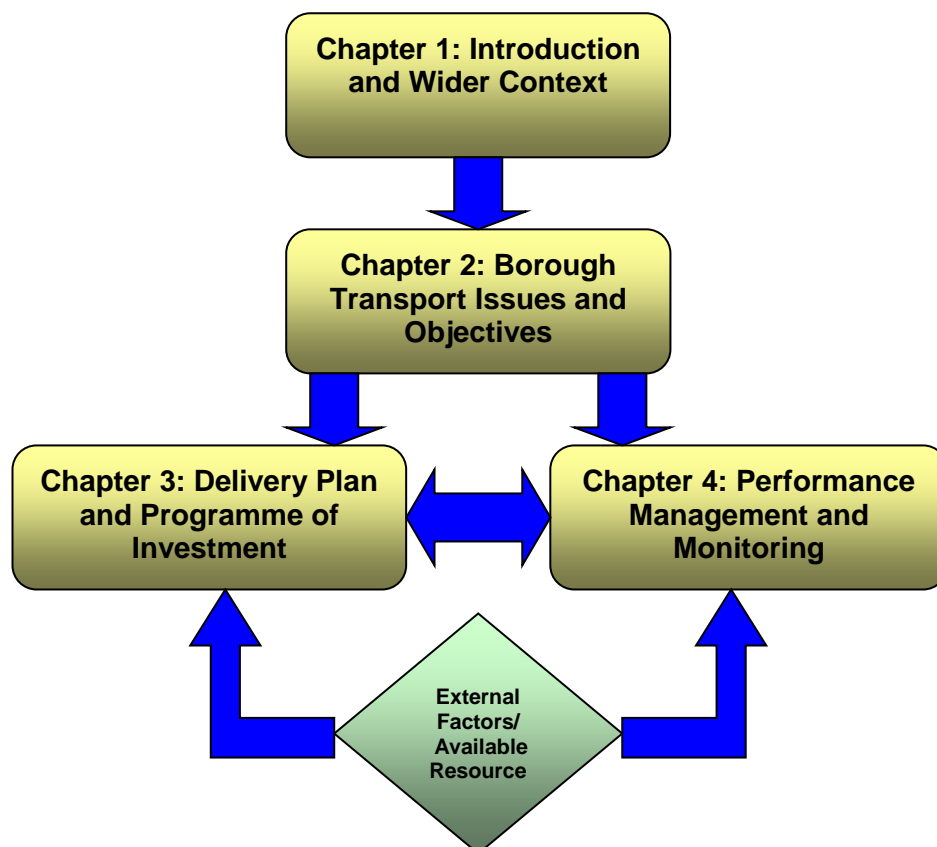
1. Introduction and Wider Context

1.1 Background and LIP Structure

1.1.1 The London Borough of Barking and Dagenham draft third Local Implementation Plan (LIP3) outlines the programmes and measures that form the basis for the delivery of improvements to the transport network in the borough to 2041. LIP3 also represents the Council's submission to Transport for London (TfL) for funding for a range of transport projects for the three-year period 2019/20 - 2021/22 which will address local transport issues and implement the Mayor's Transport Strategy at the local level.

1.1.2 The LIP is a statutory document prepared under Section 145 of the GLA Act that comprises an analysis of local transport problems, a set of objectives and targets, a delivery plan and a three-year programme of investment designed to improve transport in the borough. **Figure 1.1** illustrates the structure of the LIP and arrangement of the chapters within it.

Figure 1.1: Structure of the LIP



1.1.3 **Chapter 1** outlines the background to LIP3 and the wider context for production of the plan.

Chapter 1 sets out:

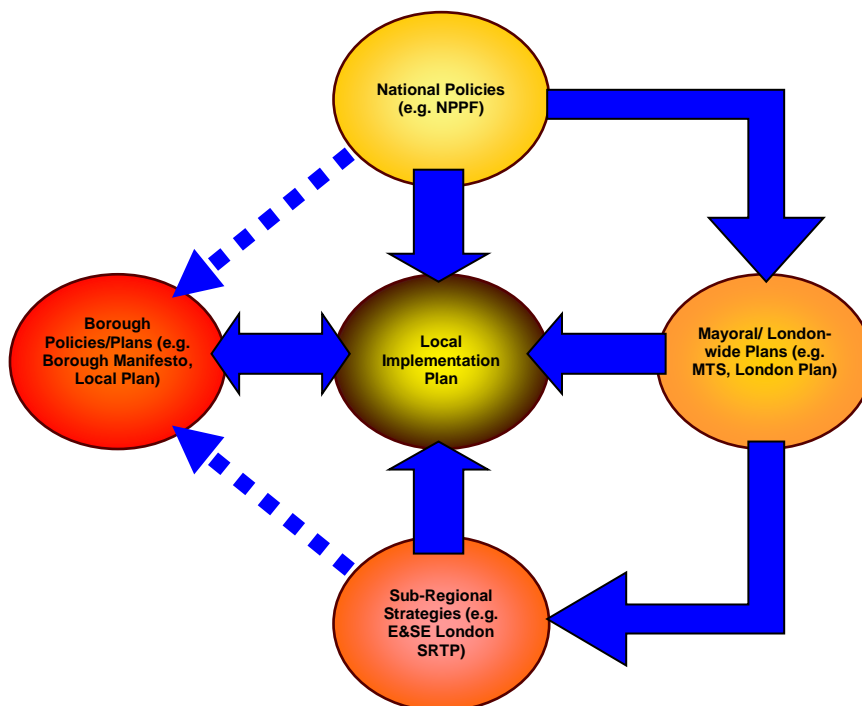
- Integration with other plans and strategies at the national level, London-wide, at the sub-regional level and locally (**section 1.2**);
- Details of consultation, engagement work and partnership working carried out in preparing the LIP, along with details of the local approval process (**section 1.3**);
- The role of statutory requirements and other duties and processes in shaping the plan (**section 1.4**).

1.1.4 To assist boroughs in the preparation and approval of their LIP, TfL has produced supporting guidance. The guidance contains a number of mandatory requirements that boroughs must include in their LIP. **Annex A** sets out where in the LIP these requirements have been addressed.

1.2 Policy and Programme Influences

1.2.1 The Mayor of London's Transport Strategy (MTS) provides the broad framework and vision for our LIP. Similarly, the plan is consistent with a wide range of other plans and strategies, including the TfL Business Plan and Barking and Dagenham's Borough Manifesto and Local Plan. **Annex B** summarises the main national, London-wide, sub-regional, and local plans and strategies that set the context for the LIP. **Figure 1.2** illustrates the relationship between the various plans.

Figure 1.2: Relationship between the LIP and other plans/strategies



The Mayor's Transport Strategy

1.2.2 The Mayor's Transport Strategy (MTS) was published in March 2018 and sets out the Mayor's policies and proposals to reshape transport in London up to 2041. The plan provides the overarching policy context for the LIP, setting the priorities and outcomes that the Council must help deliver.

1.2.3 The Mayor's Vision is to create a future London that is home to more people and a better place for people to live in. A key aim of the MTS is for 80% of all journeys to be made on foot, by cycle or by public transport by 2041. A central tenet of the strategy is the 'Healthy Streets' Approach – with the view to making health and personal experience the priority for London. **Table 1.1** highlights the core priorities and expected outcomes at the heart of the MTS which the LIP should contribute towards delivering.

Table 1.1: MTS priorities and outcomes

Mayoral Priority	Mayoral Outcomes	MTS Policies
Traffic reduction and changing mode share	80% of all trips in London to be made on foot, by cycle or using public transport by 2041	1
Healthy Streets and healthy people	1. Active: London's streets will be healthy and more Londoners will travel actively	2
	2. Safe: London's streets will be safe and secure	3,4
	3. Efficient: London's streets will be used more efficiently and have less traffic on them	5
	4. Green: London's streets will be clean and green	6,7,8,9
A good public transport experience	5. Connected: The public transport network will meet the needs of a growing London	10,17,18,19
	6. Accessible: Public transport will be safe, affordable and accessible to all	11,12,14,20
	7. Quality: Journeys by public transport will be pleasant, fast and reliable	13,15,16
New homes and jobs	8. Good Growth: Active, efficient and sustainable travel will be the best outcome in new developments	21a
	9. Unlocking: Transport investment will unlock the delivery of new homes and jobs	21b

Barking and Dagenham Together - Borough Manifesto

- 1.2.4 The Borough Manifesto sets out the long-term vision for Barking and Dagenham and how it aims to harness the energy, creativity and ambition of its residents to build on the borough's position as London's growth opportunity and ensure this change benefits every resident. The vision in the Manifesto is built around a number of diverse themes – covering regeneration, community, health and wellbeing, crime and safety and the environment.
- 1.2.5 Among the issues identified in the Manifesto is the need for a more joined-up, sustainable transport network if the borough's growth, environmental and health and well-being ambitions are to be met. Key priorities include the need to promote healthy, sustainable travel and to create better streets and places. Tackling crime and anti-social behaviour on the borough's streets is also a high priority, with personal safety whilst travelling an important issue for many.

1.3 Consultation, Participation, Engagement and Approvals

- 1.3.1 Wide-ranging consultation, participation and partnership working have been central to the development of the draft LIP and ongoing engagement will continue to inform the planning and implementation of our transport schemes and programmes, with a strong emphasis on ensuring that decisions and delivery more closely reflect the needs of local people and that, ultimately, 'nobody is left behind'. The outcomes of recent engagement exercises are summarised in **Figure 1.3** and **Annex C** and include:
- Workshops/meetings involving Council Members and officers, local businesses and representatives of local interest/amenity groups;
 - Transport fora, such as the Public Transport Liaison Group (PTLG) which meet regularly to consider transport issues in the borough;
 - Partnership arrangements with health, education, social services authorities and transport operators to work on joint interest projects;
 - Joint working with other departments within the Council, neighbouring local authorities and other organisations;
 - An online questionnaire and workshops seeking the views of the wider public on the transport issues that most affected them.
- 1.3.2 A formal five-week consultation exercise with a range of statutory and local stakeholders and the wider public is planned for November 2018. Consultees will be asked to give their views on the various aspects of the Plan. Specific organisations required under the GLA Act 1999 to be consulted include:
- TfL and the Commissioner of Police for the Metropolis;
 - Organisations representing disabled people;
 - Other London Boroughs whose area is likely to be affected by the plan;
 - Any others required to be consulted by the direction of the Mayor.

Figure 1.3: Engagement outcomes



- 1.3.3 The outcome of the public consultation exercise will inform the development of the final LIP which will be considered by the Council's Cabinet and Assembly in January 2019. The final LIP will be submitted to the Mayor of London for approval by 16 February 2019. The key milestones are outlined in **Table 1.2**.

Table 1.2: Key LIP Milestones

Stage	Milestone	Date
Pre-consultation approval	Consultation draft LIP considered by Council's Cabinet.	16 Oct 2018
Submission	Consultation draft LIP submitted to TfL. 2019/20 Annual Spending Submission (ASS) submitted to TfL.	2 November 2018
Consultation	Five-week statutory public consultation exercise.	2 November – 7 December 2018
Post-consultation approval	Final draft LIP considered by Council's Cabinet and Assembly.	22 and 31 January 2019
	Final draft LIP submitted to TfL	16 February 2019
	Mayor approval of final LIP	March 2019

1.4 Statutory Requirements and Other Processes

- 1.4.1 There are a number of statutory duties and processes which the Council is required to consider in developing its LIP, including the need to undertake a Strategic Environmental Assessment (SEA) and an Equality Impact Assessment (EIA). **Table 1.3** summarises the key duties/processes and how these will inform the development of the LIP. Further details are set out in **Annexes D and E**.

Table 1.3: Summary of key statutory duties

Statutory Duty	Rationale	Actions
Strategic Environmental Assessment (SEA)	To identify and evaluate the significant impacts (adverse and beneficial) that the proposed measures in the LIP are likely to have on the environment.	Draft Environmental Report produced that highlights the likely significant environmental effects of the measures contained within the LIP and proposes suitable alternatives. Consultation on the Environmental Report is planned alongside the public consultation exercise on the draft LIP.
Equality Impact Assessment (EIA)	To demonstrate that the LIP does not have a negative impact on a particular group, or that any adverse impacts identified have been appropriately mitigated.	To meet the EIA guidelines, a Full Impact Assessment will be carried out in November 2018 alongside the public consultation exercise on the draft LIP.

2. Borough Transport Issues and Objectives

2.1 Introduction

2.1.1 **Chapter 2** provides background information about Barking and Dagenham; including details of its geography, economy and social demographics; an overview of the transport networks serving the borough; along with a summary of the main problems relating to transport experienced in the borough and the key opportunities to address them. It also identifies the plan objectives. Chapter 2 provides the context for the LIP Delivery Plan and three-year Programme of Investment presented in chapter 3.

Chapter 2 sets out:

- An overview of the borough's geographic and socio-economic characteristics (**section 2.2**);
- The transport scene, in terms of demand for and provision of transport infrastructure and services in Barking and Dagenham and the surrounding area (**section 2.3**);
- A summary of the main transport related problems in the borough and the opportunities to overcome them (**section 2.4**).
- The principal LIP objectives and how they were formulated (**section 2.5**).

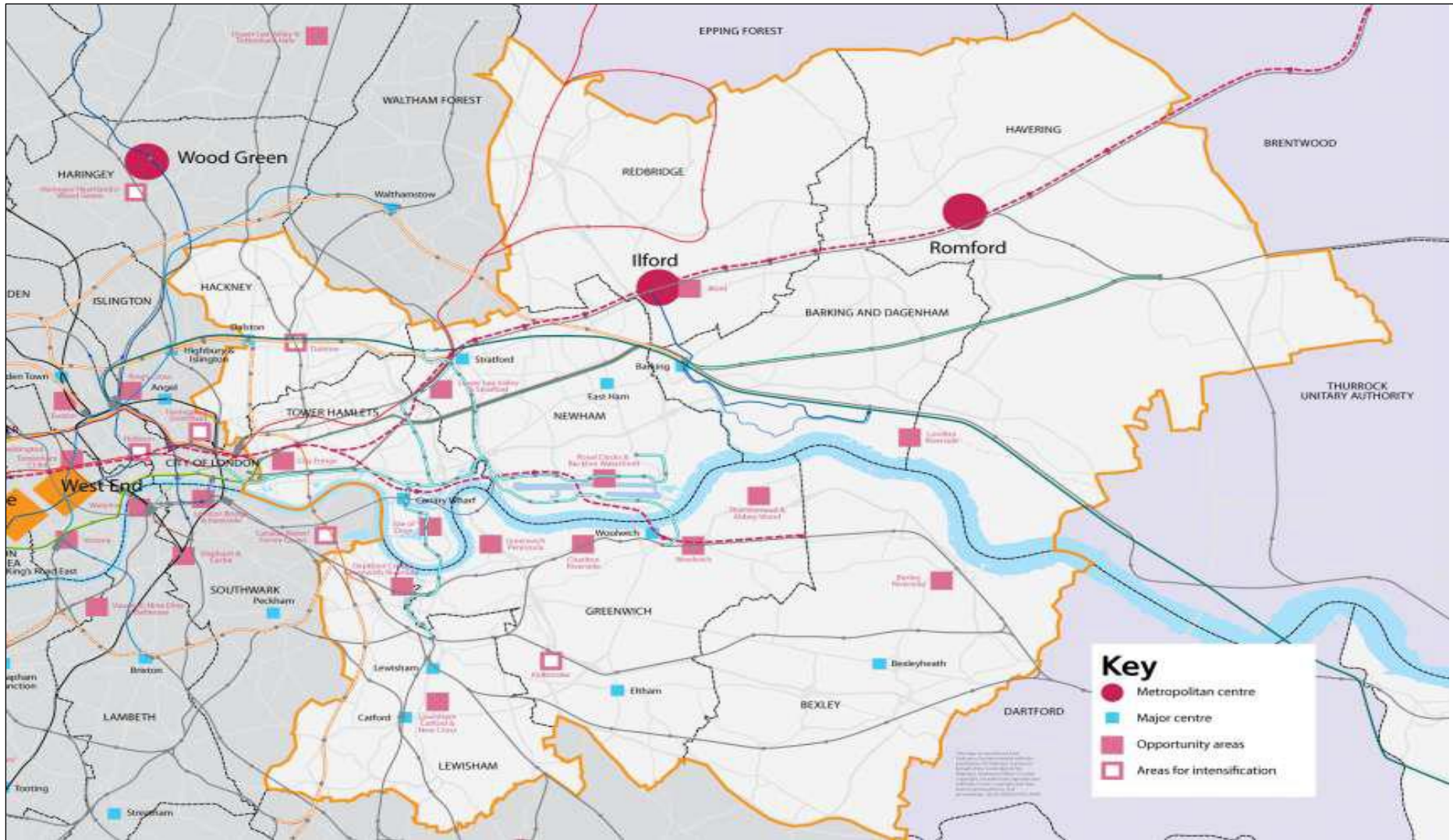
2.2 Borough Overview

2.2.1 The London Borough of Barking and Dagenham is situated in east London and is located at the heart of the Thames Estuary Growth Corridor - a priority area for regeneration and economic development in London (see **Figure 2.1**). It is bordered by the London Boroughs of Newham to the west, Havering to the east and Redbridge to the north, whilst the River Thames forms the borough's southern boundary.

2.2.2 Measuring just 3,611 hectares in size, Barking and Dagenham is one of the smallest boroughs in London and has a population of around 206,460 – the 7th smallest in the capital. The borough is principally residential in character but also has significant areas of employment land and green space. Barking is the borough's one major town centre, whilst Dagenham Heathway, Chadwell Heath and Green Lane serve as the borough's main district centres.

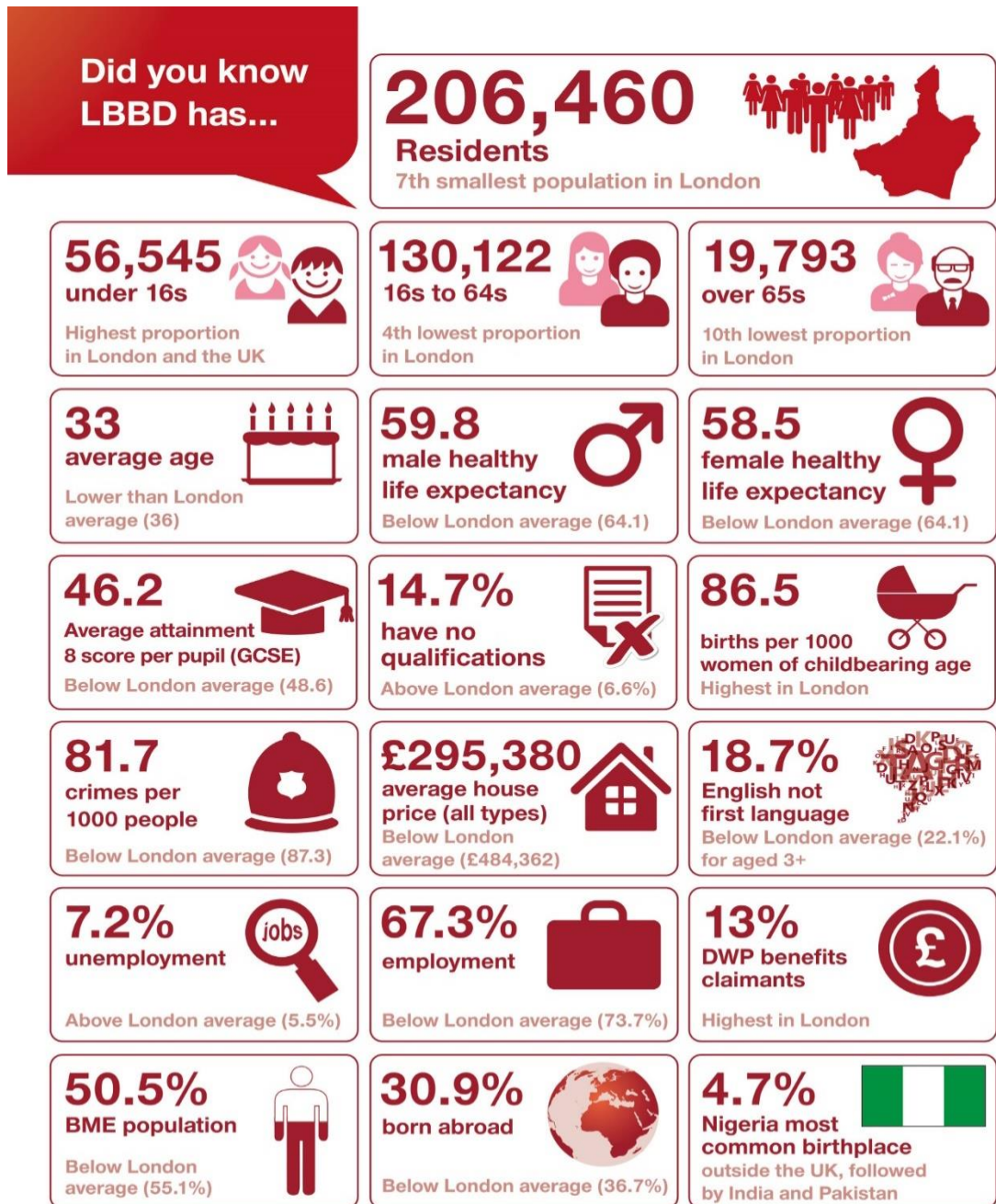
2.2.3 Barking and Dagenham's key advantages are its proximity to the main employment, retail and leisure centres of Docklands, Stratford and Romford; its good road and rail links to central London; and its proximity to the Thames, Crossrail, the M25 Motorway and London City Airport. In addition, the borough is predominantly flat which is advantageous for walking and cycling trips.

Figure 2.1: Borough location



2.2.4 **Figure 2.2** summarises the key demographic and socio-economic characteristics of the borough, providing information on population, employment, crime and housing. This information provides the key to understanding the rationale behind the LIP objectives and delivery plan.





Figure 2.2: Borough facts and figures



2.3 Local Transport Context

2.3.1 **Table 2.1** and **Figure 2.3** provide an overview of the nature and extent of the key transport networks and services in Barking and Dagenham, including the highways, public transport and cycling/walking networks serving the borough.

Table 2.1: Borough transport provision

Mode/Network	Provision
	<ul style="list-style-type: none"> • There are 396 km (248 miles) of roads in Barking and Dagenham comprising 3km of trunk roads managed by TfL; 51km of borough principal and 342km of minor roads managed by the Council. • There are 106 bridges, culverts and other major structures located in the borough. The Council also has responsibility for the upkeep of 15,000 street lights across the borough. • A network of 39 on-street electric vehicle charging points at 13 locations across the borough is managed by Source London.
 	<ul style="list-style-type: none"> • Barking and Dagenham is served by an extensive east-west radial rail network, comprising: <ul style="list-style-type: none"> ▪ National Rail services, operated by C2C, connecting London and Southend and calling at Barking and Dagenham Dock; ▪ London Underground services via the District and Hammersmith & City Lines provide a link with Central and West London. District Line trains stop at Barking, Upney, Becontree, Dagenham Heathway and Dagenham East, whilst Hammersmith & City Line trains terminate at Barking; ▪ London Overground, which connects Barking to Gospel Oak and provides a connection to the North London Line; ▪ TfL Rail, which runs suburban services between London and Shenfield and calls at Chadwell Heath. • There are several active rail freight facilities in the borough, including the Freightliner/P&O intermodal terminal and the Ford intermodal terminal in Dagenham. These account for a growing proportion of rail freight movements in the borough.
	<ul style="list-style-type: none"> • The bus network in Barking and Dagenham comprises: <ul style="list-style-type: none"> ▪ 26 bus routes providing links to a range of destinations within the borough, as well as to the major centres of Rainham, Romford, Ilford and Stratford in neighbouring boroughs; ▪ 23 routes run daily services across the borough. A number of night bus services are also in operation; ▪ There are 350 bus stops in the borough, located on the borough road network and the TLRN. 93% of these are classed as being fully accessible for disabled passengers; ▪ There are no bus stations in the borough. However, it is served by two main bus depots based in Barking and Creekmouth.




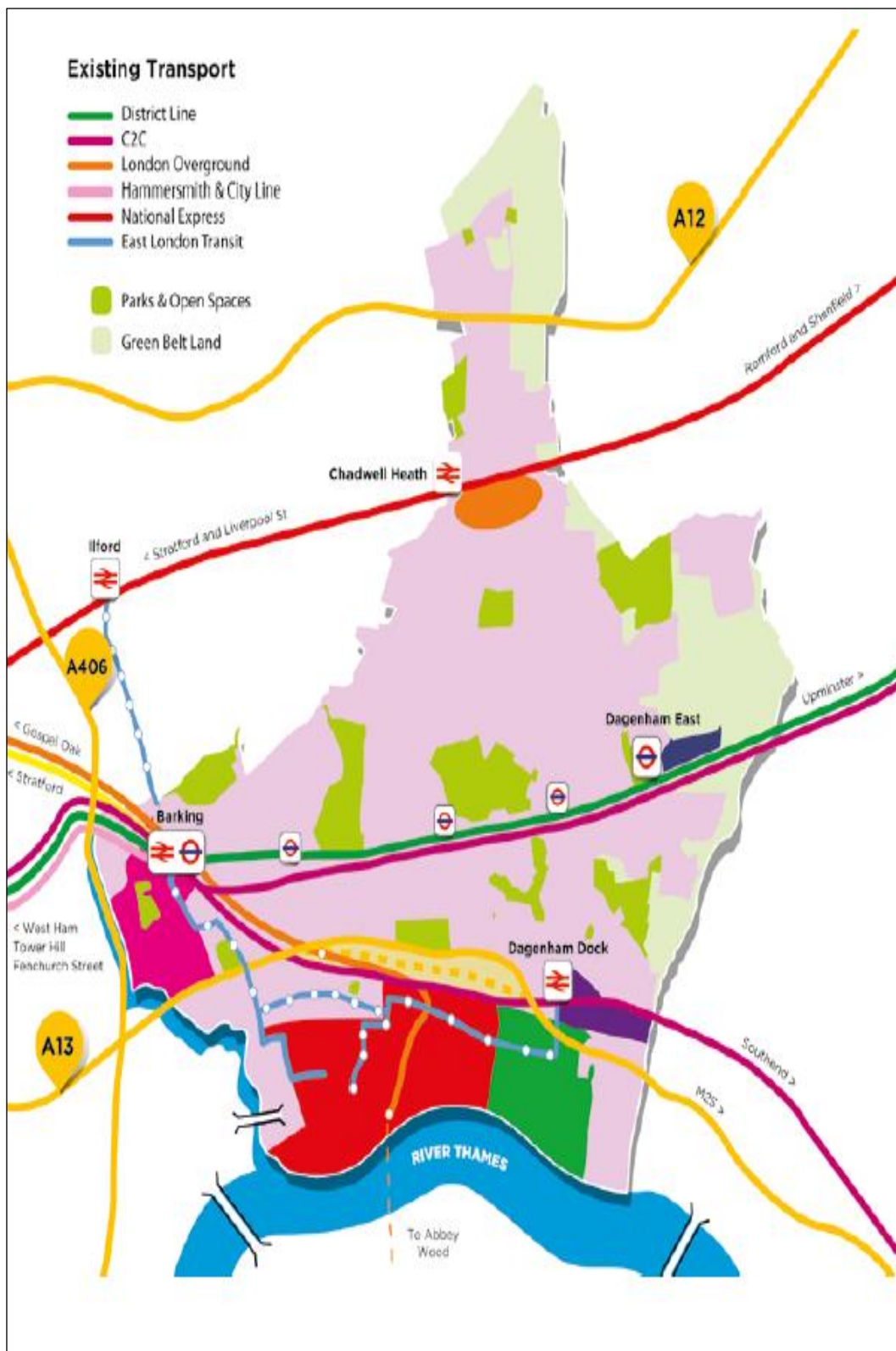

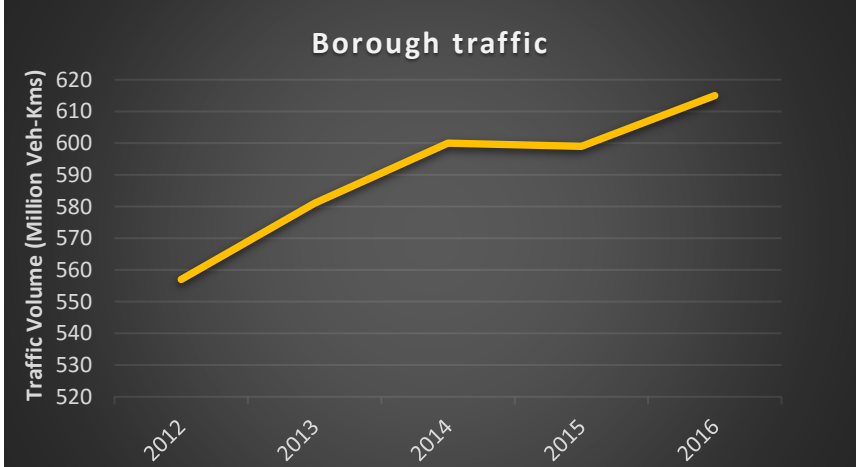
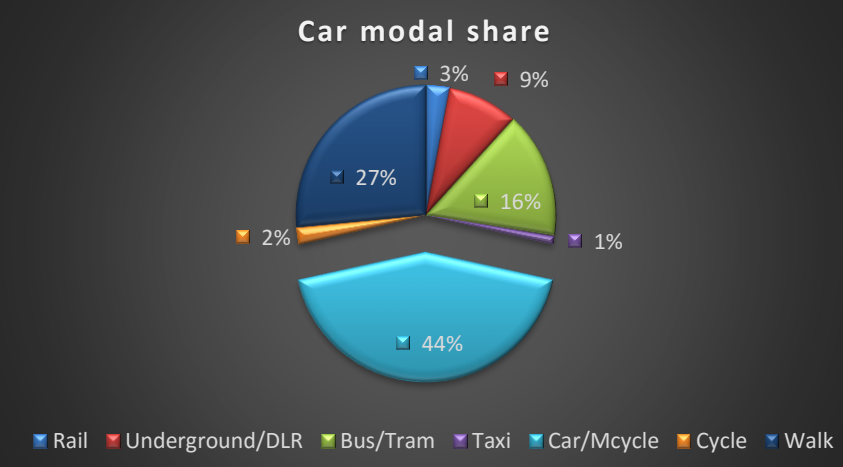
Mode/Network	Provision
	<ul style="list-style-type: none"> • The River Thames remains largely underutilised as a transport network in East London, with no passenger services in operation east of the Thames Flood Barrier at Woolwich. • Significant freight activity occurs on the Thames around Barking Reach. Over half of London's safeguarded wharf sites are located here - handling significant volumes of freight.
 	<ul style="list-style-type: none"> • Barking and Dagenham is served by a number of on and off-road cycle routes and supporting infrastructure, including: <ul style="list-style-type: none"> ▪ 7km of 'Greenways' routes, providing safe, continuous cycle links through a number of borough parks; ▪ Local 'Quietways', linking the main urban centres and other key destinations in the borough; ▪ Cycle Superhighway 3, providing a direct route from Barking to Tower Hill in the City; ▪ An extensive network of cycle parking facilities at key locations and destinations across the borough. • Key walking routes/facilities in the borough include: <ul style="list-style-type: none"> ▪ A 16km Rights of Way network, predominantly located in the more rural eastern part of the borough; ▪ The Thames Path 'City to Sea' pedestrian/cycling route; ▪ Eight 'Just Walk' routes set up in the borough's parks, to encourage people to walk to improve their health; ▪ A network of designated 'safe routes to schools' - to encourage more children to walk to school.


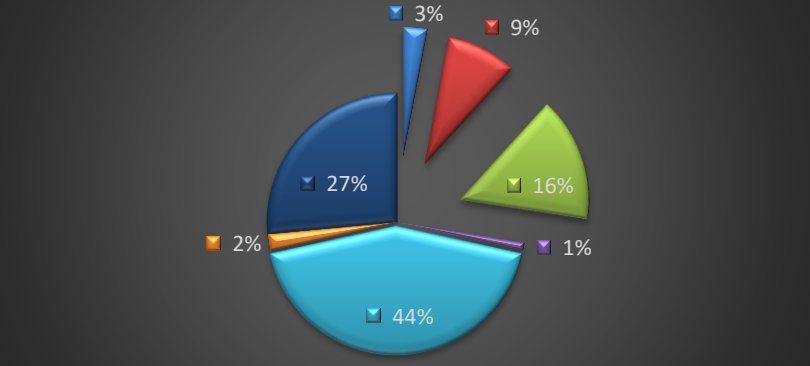
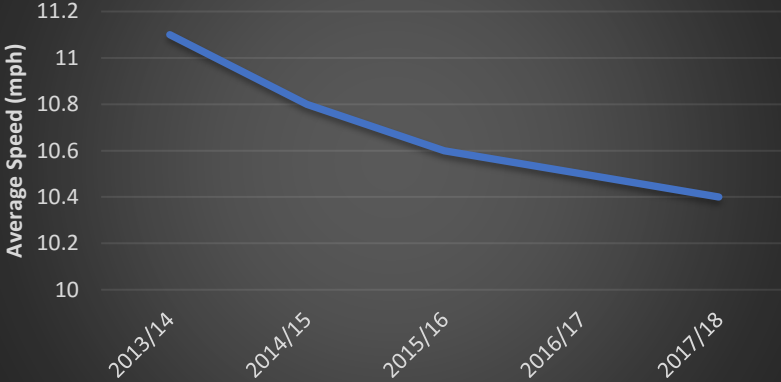
Figure 2.3: Borough transport networks and services


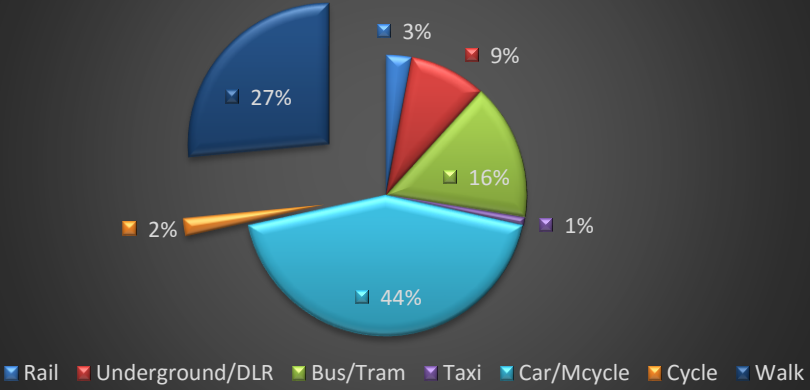
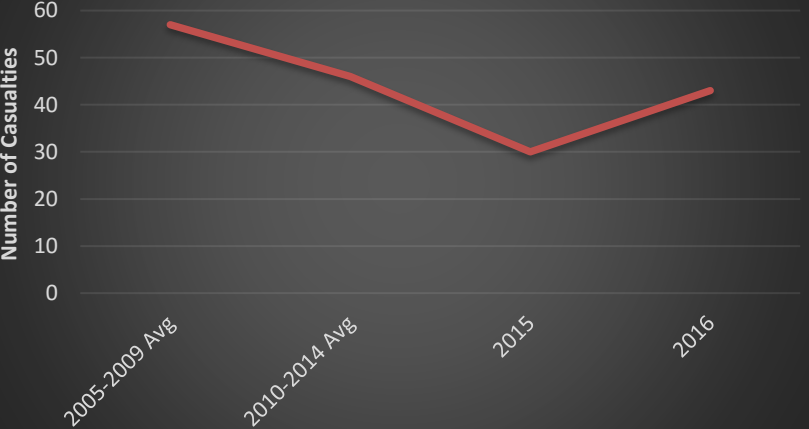


2.3.2 **Table 2.2** provides a summary of the key trends and developments relating to transport and travel in Barking and Dagenham.

Table 2.2: Borough transport and travel trends

Mode/Network	Key Trends																												
	<ul style="list-style-type: none"> • Road traffic volumes in Barking and Dagenham have increased in recent years with the number of vehicle kms travelled on the borough road network rising from 557 million in 2012 to 615 million in 2016 – a 10% increase. This compares with a 2% increase across Outer London as a whole over the same period. • There has been a large increase in the amount of lorry and van traffic on the borough road network, with a 24% rise in HGV and LGV movements between 2010 and 2016 (DfT Traffic Data, 2017). • 44% (circa 113,000) of all daily trips in Barking and Dagenham were made by car in the period 2014/15 – 2016/17 - below the Outer London average of 47%. 																												
 <table border="1"> <caption>Borough traffic</caption> <thead> <tr> <th>Year</th> <th>Traffic Volume (Million Veh-Kms)</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>557</td> </tr> <tr> <td>2013</td> <td>580</td> </tr> <tr> <td>2014</td> <td>600</td> </tr> <tr> <td>2015</td> <td>598</td> </tr> <tr> <td>2016</td> <td>615</td> </tr> </tbody> </table>	Year	Traffic Volume (Million Veh-Kms)	2012	557	2013	580	2014	600	2015	598	2016	615	 <table border="1"> <caption>Car modal share</caption> <thead> <tr> <th>Mode</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Rail</td> <td>3%</td> </tr> <tr> <td>Underground/DLR</td> <td>9%</td> </tr> <tr> <td>Bus/Tram</td> <td>16%</td> </tr> <tr> <td>Taxi</td> <td>1%</td> </tr> <tr> <td>Car/Mcycle</td> <td>44%</td> </tr> <tr> <td>Cycle</td> <td>2%</td> </tr> <tr> <td>Walk</td> <td>3%</td> </tr> </tbody> </table>	Mode	Percentage	Rail	3%	Underground/DLR	9%	Bus/Tram	16%	Taxi	1%	Car/Mcycle	44%	Cycle	2%	Walk	3%
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	<ul style="list-style-type: none"> Public transport mode share in Barking and Dagenham is high in comparison with most Outer London boroughs. In the period 2014/15 – 2016/17, 28% (circa 72,000) of daily trips were made by rail, underground or bus – well above the Outer London average of 22%. Patronage on the Underground has grown steadily (23%) since 2012/13. There were around 34,000 daily trips originating in Barking and Dagenham in the period 2014/15 - 2016/17, up from just under 28,000 in the period 2012/13 – 2014/15. The number of passengers using C2C services from Barking and Dagenham Dock stations has increased by 41% from circa 7.3 million in 2013/14 to around 10.3 million in 2016/17. Between 2012/13 and 2016/17 the number of daily trips made on bus services in the borough fell by 25% - mirroring the trend across large parts of London. Bus journey time reliability across the borough has worsened, with average bus speeds falling by 6% between 2013/14 and 2017/18, whilst bus average excess waiting times have increased by 38% over the same period. 																												
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Mode/Network	Key Trends																										
	<ul style="list-style-type: none"> • The mode share for cycling trips originating in Barking and Dagenham is 2% - on a par with the Outer London average. • 27% of all trips originating in the borough are made on foot – slightly lower than the Outer London average of 28%. • The number of people killed and seriously injured on the borough's roads has fallen by a quarter in recent years (down from 57 based on the 2005 – 2009 average to 43 in 2016). However, at the same time, the number slightly injured has risen by 15% and the high number of pedestrian and cycle casualties is a particular cause for concern. 																										
<h3 data-bbox="495 762 949 799">Cycling/walking modal share</h3>  <table border="1" data-bbox="331 1193 1137 1225"> <thead> <tr> <th>Mode</th> <th>Share (%)</th> </tr> </thead> <tbody> <tr> <td>Rail</td> <td>3%</td> </tr> <tr> <td>Underground/DLR</td> <td>9%</td> </tr> <tr> <td>Bus/Tram</td> <td>16%</td> </tr> <tr> <td>Taxi</td> <td>1%</td> </tr> <tr> <td>Car/Mcycle</td> <td>44%</td> </tr> <tr> <td>Cycle</td> <td>2%</td> </tr> <tr> <td>Walk</td> <td>27%</td> </tr> </tbody> </table>	Mode	Share (%)	Rail	3%	Underground/DLR	9%	Bus/Tram	16%	Taxi	1%	Car/Mcycle	44%	Cycle	2%	Walk	27%	<h3 data-bbox="1294 762 1899 799">Casualties killed and seriously injured</h3>  <table border="1" data-bbox="1205 810 2011 1241"> <thead> <tr> <th>Year/Period</th> <th>Number of Casualties</th> </tr> </thead> <tbody> <tr> <td>2005-2009 Avg</td> <td>57</td> </tr> <tr> <td>2010-2014 Avg</td> <td>45</td> </tr> <tr> <td>2015</td> <td>30</td> </tr> <tr> <td>2016</td> <td>43</td> </tr> </tbody> </table>	Year/Period	Number of Casualties	2005-2009 Avg	57	2010-2014 Avg	45	2015	30	2016	43
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Source: Travel in London Reports 9 and 10, TfL (2016, 2017), TfL; Borough Traffic Data, DfT (2017)

2.4 Challenges and Opportunities

2.4.1 Despite significant progress in recent years, Barking and Dagenham still faces some major transport challenges. This section provides an overview of the main transport challenges facing the borough and the opportunities to overcome them. This provides the context for the LIP objectives and delivery plan measures aimed at tackling these issues and which, in turn, will help deliver the MTS priorities and outcomes.

Overarching mode share aim – changing the transport mix

2.4.2 A key aim of the MTS is for 80% of all journeys to be made by active, efficient and sustainable modes – public transport, walking and cycling - by 2041. In order to achieve this ambitious target, the Council and its partners will need to overcome a number of transport challenges including poor public transport connectivity and accessibility to and within parts of the borough; a worsening of the performance of the road network; poor air quality adjacent to some sections of the highway network; and a range of crime and safety issues.

2.4.3 The MTS and TfL Business Plan identify a range of opportunities for shifting trips and journey stages in Barking and Dagenham to walking, cycling and public transport. These are summarised in **Table 2.3**.



Table 2.3: Key borough transport challenges and opportunities

Key Challenges	Priority Issues/Concerns	Key Opportunities
Poor public transport connectivity to and within parts of the borough and issues surrounding quality and frequency of some services.	<ul style="list-style-type: none"> • The lack of north/south and orbital links - the areas to the north of the A12 and south of the A13 remain poorly served with few connections to other parts of the Borough; • There are no direct links from Barking to the key sub-regional hub of Stratford and no passenger piers or boat services are in operation east of the Thames Flood Barrier at Woolwich. 	<ul style="list-style-type: none"> • The introduction of new or enhanced bus services (MTS Proposal 57); • The development of multi-modal interchange hubs (MTS Proposal 67); • The extension of river transport services to Barking Riverside by the early 2020s (MTS Proposal 73); • The extension of Night Tube/Night Bus services (MTS Policy 19).
The cost and accessibility of public transport services and facilities in some parts of the borough – particularly for those on low incomes, the elderly and disabled.	<ul style="list-style-type: none"> • Station accessibility issues, compounded by lack of step-free access at some stations, and the inconsistent provision of travel information across the transport network remain to be addressed. 	<ul style="list-style-type: none"> • The roll-out of improved journey planning tools and the provision of travel mentoring (MTS Proposal 53); • The provision of accessibility training to bus drivers; a review of bus design and the upgrading of bus stops to ensure they are wheelchair accessible (MTS Proposal 54); • The provision of step-free access at rail and Underground stations and on all new infrastructure; and improvements to the accessibility of taxi ranks (MTS Proposal 55).
The fragmented nature of the borough's cycling and walking links.	<ul style="list-style-type: none"> • Severance caused by major infrastructure, such as the A12, A13, rivers and several railway lines are often cited as a barrier to people wanting to cycle or walk more. 	<ul style="list-style-type: none"> • Delivery of a London-wide strategic cycle network (MTS Proposal 3a).
Worsening of the performance of the road network.	<ul style="list-style-type: none"> • Several of the junctions on the A12 and A13 have frequent congestion problems, whilst journey time reliability for buses on a number of key corridors within the borough remains poor, especially during peak hours. 	<ul style="list-style-type: none"> • Making greater use of the rail and river network to transport freight (MTS Proposal 16); • Improving the efficiency of last mile deliveries and servicing (MTS Proposal 17); • Applying road user charging/workplace parking levy schemes as a means of reducing traffic and

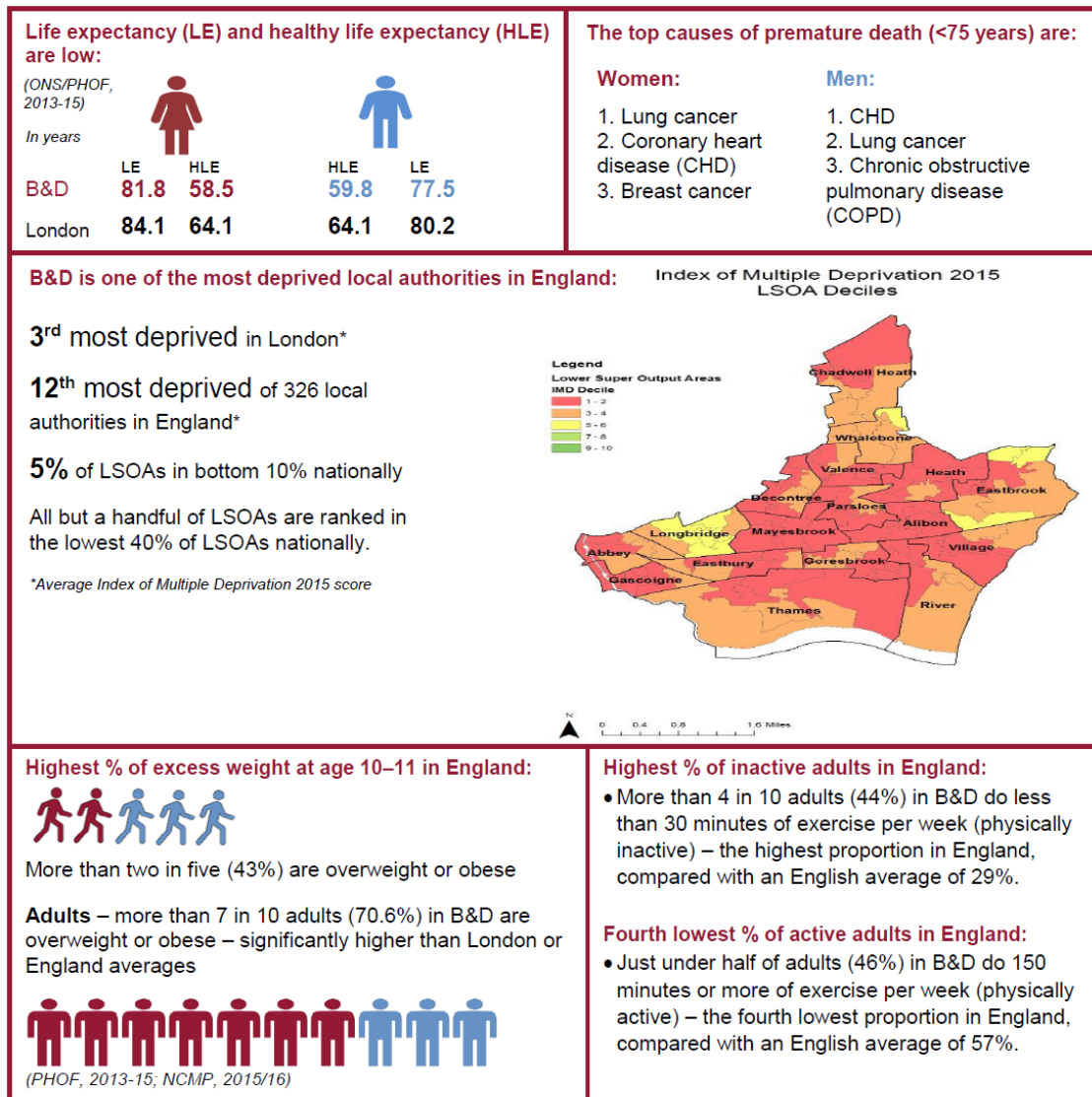
Key Challenges	Priority Issues/Concerns	Key Opportunities
		<p>encouraging a switch to more sustainable modes of travel (MTS Proposal 23);</p> <ul style="list-style-type: none"> • Roll-out of TfL's bus priority programme (MTS Proposal 59).
<p>Poor air quality and traffic noise adjacent to some sections of the highway network.</p>	<ul style="list-style-type: none"> • The A13 has been identified as an area for improvement, having been designated an Air Quality Action Area by TfL in 2011; • Traffic noise is an issue in some areas where both vehicle speeds and traffic flows are high. 	<ul style="list-style-type: none"> • The introduction of tighter emission standards and the expansion of the London Ultra Low Emission Zone (ULEZ) (MTS Proposal 24); • Upgrading of the TfL bus fleet (MTS Proposal 25 and 29); • The introduction of regulatory and fiscal incentives to support the transition to low/zero emission vehicles (MTS Proposals 28 and 33); • The introduction of zero-emission zones in town centres and across London (MTS Proposal 35); • Initiatives to encourage the use of quieter vehicles and ensuring effective/timely highway maintenance works (MTS Proposal 48).
<p>Road safety concerns.</p>	<ul style="list-style-type: none"> • Reducing casualties on the borough's road network remains a major task, with the relatively high number of cyclist and pedestrian casualties a cause for concern. 	<ul style="list-style-type: none"> • Adopting the Vision Zero approach for road danger in London (MTS Policy 3);
<p>Crime and fear of crime on the local transport network.</p>	<ul style="list-style-type: none"> • Safety and security issues resulting from poorly lit/maintained infrastructure are key issues, as is staff availability at stations. 	<ul style="list-style-type: none"> • Prioritising the tackling of 'high-harm' crimes on the borough's streets and public transport system (MTS Proposal 12).
<p>Poor-quality street scene.</p>	<ul style="list-style-type: none"> • Concerns over the quality of the public realm, particularly in town/district centres, remain, with a need for further improvements to the local environment. 	<ul style="list-style-type: none"> • Building new green infrastructure into the existing transport estate (MTS Policy 8), including street trees and sustainable drainage systems (MTS Proposals 43 and 44);

MTS Priority: Healthy Streets and healthy people

MTS Outcome 1: Active

2.4.4 Poor health and high levels of inactivity are two of the major challenges facing a large number of Barking and Dagenham residents. The borough is ranked as the third most deprived Local Authority in London and has the highest proportion of overweight or obese children aged 10-11 in London and England, whilst one in four of children aged 4-5 are overweight or obese - the third highest in London. In addition, over two-thirds of adults are classified as overweight or obese – the highest proportion in London and significantly higher than the London and England averages. The borough also has the highest proportion of inactive adults in England, with more than 4 in 10 doing less than 30 minutes of exercise per week. **Figure 2.4** highlights the scale of the borough’s health problems.

Figure 2.4: Barking and Dagenham health profile



2.4.5 The fragmented nature of many of the borough's cycling and walking links often prevents better utilisation of these assets by cyclists and pedestrians. A lack of connectivity and route severance in particular are cited as problems by users. Other issues often acting as a deterrent to more active travel include high traffic volumes; parking on footways and in cycle lanes; fear of crime/collisions; and poorly maintained/cluttered footways. **Figure 2.5** outlines the extent of the cycling and walking network in Barking and Dagenham.

Figure 2.5: Borough cycling and walking network

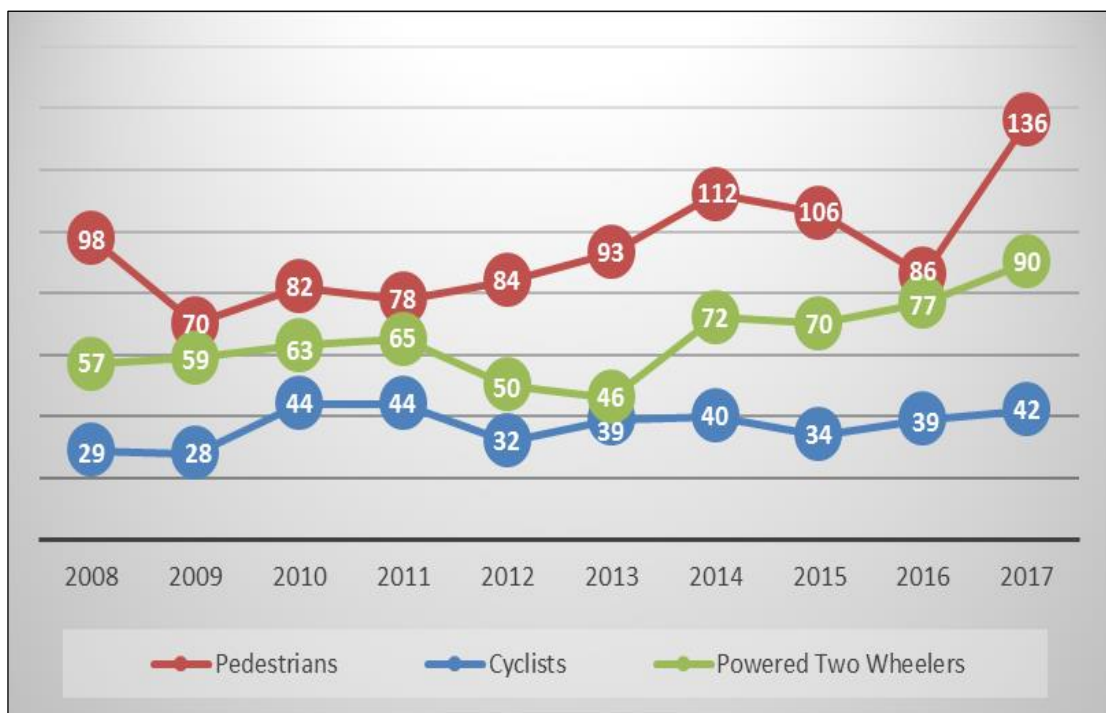
INSERT MAP

2.4.6 Providing safe and secure infrastructure to encourage greater levels of cycling and walking, especially for shorter journeys, represents one of the best ways of addressing challenges around poor health and inactivity. A key opportunity that could benefit the borough's residents is TfL's plan for a London-wide strategic cycle network (MTS Proposal 3a) which, when completed, will place 70% of Londoners within 400 metres of new, high quality, safe cycle routes. Among the schemes currently being developed are proposals for a new Quietway link between Ilford in the neighbouring borough of Redbridge and Barking Riverside. Another key opportunity includes the potential for securing the extension of the Mayor of London's and/or other Cycle Hire Schemes to the borough (MTS Proposal 6).

MTS Outcome 2: Safe

2.4.7 Safety and security is a key concern for many in Barking and Dagenham, particularly vulnerable groups such as cyclists and pedestrians and the elderly. In particular, reducing casualties on the borough's road network remains a major task, with the relatively high number of pedestrian and powered two-wheeler casualties being a cause for concern (see **Figure 2.6**).

Figure 2.6: Borough road casualties by mode



2.4.8 Crime is also a significant concern for residents in Barking and Dagenham, with 40% of people questioned in a recent Residents Survey rating it as their main concern, whilst nearly half of residents said they felt unsafe in their local area after dark. Staff availability at stations and on public transport is also an issue for some users.

2.4.9 Key opportunities for improving safety and security in the borough include adopting the Vision Zero approach for road danger in London (MTS Policy 3) and working collaboratively with TfL to set out a programme to achieve the Vision Zero aim of reducing the number of people killed or seriously injured on the borough's streets to zero (MTS Proposal 10). In addition, by working with TfL, the police and transport providers to prioritise the tackling of 'high-harm' crimes on the borough's streets and public transport system, we can take steps to protect and reassure those who feel most vulnerable when travelling (MTS Proposal 12).

MTS Outcome 3: Efficient

2.4.10 Like many parts of London, Barking and Dagenham's streets suffer, sometimes significantly, from the effects of congestion. Recent figures reveal that, overall, the performance of the borough's road network has worsened (see **Table 2.2**, above). Average speeds and journey time reliability, particularly for buses, have fallen and congestion has worsened. The increase in road freight movements in the borough is further adding to problems of congestion and environmental impacts, whilst congestion caused by illegal/inconsiderate on-street parking and loading and lack of adequate enforcement is also an issue in parts of the borough.

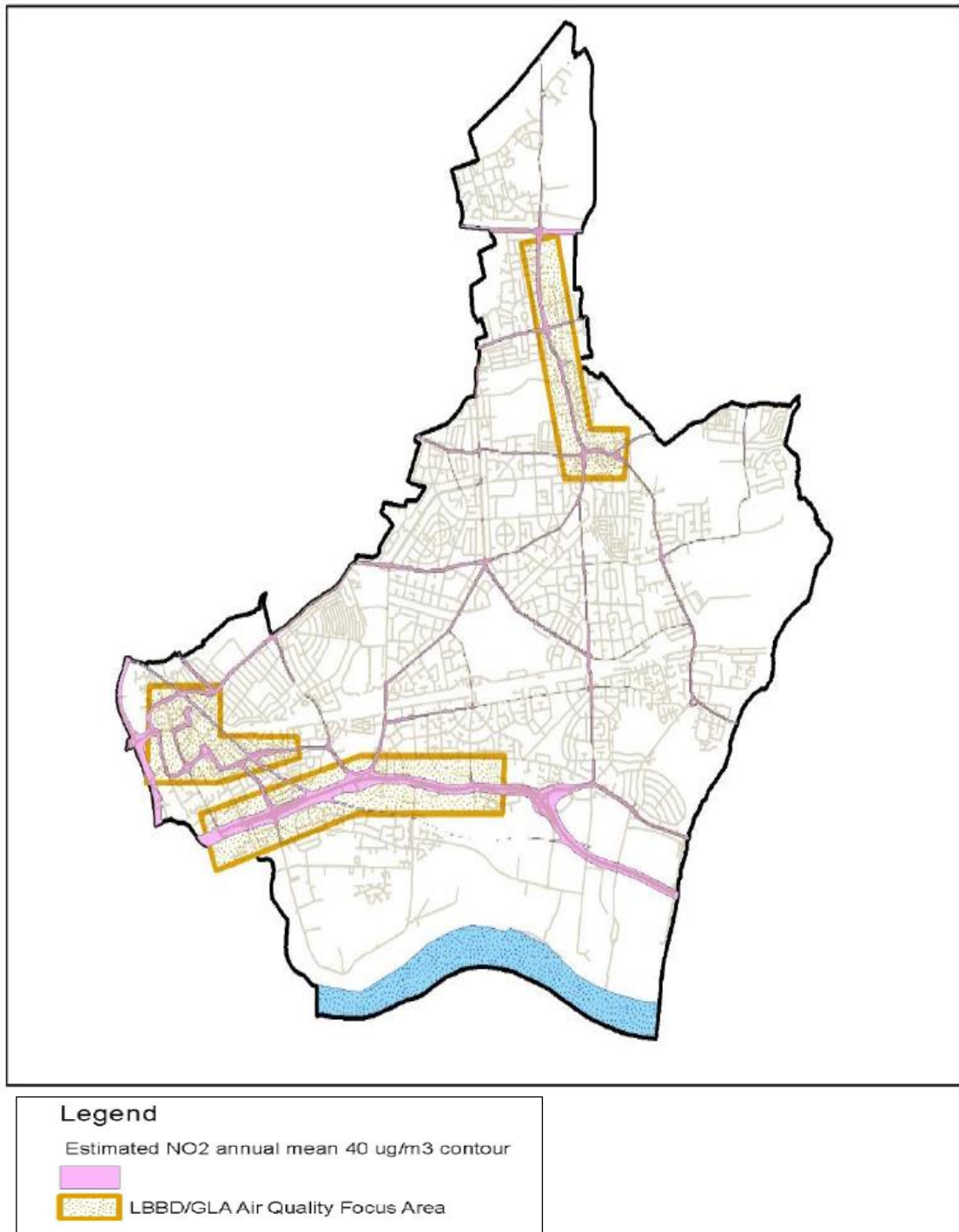
2.4.11 It is clear then that action is needed to reduce the negative impacts of congestion on the borough. This includes working with TfL, businesses, freight operators and a range of other stakeholders to prioritise space-efficient modes of transport and improve the efficiency of streets for the movement of people and goods (MTS Policy 5). Key opportunities to tackle congestion and make Barking and Dagenham's streets more efficient include:

- Making greater use of the rail and river network to transport freight and establishing a regional freight consolidation and distribution network (MTS Proposal 16) and improving the efficiency of last mile deliveries and servicing (MTS Proposal 17);
- The potential for applying road user charging or workplace parking levy schemes as a means of reducing traffic and encouraging a switch to more sustainable modes of travel and to generate income to fund new and improved public transport infrastructure and services (MTS Proposal 23).

MTS Outcome 4: Green

2.4.12 Road traffic is one of the biggest contributors to poor air quality in London and air quality adjacent to some sections of the road network in Barking and Dagenham is very poor (see **Figure 2.7**). The A13 in particular has been identified as an area for improvement, having been designated an Air Quality Action Area by TfL in 2011. Traffic noise is also an issue in some areas of the borough, especially where both vehicle speeds and traffic flows are high. The increase in HGV movements is adding to this problem.

Figure 2.7: Borough Air Quality Focus Areas



2.4.13 To protect the health of the borough's residents, the local transport network needs to contribute to the meeting of legal air quality levels as soon as possible. Action also needs to be taken to reduce the number of people in the borough exposed to excessive noise and vibration levels from road transport. Key opportunities to achieve this include:

- The introduction across London of tighter emission standards for heavy vehicles and the expansion of the London Ultra Low Emission Zone (ULEZ) to cover the whole of inner London (MTS Proposal 24);
- Upgrading of the TfL bus fleet, ensuring vehicles meet Euro VI diesel standards by 2020 (MTS Proposal 25) and all vehicles are zero-emission by 2037 (MTS Proposal 29);
- Initiatives such as the Mayor's Air Quality Fund aimed at tackling pollution from transport in local air quality hotspots and at sensitive locations (MTS Proposal 27);
- The introduction of regulatory and fiscal incentives to support the transition to low/zero emission vehicles (MTS Proposals 28 and 33);
- The introduction of zero-emission zones in town centres from 2020 and large zones across London by 2050 (MTS Proposal 35);
- Initiatives to encourage the use of quieter vehicles and ensuring effective and timely carriageway maintenance works (MTS Proposal 48).

MTS Priority: A good public transport experience

MTS Outcome 5: Connected

2.4.14 Despite London having one of the most extensive public transport networks in the world, there is poor public transport connectivity between certain parts of Barking and Dagenham, to sub-regional hubs and important destinations in and outside the borough (see **Figure 2.3**, above). The lack of north-south and orbital connections is a particular problem and often requires journeys to be made using more than one mode of transport – thereby adding significantly to the cost of travel for people living and working in the borough. Specific borough issues include:

- Poor public transport connectivity between the north and south of the borough - exacerbated by barriers such as the A12/A13;
- Limited connectivity between Barking Town Centre/Barking Riverside and the Royal Docks and poor links with the wider London Riverside Opportunity Area. The lack of a direct rail link to Stratford from Barking is a particular issue;
- Poor bus access from residential areas north of the A13 to the employment areas south of the A13 and lack of direct services to key health care and education facilities, including Queen's Hospital and Barking College;
- Lack of Night Tube services in the borough;
- No passenger piers or boat services in operation east of the Thames Flood Barrier at Woolwich.

2.4.15 Travel to, from and within Barking and Dagenham could be greatly enhanced through the provision of new or improved public transport links. For example, the London Overground extension to Barking Riverside will improve public transport links to Barking Town Centre and provide connections to central London; whilst extending Night Tube services to include the District and Hammersmith & City lines (and enhancements to Night Bus services to those

areas of the borough not served by the Underground), will improve connectivity to and within the borough and will also help boost the night time economy (MTS Policy 19). In addition, major new developments at Beam Park and the former Fords Stamping Plant will provide opportunities to secure S106 funding to enhance bus/rail interchange facilities at Dagenham Dock station. Other key opportunities include:

- The introduction of new or enhanced bus services to reduce car dependency and support growth, particularly around Elizabeth line (Crossrail) stations and in areas where housing growth is expected, such as Barking Riverside (MTS Proposal 57);
- The development of multi-modal interchange hubs to create 'mini-radial' public transport links to town centres and to provide improved 'orbital' public transport connectivity (MTS Proposal 67);
- The extension of river transport services to Barking Riverside by the early 2020s to connect key growth areas with Canary Wharf and other new developments in east London (MTS Proposal 73).

MTS Outcome 6: Accessible

2.4.16 An easy to use and accessible public transport system is important as it gives people alternatives to car use for journeys that are not possible on foot or by cycle. However, there is a range of issues surrounding the accessibility of and safety/security on rail and bus services and at stations/bus stops in the borough that are often cited as a deterrent for travelling by public transport, especially by more vulnerable travellers. Particular areas for concern include the lack of step-free access and staff presence at stations; a lack of wheel chair space on buses; a lack of, or unclear, travel information; and poorly lit/badly maintained infrastructure.

2.4.17 A fully inclusive public transport system would enable Barking and Dagenham residents to take advantage of the opportunities the borough and London has to offer. For example, improvements to Barking Station planned by C2C will address issues of overcrowding and lack of step-free access in the short-medium term, whilst major new developments at londoneast-uk will provide opportunities to secure step-free access at Dagenham East Station. Other key opportunities to improve the accessibility of the public transport system in the borough include:

- The roll-out of improved journey planning tools and the provision of travel mentoring and other opportunities to enable spontaneous and independent travel for disabled and older people (MTS Proposal 53);
- The provision of accessibility training to all bus drivers; a review of bus design to ensure that existing/new buses provide better accessibility for all users; and the upgrading of bus stops to ensure they are wheelchair accessible (MTS Proposal 54);
- The provision of step-free access at selected rail and Underground stations and on all new infrastructure; and improvements to the accessibility of taxi ranks (MTS Proposal 55);

MTS Outcome 7: Quality

2.4.18 Despite some improvements in recent years, there are still too many inconsistencies across the public transport network in Barking and Dagenham, particularly in terms of quality and reliability, information provision and general integration between different transport options. For example, performance of some parts of the borough's road network has declined and congestion has worsened, leading to a fall in average bus journey speeds and journey time reliability (see **Table 2.2**, above). In addition, there are issues surrounding the quality and frequency of some local bus and rail services, whilst overcrowding on buses and trains, particularly at peak hours, are major factors restricting the efficiency of services. The need for additional capacity on bus routes serving the borough's schools is also a critical issue.

2.4.19 An improved quality of service is needed to enable more borough residents to positively choose to use public transport as an alternative to the car. For example, planned capacity improvements on the Barking-Gospel Oak and Hammersmith & City and District lines will help alleviate some of the current problems with overcrowding on rail services in the borough, whilst TfL's bus priority programme (MTS Proposal 59) will help improve bus journey times and reliability on the local road network. Other opportunities to improve the quality of public transport services in the borough include:

- Capacity and service reliability improvements on the national rail network, including longer C2C trains into Fenchurch Street station and through the implementation of a 'Digital Railway' (MTS Proposal 64);
- The provision of additional capacity on the London Overground network (MTS Proposal 68);
- The delivery of a programme of station capacity enhancements, including priority stations such as Barking (MTS Proposal 71).

MTS Priority: New homes and jobs

MTS Outcome 8: Good Growth

2.4.20 Barking and Dagenham is London's next big growth story. Over the next 25 years, the Council has ambitious plans to deliver 50,000 new homes and 20,000 new jobs. However, new homes, schools and businesses will increase demand on already congested roads. If new development is not planned correctly this could increase congestion, air pollution, and impact on the Council's ability to reduce traffic growth and change mode share.

2.4.21 To mitigate the impacts of all this growth, all new developments will be required to be delivered in line with the seven transport principles of 'Good Growth' as set out in the MTS (see **Figure 2.8**). The Council will adopt the Healthy Streets approach to ensure developments encourage active, efficient and sustainable travel and will also consider applying the 'Healthy New Town Principles' used on the emerging Barking Riverside development. Other key

opportunities to deliver 'Good Growth' in Barking and Dagenham include the development of Opportunity Area Planning Frameworks with ambitious mode shares for walking, cycling and public transport and the creation of new mechanisms for coordinating planning and investment along transport growth corridors (MTS Proposal 99).

Figure 2.8: The transport principles of Good Growth

- Good access to public transport
- High-density, mixed-use developments
- People choose to walk and cycle
- Car-free and car-lite places
- Inclusive, accessible design
- Carbon-free travel
- Efficient freight

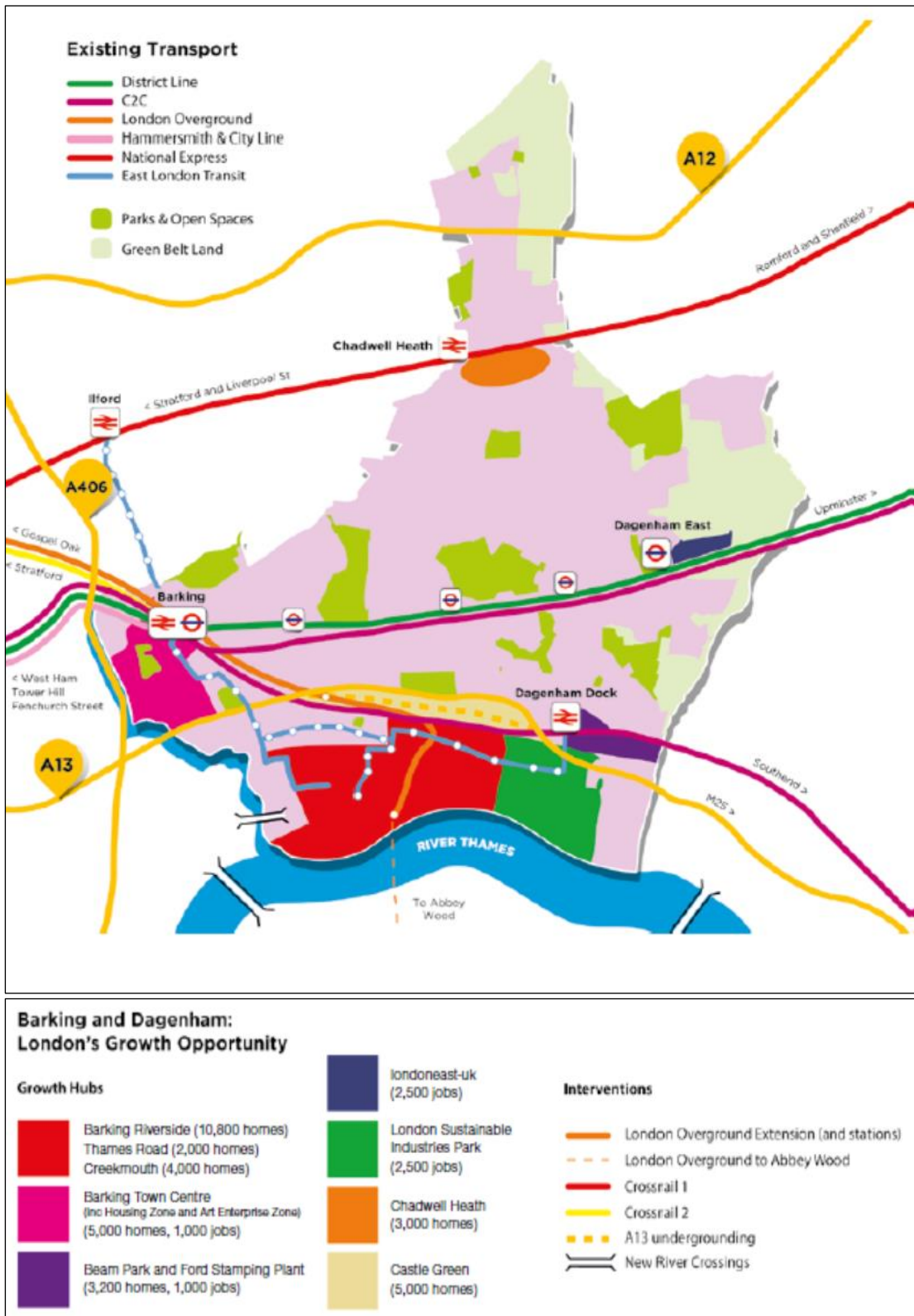
MTS Outcome 9: Unlocking

2.4.22 Most of the planned growth in Barking and Dagenham will be focused in the borough's key regeneration areas within the London Riverside Opportunity Area (see **Figure 2.9**). However, the area is relatively poorly served by public transport and the ambitious housing and jobs targets will simply not be realised without significant improvements to the transport network. Major developments such as Barking Riverside and Castle Green in particular are dependent on improvements to transport infrastructure and services.

2.4.23 A number of opportunities exist that will serve to unlock development opportunities in the borough. These include:

- The provision of new rail stations (MTS Proposal 87);
- Improvements to local bus services, bus priority and bus infrastructure to enable high-density development over a larger area (MTS Proposal 90);
- Piloting of bus transit networks in outer London Opportunity Areas to bring forward development ahead of rail investment or to support growth in places without planned rail access (MTS Proposal 91);
- The introduction of demand-responsive bus services, particularly in difficult-to-serve areas of outer London (MTS Proposal 92);
- The development of new walking, cycling, public transport and road river crossings (MTS Proposals 94 and 95);
- The redevelopment of operational sites such as rail or bus stations (MTS Proposal 97) and the decking over of the A13 (MTS Proposal 98);
- The use of public sector funding, such as TfL's Growth Fund, for smaller scale transport schemes (MTS Proposal 99).

Figure 2.9: Barking and Dagenham principal growth areas



2.5 Borough Transport Objectives

2.5.1 The principal objectives of the LIP are outlined below. They have been formulated having regard to the following principles:

- Continuity with the objectives in the second LIP, whilst acknowledging the shift in emphasis needed as local and Mayoral priorities change;
- Consistency with the MTS and the vision for Barking and Dagenham as set out in the Borough Manifesto, as well as other key plans and strategies (e.g. the London Plan and Local Plan);
- The imperative to integrate transport policy with other policies (including land use planning and public health) and to liaise with key partners in the Council and TfL;
- The constraints of funding identified in chapter 3.

2.5.2 There were 10 objectives in the second LIP, with a focus on tackling congestion; improving access for all; improving safety and security; reducing pollution and enhancing the environment; and improving the public realm. We aim to retain most of these objectives in LIP3, but in some cases are taking the opportunity to change the emphasis.

2.5.3 Chapter 1 outlines how the LIP is compatible with and complements the approach of the MTS. Development of the LIP objectives has also been guided by the Borough Manifesto - which provides the broadest picture of how local communities would like to see the borough in the long term. Similarly, other key plans and policies, such as the London Plan and Local Plan, have played an integral role in helping to shape LIP objectives.

2.5.4 Ongoing consultation and engagement on the LIP will ensure that the views of Barking and Dagenham residents, businesses, community groups and other organisations, as well as a range of other stakeholders, will be taken into account in finalising the objectives. Details of the wide-ranging consultation planned or currently underway are set out in chapter 1.

2.5.5 The objectives have been selected on the basis that funding will be as indicated in the guidance. Changes to the LIP funding allocation could result in changes to the scope of our objectives, with programmes and targets either being stretched or reduced. The potential implications are explored in more detail in chapters 3 and 4.

2.5.6 **Table 2.4** outlines the eight LIP objectives – grouped under four priority themes, indicating how they relate to the MTS priorities and outcomes and the Borough Manifesto vision and priorities. The objectives have been informed by the issues and opportunities identified above and have a lifespan to 2041 to reflect the timeframe of the MTS.

Table 2.4: LIP objectives

LIP Priorities/ Objectives*	MTS Priorities/Outcomes										Borough Manifesto Vision/Priorities						
	Changing the transport mix	Healthy Streets and healthy people				A good public transport experience			New homes and jobs		One Borough. One Community. No-one left behind.						
		Active	Safe	Efficient	Green	Connected	Accessible	Quality	Good Growth	Unlocking	Health and Wellbeing	Employment and Enterprise	Safety	Skills and Education	Environment	Community Engagement	Housing
LIP Priority: Connecting people and places																	
A. Enhancing public transport connectivity to enable growth	✓✓		✓	✓	✓	✓✓	✓	✓✓	✓✓	✓✓		✓✓	✓		✓		✓✓
B. Improving accessibility for all to key services and facilities	✓		✓			✓✓	✓✓	✓	✓	✓		✓✓	✓	✓			✓
LIP Priority: Promoting healthy, sustainable travel																	
C. Encouraging active travel to improve health and wellbeing	✓✓	✓✓	✓	✓	✓✓			✓	✓✓		✓✓		✓	✓	✓✓	✓	
D. Facilitating green travel to improve air quality and reduce the impact on the environment	✓✓	✓✓		✓	✓✓			✓	✓✓		✓✓		✓	✓✓	✓		

LIP Priorities/ Objectives*	MTS Priorities/Outcomes										Borough Manifesto Vision/Priorities						
	Changing the transport mix	Healthy Streets and healthy people				A good public transport experience			New homes and jobs		One Borough. One Community. No-one left behind.						
		Active	Safe	Efficient	Green	Connected	Accessible	Quality	Good Growth	Unlocking	Health and Wellbeing	Employment and Enterprise	Safety	Skills and Education	Environment	Community Engagement	Housing
LIP Priority: Improving safety and security																	
E. Reducing the number of casualties on our roads	✓✓	✓	✓✓				✓	✓			✓✓		✓✓	✓		✓	
F. Improving safety and security across the transport network	✓	✓	✓✓		✓		✓	✓			✓		✓✓			✓	
LIP Priority: Creating better streets and places																	
G. Managing our road space more efficiently to tackle congestion	✓✓	✓✓	✓	✓✓	✓✓		✓	✓✓	✓		✓✓	✓	✓		✓✓	✓	
H. Transforming the public realm to create healthy, inclusive places	✓✓	✓✓	✓	✓✓	✓✓		✓	✓	✓	✓	✓✓		✓		✓✓	✓	✓
KEY:																	
✓✓ High contribution to priorities/outcomes ✓ Lower contribution to priorities/outcomes																	
* All LIP objectives have a lifespan to 2041 to reflect the timeframe of the MTS																	

- 2.5.7 **Objectives A and B**, which are concerned with the issues of connectivity and accessibility, are principally geared to supporting growth and regeneration and to ensure greater social inclusion. The emphasis here is likely to focus on improving the provision and quality of public transport services and cycling and walking facilities to and within Barking and Dagenham. Achieving these objectives will help deliver MTS outcomes 5, 6, 7 and 9 and the Borough Manifesto priorities around Employment and Enterprise and Housing.
- 2.5.8 Key concerns relating to the environment and sustainability are air quality and climate change, on which transport has a major impact. The impact of transport choice and levels of pollution are also issues in relation to public health. The main focus of **objectives C and D** will therefore be on promoting the use of more active and sustainable modes of transport, whilst reducing the number of journeys made by private vehicles. This, in turn, will help us achieve a cleaner, greener and more sustainable borough, as well as helping to improve peoples' quality of life (MTS outcomes 1, 4 and 8 and Borough Manifesto priorities around Health and Wellbeing and Environment).
- 2.5.9 Despite a fall in the number of casualties on our roads and a reduction in crime on public transport, safety and security remains a key concern for many, particularly vulnerable groups such as cyclists and pedestrians and the elderly. The successful delivery of **objectives E and F** will go some way to achieving the MTS outcome of making London's streets safe and secure (Outcome 2) and the Borough Manifesto priority of creating a safer borough.
- 2.5.10 The need for a planned, coordinated approach to the management of our roads and the creation of distinctive public places are the key drivers behind **objectives G and H**. In particular, a long-standing priority for residents and businesses is the need to tackle congestion on the borough road network – particularly at peak times. Reducing severance and securing improvements to the public realm is also a key priority for the Council. Achieving these objectives will help deliver MTS outcomes 1, 3, 4 and 7 and the Borough Manifesto priorities around Health and Wellbeing and Environment.
- 2.5.11 All eight LIP objectives contribute, to a greater or lesser extent, to the overarching MTS aim of increasing sustainable travel mode share.

3. Delivery Plan and Programme of Investment

3.1 Introduction

3.1.1 **Chapter 3** sets out the overarching Delivery Plan and three-year Programme of Investment for the LIP. The Delivery Plan and associated transport measures form the framework for the development of the Programme of Investment which, in turn, is designed to meet our objectives, and to address the transport problems and opportunities identified in chapter 2.

Chapter 3 sets out:

- The Delivery Plan and the associated range of short and long-term measures/interventions, together with the priorities for implementation and how it links to the various Mayoral/Borough priorities (**section 3.2**);
- Confirmed/potential funding sources for implementing the Delivery Plan (**section 3.3**);
- The three-year indicative Programme of Investment for the period 2019/20 – 2021/22, together with information on the detailed annual spending programme for 2019/20 (**section 3.4**);
- Details of the methodology used for prioritising and monitoring progress of the Delivery Plan and Programme of Investment, and identification of potential risks and associated mitigation measures (**section 3.5**).

3.2 Delivery Plan

Principles and Priorities

3.2.1 The Delivery Plan has been developed to help achieve the overarching LIP objectives as well as to contribute to the delivery of the MTS priorities and outcomes and the Borough Manifesto vision and priorities. The driving principles behind the Delivery Plan are regeneration, community, health and wellbeing, crime and safety and the environment. These reflect the Mayor's vision to create a future London that is home to more people and a better place for people to live in; and the overarching aim for 80% of all journeys to be made on foot, by cycle or by public transport by 2041. They also reflect our Borough Manifesto vision to build on the borough's position as London's growth opportunity and ensure this change benefits every resident.

3.2.2 The priorities for implementing the Delivery Plan take into account such factors as the various transport problems and opportunities in the borough (chapter 2); indicators and targets (chapter 4); consultation and engagement outcomes (Annex C) and wider policy and programmes (Annex B). All parts of the Delivery Plan are of equal importance. However, from a geographic perspective there are certain areas of the borough where some elements of the plan require particular emphasis (see **Table 3.1** and **Figure 3.1**).

Table 3.1: Geographic priorities

Priorities	Areas of Emphasis
<p>Connecting people and places (Objectives A & B)</p>	<ul style="list-style-type: none"> • The main focus will be on improving north-south and orbital links within the borough, in particular, enhancing public transport, cycling and walking links between Marks Gate and Dagenham and to London Riverside from outside and within the borough. • Improving access by public transport, cycling and walking to local health, education, employment and shopping/leisure facilities will be a key focus, in particular: <ul style="list-style-type: none"> ▪ Health - access to King George and Queen's Hospitals in the neighbouring boroughs of Redbridge and Havering; ▪ Education – access to borough schools and colleges, including Barking and Dagenham College in Rush Green and the Coventry University campus in Becontree Heath; ▪ Employment – access to major employment areas south of the A13, including Dagenham Dock and River Road industrial areas; ▪ Shopping/leisure – access to Barking Town Centre, Chadwell Heath and Dagenham Heathway.
<p>Promoting healthy, sustainable travel (Objectives C & D)</p>	<ul style="list-style-type: none"> • With high levels of deprivation and problems with obesity prevalent, measures to promote healthy, active travel will be implemented across Barking and Dagenham. Particular emphasis will be placed on engaging the borough's schools and colleges. • Measures aimed at improving air quality in the borough will be focused on busy corridors and outside schools across the borough. Special attention will be placed on the three Air Quality Focus Areas in the borough – Barking Town Centre, Becontree Heath/Whalebone Lane and the A13 corridor.
<p>Improving safety and security (Objectives E & F)</p>	<ul style="list-style-type: none"> • There are no geographical priorities for road casualty reduction. Locations will be dictated by intelligent analysis of collision data. However, a number of key corridors have been identified as having high collision rates, including: <ul style="list-style-type: none"> ▪ A124 (Longbridge Road/Wood Lane); ▪ A1240 (Heathway); ▪ A1083 (Green Lane); ▪ A1112 (Whalebone Lane South). • The need for specific safety/security enhancements will take into account areas where such issues are important. Priority areas include stations, bus stops, parks and town centres.
<p>Creating better streets and places (Objectives G & H)</p>	<ul style="list-style-type: none"> • Measures aimed at tackling congestion, addressing issues of severance and creating 'healthy streets' will be implemented throughout the borough. However, there will be a particular emphasis along key corridors and at major junctions, including: <ul style="list-style-type: none"> ▪ The A13 corridor and major junctions including Movers Lane, Lodge Avenue, Renwick Road and Goresbrook Interchange; ▪ The A1306 corridor and Ballards Road gyratory; ▪ The A123 and A124 corridors into Barking Town Centre, including the Fanshawe Roundabout, London Road Roundabout and Ripple Road Gyratory; ▪ The A1240 (Heathway) and A118 (High Road) corridors; ▪ The 'Merry Fiddlers' junction and Civic Centre roundabout (convergence of Wood Lane, Green Lane, Whalebone South and Rainham Road North).

Figure 3.1: Map of geographic priorities

INSERT ANNOTATED BOROUGH MAP

Measures and Interventions

- 3.2.3 Details of the various measures and interventions that form the Delivery Plan are set out below and in **Table 3.2**, together with an indication of our approach to scheme delivery and how schemes align to the MTS priorities and outcomes and the Borough Manifesto vision and priorities. Experience gained implementing schemes in recent years, including the need for close partnership working with a range of stakeholders and exploring opportunities to adopt new, innovative approaches to scheme delivery; as well as learning from the best practice of others, has enabled us to develop a Delivery Plan with a more effective range of measures.
- 3.2.4 The Delivery Plan will focus principally on those smaller to medium sized schemes/initiatives that can be delivered by the Council and its partners in the short-medium term. Some of the more significant interventions required to meet LIP objectives and deliver Mayoral and borough priorities are set out in **Table 3.4** (Long-term Interventions).

Priority Area: Connecting People and Places

Key Delivery Plan Measures: *Public Transport Initiatives; Cycling/Walking Schemes; Highways/Public Realm Enhancements*

Delivery Plan Approach:

- Engaging with key partners/the wider community to identify areas of poor connectivity/accessibility and working with them to develop effective solutions;
- Investing in public transport, cycling and walking infrastructure;
- Delivering improved facilities and access for all, but particularly for more vulnerable groups such as the elderly and disabled people.

- 3.2.5 Delivery Plan measures/interventions proposed under this priority area will help deliver the LIP objectives around enhancing public transport connectivity to enable growth (**Objective A**) and improving accessibility for all to key services and facilities (**Objective B**). These typically include:
- Public transport initiatives – (e.g. new/improved infrastructure and services; introduction/expansion of bespoke travel services);
 - Cycling and walking schemes – (e.g. new cycle/pedestrian routes); and
 - Highways/public realm enhancements (e.g. station access/town centre improvements).
- 3.2.6 Our short-medium term priorities include:
- Securing capacity and access enhancements at Barking station to reduce overcrowding, improve passenger experience and support future passenger demand (see below);

- Securing additional capacity on key bus routes serving major growth areas such as London Riverside and Chadwell Heath to ease overcrowding, particularly at peak times, and support future housing growth;
- Implementing new cycling and walking links to key destinations, in particular the key 'hubs' of Barking Town Centre, Barking Riverside, Dagenham Heathway and Chadwell Heath to improve inter-borough connectivity and promote sustainable mode shift;
- Exploring the potential for demand-responsive bus services to connect to those parts of the borough which are currently poorly served by public transport;
- Maintaining and, where possible, enhancing the Borough's bespoke travel services, such as our Disabled Access and School Transport services, as a means of meeting the diverse travel needs of those individuals less able to access conventional public transport;
- Continuing the bus stop accessibility improvements programme, to provide disabled passengers with safe, accessible boarding facilities at bus stops, as required under the Equality Act;
- Continuing our station access and shopping parade improvements programme, as a means of making transport hubs and town and district centres in the borough accessible to all. Potential measures may include the provision of new or improved footways, accessibility improvements for disabled people and enhanced cycle parking and related infrastructure;
- Investigating the potential for replacing subways and footbridges with surface level crossings to meet the access needs of the mobility impaired and provide benefits to pedestrians and cyclists. Such schemes will also help reduce severance and address concerns around safety and security. A priority for the Council remains securing improved crossing facilities on the A12 to provide improved connectivity between Marks Gate and Chadwell Heath.

Priority Project: Barking Station Improvements

The Grade II listed Barking Station is one of the busiest interchange stations in London. Around 12.8 million passengers passed through the station in 2016/17.



The current Essex Thameside rail franchise commits the operator, C2C, to deliver a range of capacity and access improvements at Barking station by December 2019. This includes the remodelling/decluttering of the station concourse; the installation of additional ticket barriers; the provision of step-free access to platforms; new retail units and improved passenger information.



A planning application is due to be submitted by the end of 2018 with improvement works anticipated to commence in early 2019.

The Council previously committed to providing £900,000 towards the cost of these improvement works and has identified a similar amount to be funded from the Council's LIP allocation in 2019/20.

Priority Area: Promoting Healthy, Sustainable Travel

Key Delivery Plan Measures: *'Behaviour Change' Initiatives; Cycling/Walking Schemes; Public Transport Initiatives; Traffic Management/Reduction Measures; Highways/Public Realm Enhancements*

Delivery Plan Approach:

- Reducing the need to travel, especially by car;
- Promoting the greater use of cycling and walking, especially for shorter journeys and public transport for longer journeys;
- Reducing transport related pollution/disturbance.

3.2.7 The principal Delivery Plan measures/interventions to encourage active travel to improve health and wellbeing (**Objective C**) and facilitate green travel to improve air quality and reduce the impact on the environment (**Objective D**) are highlighted below and typically include:

- 'Behaviour Change' initiatives - (e.g. 'active'/'green' travel programmes; travel plans);
- Cycling and walking schemes - (e.g. new cycle/pedestrian facilities; cycle training programmes);

- Public transport initiatives – (e.g. improved passenger information; low emission/quieter vehicles);
- Traffic management/reduction measures - (e.g. vehicle restrictions; ‘cleaner’ fleets/vehicles);
- Highways/public realm enhancements - (e.g. ‘green’ infrastructure; use of innovative materials).

3.2.8 Our short-medium term priorities include:

- Developing and monitoring sustainable travel strategies for schools, businesses and new developments as a focus for reducing travel by car and increasing mode share of journeys by public transport, cycling and walking. A key priority is the need to manage and mitigate against the impacts of school travel and freight operations in the borough;
- Continuing our highly successful borough-wide ‘Active Travel’ and cycle training programmes as a means of facilitating healthier and ‘greener’ travel practices amongst children and adults (see below). A key focus will be on encouraging more school-aged children to walk and cycle;
- Implementing more pedestrian and cycling schemes. Walking and cycling are low cost, healthy and environmentally friendly means of travel and form an important component of our Delivery Plan. A key focus of our work here will be the implementation of safe, continuous cycle routes and supporting infrastructure as part of TfL’s ‘Quietways’ programme and delivering ‘Healthy Routes’ to create attractive, safe and accessible walking routes to schools and other key trip generators;
- Promoting the use of cleaner/environmentally friendly vehicles to reduce emissions and improve air quality in the borough. As well as encouraging TfL/bus operators to introduce more hybrid and electric vehicles on borough bus routes, the Council will consider ways of introducing new, low-emission vehicles as part of its fleet management plans and will look to install additional electric vehicle charging facilities, including rapid charging points, throughout the borough;
- Encouraging the implementation of ‘green’ infrastructure, including the greater use of ‘parklets’, street trees, green walls and Sustainable Drainage Systems (SuDS) as a means of improving air quality and reducing environmental impact. Through our partnership with University College London (UCL) we will also look to trial the use of ‘innovative’ surface materials as a means of improving local air quality and reducing disturbance from vehicle noise;
- Introducing vehicle management measures. Measures such as vehicle restrictions and better signing can help alleviate environmental concerns by routing HGVs and other high-polluting vehicles away from sensitive areas, such as residential streets and schools. We will also explore the potential for designating Low Emission Streets/Zones in those areas with particularly poor air quality, including the three Air Quality Focus Areas in the borough;
- Providing real time passenger information via new dynamic information systems at key destinations and trip generators. We will work closely with TfL and transport operators to ensure all stations and bus stops are fitted

with up-to-date maps, timetables and other travel information to provide passengers with clear information on destinations and service frequency.

Priority Project: Borough-wide Healthy/Active Travel Programme

To assist the Council in achieving its Borough Manifesto priorities of enabling social responsibility and keeping adults of all ages and children healthy and safe, and in line with the Growth Commission's recommendations that 'no one should be left behind', it is proposed to continue the successful programme of cycle training across the borough; and to assist schools and businesses with developing travel plans and delivering small scale physical measures such as cycle parking.



The Council will also continue its successful partnership agreement with Sustrans and Living Streets to deliver a range of cycling and walking events and initiatives which have proved popular amongst residents and schools and have helped to encourage the take-up of more healthy, active lifestyles. These include initiatives such as led cycle rides and walks around the borough; Walk Leader training to train volunteers to lead walks; and engagement with schools to promote events such as Walk to School week.

Priority Area: Improving Safety and Security

Key Delivery Plan Measures: *Highways/Public Realm Enhancements; Traffic Management/Reduction Measures; 'Behaviour Change' Initiatives; Cycling/Walking Schemes; Public Transport Initiatives*

Delivery Plan Approach:

- Adopting a 'Vision Zero' approach to eliminate all road casualties;
- Reducing crime, and anti-social behaviour on buses/trains and at stations.

3.2.9 The Council's LIP priorities around safety and security include reducing the number of casualties on our roads (**Objective E**) and improving safety and security across the transport network (**Objective F**). Delivery Plan measures/interventions to achieve this typically include:

- Highways/public realm enhancements – (e.g. corridor/junction improvement schemes; new street lighting);
- Traffic management/reduction measures – (e.g. traffic calming/speed reduction measures; effective enforcement);
- 'Behaviour Change' initiatives – (e.g. road safety education/training programmes; publicity campaigns);
- Cycling and walking schemes – (e.g. enhanced cycle/pedestrian facilities);
- Public transport initiatives – (e.g. station access improvements).

3.2.10 Our short-medium term priorities include:

- Delivering improvements to the local road network to improve safety, particularly along those corridors and at junctions experiencing a high number of collisions. Priority locations include Longbridge Road; The Heathway; Green Lane; and Whalebone Lane South;
- Implementing/upgrading crossing facilities, to improve conditions for pedestrians and cyclists, as well as other vulnerable road users, and to increase accessibility across busy roads. New crossing facilities will be considered where safety problems are particularly prevalent;
- Exploring innovative traffic calming and reduction measures, such as filtered permeability schemes, to help meet the safety concerns of residents and vulnerable road users. Locations will be favoured where there is a good case on safety grounds, such as outside schools, combined with strong support from the local community;
- Implementing further 20 mph zones to help reduce traffic speeds on the borough's road network. A key focus will be on residential streets and areas outside schools. We will also explore the potential for introducing a borough-wide 20 mph zone if it can be demonstrated that it is cost effective and will result in significant reductions in vehicle speeds and the number and severity of collisions;
- Expanding our road safety education and training programmes to ensure we meet our targets to reduce the number and severity of casualties on our roads. The focus for road safety training will be on cyclists, pedestrians and powered two-wheelers – some of the most vulnerable road users and who

are involved in a disproportionate amount of collisions. Targeted publicity campaigns will be carried out in the areas of speed (a particular problem in some areas of the borough), child safety, and drink/drug driving. We will also continue the highly successful 'Safe Drive, Stay Alive' campaign targeted at new and pre-drivers in the borough;

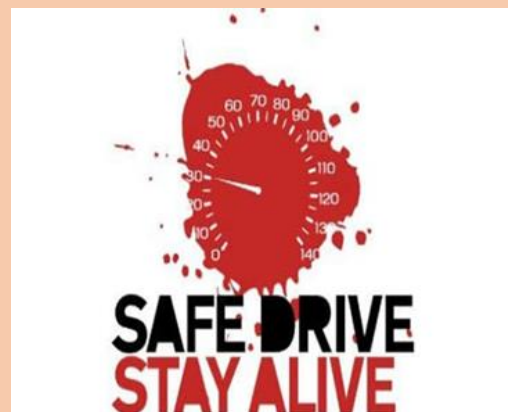
- Introducing CCTV cameras, new street lighting and other safety and security measures as part of our ongoing work to improve conditions at stations, bus stops, car parks and shopping parades. In addition, we will continue to make sure new developments achieve the 'Secured by Design' standard and that car parks achieve the 'Park Mark' award, and that improved safety and security information is provided for pedestrians, cyclist and other vulnerable transport users.

Priority Project: School Gate Safety and Access Improvements

We will continue our borough-wide school gate safety and access improvements programme in support of our LIP objectives of reducing the number of casualties on our roads, improving access for all and promoting healthy/sustainable travel; and to complement our various corridor/neighbourhood initiatives.

The programme will focus on the development and delivery of a comprehensive programme of road safety, traffic management and access improvements (and other appropriate highways/public realm interventions) outside and on the approach to borough primary schools and key secondary school locations. In addition to any physical improvements, we will also provide a definitive road safety education and active travel programme at all borough schools.

Locations will be selected on a priority basis, with those schools experiencing the most pressing road safety issues (i.e. number and severity of casualties); problems with congestion/poor air quality; and poor access by cycling and walking and public transport dealt with first. The nature of the measures implemented will be determined by the type of issues face. Community engagement will be undertaken to ensure that proposals are fully supported by the schools and local community.



Priority Area: Creating Better Streets and Places

Key Delivery Plan Measures: *Highways/Public Realm Enhancements; Traffic Management/Reduction Measures; Cycling/Walking Schemes; Public Transport Initiatives*

Delivery Plan Approach:

- Securing improvements to the local street scene and historic environment, adopting the 'Healthy Streets' approach;
- Making the most effective and efficient use of existing infrastructure;
- Better management of the road network;
- Interventions/schemes to limit traffic delays and reduce bottlenecks.

3.2.11 The principal Delivery Plan measures to be adopted to help create better streets and places in Barking and Dagenham and to achieve our LIP objectives of managing our road space more efficiently to tackle congestion (**Objective G**) and transforming the public realm to create healthy, inclusive places (**Objective H**), are outlined below and typically include:

- Highways/public realm enhancements - (e.g. 'DIY streets' schemes);
- Traffic management/reduction measures - (e.g. vehicle restrictions; freight consolidation);
- Public transport initiatives - (e.g. bus priority measures);
- Cycling and walking schemes - (e.g. new/enhanced cycle and pedestrian facilities).

3.2.12 Our short-medium term priorities include:

- Developing a high-quality public realm through a programme of street scene enhancements, delivering improvements against the ten 'Healthy Streets' indicators. A key priority will be to implement further improvements to forecourt areas around stations, our main shopping centres/parades and other key trip generators such as schools and visitor attractions. A 'co-design' approach, involving the local community and other stakeholders, will be central to the development and delivery of all schemes;
- Securing improvements to the borough road network, particularly along key corridors and at junctions, in order to reduce traffic bottlenecks and bus delays, reduce severance and create 'liveable' places. Priority locations are shown in **Table 3.1** and include Longbridge Road and Ripple Road in Barking; the Heathway and Ballards Road gyratory in Dagenham; Chadwell Heath High Road; and the 'Merry Fiddlers' junction in Becontree Heath;
- Developing a borough-wide freight strategy, setting out proposals to mitigate the impacts of freight activities and operations in Barking and Dagenham. Working closely with businesses, freight operators and other key stakeholders we will explore the benefits/practicalities of retiming deliveries; introducing freight consolidation initiatives; and examine the potential for moving more freight by rail and river;

- Maximising the potential of technology and intelligent transport systems, such as Variable Message Signing (VMS) in town centres and at car parks, and Split Cycle Offset Optimisation Technique (SCOOT) at traffic signals, as a means of helping to relieve the pressure on our busy road network;
- Implementing carriageway and footway resurfacing schemes. These will continue to be assessed and prioritised on a needs basis and implemented via the Council's Highway Improvement Programme. Packages of other highway maintenance schemes, including improvements to the Principal Road network in the borough, routine repairs and drainage improvements, will be undertaken, subject to the availability of funding;
- Reviewing and, where appropriate, updating the Council's Highways Asset Management Plan to ensure a more coordinated approach to the implementation of all transport schemes, maintenance programmes and utilities works to minimise the impact on the highway network and optimise the integrity, quality and value of our transport assets.

Priority Project: 'DIY' Healthy Streets

The 'DIY' Healthy Streets programme seeks to build on the success of our two previous DIY Streets projects, including the award-winning Marks Gate scheme, with the aim of increasing levels of walking and cycling across Barking and Dagenham.

Delivered in partnership with a range of stakeholders and combining community-led street design, behaviour change programmes and infrastructure improvements, the project will seek to identify and remove the barriers to walking and cycling at various locations in the borough.

As experts in their area, the local community will hold the keys to change and interventions will vary from area to area. Measures may typically include traffic-calming/reduction measures; new cycling and walking facilities; and place-making features. To complement the infrastructure works, a range of active travel initiatives will be rolled out, including, for example, the setting up of cycle training and walking group programmes for adults and children.



Table 3.2: Delivery Plan measures and interventions

Delivery Plan Measures/ Interventions	MTS Priorities/Outcomes										Borough Manifesto Vision/Priorities						
	Changing the transport mix	Healthy Streets and healthy people				A good public transport experience			New homes and jobs		One Borough. One Community. No-one left behind.						
		Active	Safe	Efficient	Green	Connected	Accessible	Quality	Good Growth	Unlocking	Health and Wellbeing	Employment and Enterprise	Safety	Skills and Education	Environment	Community Engagement	Housing
LIP Priority: Connecting people and places					Objective A: Enhancing public transport connectivity to enable growth Objective B: Improving accessibility for all to key services and facilities												
Barking Station capacity/ access improvements	✓		✓			✓	✓✓	✓✓	✓	✓			✓✓		✓		✓
Bus route capacity enhancements	✓✓		✓	✓	✓	✓✓	✓✓	✓✓	✓✓	✓✓		✓	✓	✓	✓		✓
New cycling/walking links	✓✓	✓✓	✓	✓	✓✓	✓			✓✓		✓✓	✓	✓	✓	✓✓	✓	
Demand-responsive bus services	✓✓		✓	✓	✓	✓✓	✓✓	✓✓	✓✓	✓		✓	✓	✓	✓	✓	✓
Enhancing the borough's bespoke travel services	✓		✓	✓	✓	✓✓	✓✓	✓			✓	✓	✓	✓	✓	✓	
Bus stop accessibility enhancements	✓	✓	✓				✓✓	✓			✓	✓	✓	✓			
Station access/shopping parade improvements	✓		✓✓	✓	✓	✓	✓✓	✓				✓	✓✓	✓	✓✓	✓	

Delivery Plan Measures/ Interventions	MTS Priorities/Outcomes										Borough Manifesto Vision/Priorities							
	Changing the transport mix	Healthy Streets and healthy people				A good public transport experience			New homes and jobs		One Borough. One Community. No-one left behind.							
		Active	Safe	Efficient	Green	Connected	Accessible	Quality	Good Growth	Unlocking	Health and Wellbeing	Employment and Enterprise	Safety	Skills and Education	Environment	Community Engagement	Housing	
Highway crossing access improvements	✓	✓	✓✓			✓	✓					✓	✓✓	✓	✓✓	✓		
LIP Priority: Promoting healthy, sustainable travel										Objective C: Encouraging active travel to improve health and wellbeing								
										Objective D: Facilitating green travel to improve air quality and reduce the impact on the environment								
Sustainable transport strategies for schools/ businesses/developments	✓✓	✓✓	✓	✓✓	✓✓				✓			✓✓	✓	✓	✓	✓✓	✓	
Borough-wide active travel/cycle training programme	✓✓	✓✓	✓✓	✓	✓✓				✓			✓✓	✓	✓✓	✓	✓✓	✓	
Pedestrian/cycling improvements	✓✓	✓✓	✓	✓	✓✓	✓			✓✓			✓✓	✓	✓	✓	✓✓	✓	
Cleaner/environmentally friendly vehicles	✓	✓		✓	✓✓			✓				✓✓				✓✓	✓	
Implementing 'green' infrastructure	✓	✓			✓✓			✓				✓✓				✓✓	✓	
Selective vehicle management measures	✓✓	✓	✓✓	✓	✓✓				✓			✓✓		✓		✓✓	✓	

Delivery Plan Measures/ Interventions	MTS Priorities/Outcomes										Borough Manifesto Vision/Priorities						
	Changing the transport mix	Healthy Streets and healthy people				A good public transport experience			New homes and jobs		One Borough. One Community. No-one left behind.						
		Active	Safe	Efficient	Green	Connected	Accessible	Quality	Good Growth	Unlocking	Health and Wellbeing	Employment and Enterprise	Safety	Skills and Education	Environment	Community Engagement	Housing
Real time passenger information	✓	✓		✓✓		✓	✓	✓✓	✓			✓		✓		✓	✓
LIP Priority: Improving safety and security										Objective E: Reducing the number of casualties on our roads Objective F: Improving safety and security across the transport network							
Corridor/junction road safety improvements	✓	✓	✓✓				✓	✓				✓		✓✓			✓
Pedestrian/cyclist crossing facilities	✓	✓	✓✓			✓	✓					✓		✓✓			✓
Innovative traffic calming/ reduction measures	✓✓	✓	✓✓	✓	✓			✓				✓		✓✓		✓	✓
20mph zones	✓	✓	✓✓		✓							✓		✓✓		✓	✓
Road safety education/ training	✓	✓	✓✓									✓		✓✓			✓
Public safety and security enhancements	✓	✓	✓✓					✓				✓		✓✓			✓

Delivery Plan Measures/ Interventions	MTS Priorities/Outcomes										Borough Manifesto Vision/Priorities						
	Changing the transport mix	Healthy Streets and healthy people				A good public transport experience			New homes and jobs		One Borough. One Community. No-one left behind.						
		Active	Safe	Efficient	Green	Connected	Accessible	Quality	Good Growth	Unlocking	Health and Wellbeing	Employment and Enterprise	Safety	Skills and Education	Environment	Community Engagement	Housing
LIP Priority: Creating better streets and places					Objectives G: Managing our road space more efficiently to tackle congestion Objective H: Transforming the public realm to create healthy, inclusive places												
Street scene enhancements	✓✓	✓✓	✓✓	✓✓	✓✓		✓	✓			✓	✓	✓✓	✓	✓✓	✓	
Corridor/junction congestion improvements	✓✓	✓	✓	✓✓	✓✓	✓		✓✓		✓	✓	✓	✓	✓✓	✓	✓	
Borough-wide freight strategy	✓		✓	✓✓	✓✓				✓		✓	✓	✓		✓✓	✓	
Maximising technology/ intelligent transport systems	✓		✓	✓✓	✓	✓		✓				✓	✓		✓		
Carriageway/footway resurfacing schemes	✓	✓	✓✓	✓	✓			✓			✓	✓	✓✓		✓	✓	
Highways Asset Management Plan review	✓		✓	✓✓	✓			✓				✓	✓		✓	✓	
KEY: ✓✓ High contribution to priorities/outcomes ✓ Lower contribution to priorities/outcomes																	

TfL Business Plan

3.2.13 In developing the Delivery Plan, the Council has also considered the Mayor's aspirations to deliver the main projects in TfL's Business Plan and the milestones associated with these. Details of the TfL projects which have implications for the borough and the opportunities that exist for undertaking complementary works in support of these schemes are set out in **Table 3.3**.

Table 3.3: TfL Business Plan schemes in Barking and Dagenham

TfL Project	Date	Borough Implications	Complementary Works
Opening of Elizabeth Line	2019	Commencement of full services likely to result in significant increase in passenger numbers arriving at/departing Chadwell Heath station, particularly at peak travel times.	Various public realm/station accessibility enhancements undertaken along Station Road as part of Crossrail Complementary Measures Programme in 2017. Scope for further pedestrian/cyclist improvements along Valence Avenue and the High Road.
Barking Riverside Overground extension	2021	Opening of Overground extension forecast to result in significant additional passenger interchange movements at Barking station and potential overcrowding on platforms/footbridge.	Range of station capacity/access improvements will be delivered in 2019 as part of C2C franchise commitments. Recent Barking station capacity study identifies the need for additional footbridge and possible new entrance at the western end of the station.
Ultra Low Emission Zone (ULEZ) expansion	2021	Expansion of ULEZ to North Circular could result in additional traffic/congestion on the borough road network and worsening air quality, especially from non-compliant vehicles seeking to avoid the charging zone.	Potential for introducing Low Emission Neighbourhoods (LENs) in those parts of the borough bordering the ULEZ, particularly Barking Town Centre which is an Air Quality Focus Area.
Modernisation of the Circle, District, Hammersmith & City and Metropolitan lines	2023	The Four Line Modernisation programme will result in 32 trains per hour running on the Circle, District and Hammersmith & City lines, adding significant extra capacity to the Underground network in the borough. However, significant improvements to station capacity/access arrangements are also required to accommodate the expected increase in passenger numbers.	Station access improvements were delivered outside Becontree station in 2017. Potential for delivering similar improvements outside Upney, Dagenham Heathway and Dagenham East stations during the course of the LIP. In the longer-term step-free access improvements are required at Becontree and Dagenham East stations.

Long-term Interventions to 2041

3.2.14 In the longer-term the Council considers that a number of significant, but currently unfunded, transport schemes and interventions will be required to ensure the delivery of Mayoral and borough priorities. These are summarised in **Table 3.4**.

Table 3.4: Long-term interventions

Scheme/ Intervention	Scope/Outcomes	Timeframe	Indicative Cost (£m)	Funding Source(s)	Alignment to Mayoral/ Borough Priorities/Outcomes
Rail Network/Infrastructure Improvements					
Barking - Stratford Rail Link	<ul style="list-style-type: none"> A direct rail connection from Barking to Stratford, served by existing C2C or future Elizabeth line services, to enhance connectivity to this important sub-regional hub and maximise the economic regeneration/growth potential of Barking Town Centre. 	By 2026	TBC	TfL, Network Rail, Developers	<p><i>MTS Outcomes:</i> Connected; Good Growth; Unlocking</p> <p><i>Borough Priorities:</i> Employment & Enterprise; Housing</p>
New Overground Station at Castle Green	<ul style="list-style-type: none"> The provision of a station at Castle Green on the recently approved London Overground Extension, to support the delivery of over 15,000 new homes in the area. 	By 2026	TBC	TfL, Central Government, BRL, Other developers	<p><i>MTS Outcomes:</i> Connected; Good Growth; Unlocking</p> <p><i>Borough Priorities:</i> Employment & Enterprise; Housing</p>
New C2C Station at Dagenham East	<ul style="list-style-type: none"> A new C2C mainline rail stop at Dagenham East station to bolster the ambitious plans for Londoneast-uk including the planned development of film studios. 	By 2026	TBC	C2C, TfL, Network Rail, LBBD, Developers	<p><i>MTS Outcomes:</i> Connected; Good Growth; Unlocking</p> <p><i>Borough Priorities:</i> Employment & Enterprise; Housing</p>

Scheme/ Intervention	Scope/Outcomes	Timeframe	Indicative Cost (£m)	Funding Source(s)	Alignment to Mayoral/ Borough Priorities/Outcomes
Other Station Improvements	<ul style="list-style-type: none"> Improvements to and the longer-term redevelopment of key borough transport interchanges of Barking, Dagenham Dock, Dagenham Heathway and Becontree stations to improve access, meet future passenger demand and unlock new homes. 	By 2031	TBC	C2C, TfL, Network Rail, LBB, Developers	<p><i>MTS Outcomes:</i> Accessible; Quality; Good Growth; Unlocking</p> <p><i>Borough Priorities:</i> Employment & Enterprise; Safety; Housing</p>
Overground Extension - Barking Riverside to Abbey Wood	<ul style="list-style-type: none"> A future onwards extension of the Barking-Gospel Oak line from Barking Riverside to Abbey Wood to link to Crossrail services and maximise the growth potential of London Riverside and the wider sub-region. 	By 2031	TBC	TfL, Network Rail, LBB, RBG, LBB, Developers	<p><i>MTS Outcomes:</i> Connected; Good Growth; Unlocking</p> <p><i>Borough Priorities:</i> Employment & Enterprise; Housing</p>
DLR Extension – Galleons Reach – Barking Station	<ul style="list-style-type: none"> A future onwards extension of the DLR from Galleons Reach to Barking Station to enhance connectivity to the Royal Docks and maximise the economic regeneration/growth potential of Barking Town Centre/London Riverside. 	By 2036	TBC	Central Government, C2C, TfL, LBB, Developers	<p><i>MTS Outcomes:</i> Connected; Good Growth; Unlocking</p> <p><i>Borough Priorities:</i> Employment & Enterprise; Housing</p>
HS1 Station at Barking/ Dagenham Dock	<ul style="list-style-type: none"> Provision of new interchange station at Barking Station and/or Dagenham Dock to provide improved links between east London and central London, SE England and Europe and maximise the growth potential of Barking Town Centre/London Riverside. 	By 2041	TBC	Central Government, TfL, Network Rail, LBB, Developers	<p><i>MTS Outcomes:</i> Connected; Good Growth; Unlocking</p> <p><i>Borough Priorities:</i> Employment & Enterprise; Housing</p>

Scheme/ Intervention	Scope/Outcomes	Timeframe	Indicative Cost (£m)	Funding Source(s)	Alignment to Mayoral/ Borough Priorities/Outcomes
Bus and Transit Network/Infrastructure Improvements					
Upper Roding Crossing	<ul style="list-style-type: none"> A new bus/transit river crossing between Abbey Road and Quay Road/Freshwater Road in Barking Town Centre to link Barking to Gallions Reach and the Royal Docks and support the development of new homes/jobs in the Town Centre. 	By 2021	£8m - £10m	TfL, LBBD, Central Government, Developers	<p><i>MTS Outcomes:</i> Connected; Accessible; Quality; Good Growth; Unlocking</p> <p><i>Borough Priorities:</i> Employment & Enterprise; Environment; Housing</p>
Lower Roding Crossing	<ul style="list-style-type: none"> A new bus/transit river crossing, linking Barking Riverside with Beckton in Newham, to address the significant severance issues caused by the River Roding; link London Riverside to the Royal Docks, including Crossrail at Custom House and the DLR extension to Thamesmead; and act as a catalyst for the regeneration of existing industrial areas around Creekmouth/River Road and help the delivery of Stage 4 of Barking Riverside. 	By 2026	TBC	TfL, LBBD, Central Government, BRL, Other developers	<p><i>MTS Outcomes:</i> Connected; Accessible; Quality; Good Growth; Unlocking</p> <p><i>Borough Priorities:</i> Employment & Enterprise; Environment; Housing</p>
'City in the East' Transit	<ul style="list-style-type: none"> A north-south transit system connecting Marks Gate/Chadwell Heath to Barking Riverside/Dagenham Dock to address severance and support modal shift; An east-west transit system connecting the key town centres and growth areas in London Riverside to kick-start new developments and support modal shift. 	By 2031	TBC	TfL, LBBD, Developers	<p><i>MTS Outcomes:</i> Connected; Accessible; Quality; Good Growth; Unlocking</p> <p><i>Borough Priorities:</i> Employment & Enterprise; Environment; Housing</p>
New/Improved Bus Connections	<ul style="list-style-type: none"> New/Improved bus connections to stations and other public transport 	By 2031	TBC	TfL, LBBD, Developers	<p><i>MTS Outcomes:</i></p>

Scheme/ Intervention	Scope/Outcomes	Timeframe	Indicative Cost (£m)	Funding Source(s)	Alignment to Mayoral/ Borough Priorities/Outcomes
	interchanges and health and education facilities across the borough and wider sub-region to support modal shift, improve accessibility and support growth.				Connected; Accessible; Quality; Good Growth; Unlocking <i>Borough Priorities:</i> Employment & Enterprise; Skills & Education; Environment; Housing
River Navigation/Infrastructure Improvements					
River Passenger Services to/from Barking Riverside	<ul style="list-style-type: none"> Introduction of timetabled river passenger services to/from Barking Riverside to provide the borough with additional cross-river connectivity, a direct transport link to the key employment hubs of Canary Wharf and central London and relieve pressure on the local road/public transport networks. 	By 2021	TBC	GLA, TfL, PLA, Service Operators, Pier Owners, BRL, Other developers	<i>MTS Outcomes:</i> Green; Connected; Quality; Good Growth; Unlocking <i>Borough Priorities:</i> Health & Wellbeing; Employment & Enterprise; Safety; Environment; Housing
Highway Network/Infrastructure Improvements					
A13 Junction Improvements	<ul style="list-style-type: none"> Securing improvements to the Movers Lane, Lodge Avenue and Renwick Road junctions on A13 to address issues of congestion, road safety and poor air quality and to enhance north/south connectivity. 	By 2026	TBC	TfL, LBBB, BRL, Other developers	<i>MTS Outcomes:</i> Safe; Efficient; Green; Connected; Quality; Unlocking <i>Borough Priorities:</i> Health & Wellbeing; Employment & Enterprise; Safety; Environment
A13 Riverside Tunnel	<ul style="list-style-type: none"> Relocating a 1.3km stretch of the A13 at Castle Green into a tunnel to improve traffic flow and air quality and to reduce severance in the area. Also offers the potential to deliver up to 15,000 new homes and 7,000 new jobs in the area, as well as helping to improve the 	By 2031	TBC	TfL, LBBB, Developers	<i>MTS Outcomes:</i> Safe; Efficient; Green; Connected; Quality; Unlocking <i>Borough Priorities:</i>

Scheme/ Intervention	Scope/Outcomes	Timeframe	Indicative Cost (£m)	Funding Source(s)	Alignment to Mayoral/ Borough Priorities/Outcomes
	character of the surrounding environment for the benefit of existing communities.				Health & Wellbeing; Employment & Enterprise; Safety; Environment; Community Engagement
Cycling and Walking Network/Infrastructure Improvements					
Barking - Chadwell Heath Strategic Cycle Link	<ul style="list-style-type: none"> A new segregated cycleway linking Barking to Crossrail services at Chadwell Heath to promote sustainable mode shift, help reduce congestion on the borough road network, improve local air quality and assist in the development of an attractive, healthy and active borough. 	By 2026	TBC	TfL, LBBD, Developers	<p><i>MTS Outcomes:</i> Active; Safe; Efficient; Green; Connected; Good Growth</p> <p><i>Borough Priorities:</i> Health & Wellbeing; Safety; Environment; Community Engagement</p>
Cycle Superhighway 3 Extension	<ul style="list-style-type: none"> An eastwards extension of Cycle Superhighway 3 to Dagenham Dock to encourage greater levels of cycling and enhance connectivity to and within the London Riverside Opportunity Area. 	By 2026	TBC	TfL, Developers	<p><i>MTS Outcomes:</i> Active; Safe; Efficient; Green; Connected; Good Growth</p> <p><i>Borough Priorities:</i> Health & Wellbeing; Safety; Environment; Community Engagement</p>

Source: LBBD Draft Local Plan/Infrastructure Delivery Plan (2018)

3.3 Funding Sources

- 3.3.1 The principal source of funding to implement the Delivery Plan will be the three-year Healthy Streets funding allocation from TfL, which comprises a range of formula, discretionary and strategic funding sources. The breakdown of the allocation for Barking and Dagenham is set out in **Table 3.5** and currently comprises £1.477 million in 2019/20 through the formula-based Corridors, Neighbourhoods and Supporting Measures Programme and Local Transport Fund and an indicative £2.954 million for the period 2020/21 – 2021/22.
- 3.3.2 Funding support for the upkeep of borough assets, such as the principal road network and bridge structures, has been reduced across London while TfL identifies a new, long-term funding stream for this work. Consequently, there is no funding available for the borough in 2019/20 and funding for subsequent years is still to be confirmed. In addition, the Council is not currently in receipt of any Liveable Neighbourhoods funding, but plans to submit a bid for funding by December 2018 and will look to make additional funding bids in subsequent years.
- 3.3.3 The Council is currently working with TfL to develop a number of strategic cycling and bus priority schemes to be implemented in Barking and Dagenham over the course of the Delivery Plan (see paragraphs 3.4.5 – 3.4.8 for details). However, no funding has yet been confirmed for these schemes.

Table 3.5: LBBD Healthy Streets funding allocation: 2019/20 – 2021/22

Funding Type	Programme	2019/20 (Confirmed)	2020/21 (Indicative)	2021/22 (Indicative)
Formula	Corridors, Neighbourhoods and Supporting Measures	£1,377,000	£1,377,000	£1,377,000
	Local Transport Fund	£100,000	£100,000	£100,000
Discretionary	Liveable Neighbourhoods	-	-	-
	Borough Assets	£0	TBC	TBC
Strategic*	Bus Priority	-	-	-
	Borough Cycling	-	-	-
	Other Healthy Streets	-	-	-
TOTAL:		£1,477,000	£1,477,000	£1,477,000

* Strategic schemes subject to separate allocations/bidding process

- 3.3.4 To support the implementation of the Delivery Plan, there is a range of other transport and related funding available to the Council from various sources,

including the GLA, developers and other third parties. In addition, the Council's capital budget is a potential source of funding for projects, particularly highways maintenance schemes. **Table 3.6** provides a summary of the sources and levels of funding available over the next three years which includes:

- Circa £2.9 million in 2019/20 towards footway reconstruction and carriageway resurfacing works as part of the Council's Borough-wide Highways Improvement Programme;
- Around £400,000 through the GLA's 'Green Capital' initiative to implement a new cycling and walking greenway and linear park in Thames View in the south of the borough;
- Up to £120,000 public health grant towards the cost of running the Council's highly successful cycle training and active travel programmes;
- Over £1.1 million through the Heritage Lottery Fund towards streetscape and conservation area improvements in Barking Town Centre;
- Over £800,000 of S106 funding for a range of transport, highways and public realm improvements across the borough, including locations in and around Barking Town Centre and Dagenham Dock.

Table 3.6: Other funding sources: 2019/20 – 2021/22

Funding Source	Programme	2019/20	2020/21	2021/22
Council Capital/ Revenue	Highways Improvement Programme	£2,920,000	TBC	TBC
	Public Health Grant	£40,000	£40,000	£40,000
GLA	Green Capital Grant (The Ripple Nature Reserve and Greenway)	£397,000	-	-
Heritage Lottery Fund (HLF)	Barking Town Centre Heritage Project	£500,000	£370,000	£275,000
Developer Funding (e.g. S106/CIL)	Various highways/public realm improvements	TBC	TBC	TBC
TOTAL:		£3,857,000	£410,000	£315,000

3.3.5 During the course of the LIP, we will look to secure additional funding through our partnership with a range of other stakeholders, including:

- **The Greater London Authority (GLA):** GLA Investment is targeted through a number of areas, including regeneration and economic development schemes; environmental projects; and arts, culture and health initiatives. The Council is currently working with TfL to secure funding through the GLA's Growth Fund to finance the development of a new bus/transit river crossing between Abbey Road and Quay Road/Freshwater Road in Barking Town Centre to link Barking to Gallions Reach and the

Royal Docks and support the development of new homes/jobs in the area. We also plan to submit a bid through the Mayor's Air Quality Fund (MAQF) as a means of delivering measures to tackle the borough's worst pollution hot spots;

- **Central Government (e.g. DfT/DeFRA):** Working closely with the GLA and TfL, the Council has submitted a circa £180 million forward funding bid to the Housing and Community Agency (HCA) through the Housing Infrastructure Fund to deliver several key pieces of transport infrastructure as a means of unlocking upwards of 20,000 new homes in the borough;
- **London European Partnership for Transport (LEPT)/European Union:** The Council recently completed a European funded project to develop a Freight Travel Plan in Barking Riverside with the aim of mitigating the impact of commercial freight traffic in the area. We will consider submitting bids for additional funding for transport and related schemes over the course of this Delivery Plan;
- **Sustrans/Living Streets:** Funding is often available through these charitable organisations/campaign groups to undertake a variety of cycling and walking initiatives and promotions. We also have a Service Level Agreement in place with Sustrans and Living Streets to undertake a variety of cycling and walking promotions and activities within the Borough and will look at ways of expanding the remit of these over the course of the LIP.

3.4 Programme of Investment: 2019/20 – 2021/22

3.4.1 A summary of the schemes that the Council is proposing under the formula-based Corridors, Neighbourhoods and Supporting Measures Programme and Local Transport Fund programmes for 2019/20 – 2021/22 is set out in **Table 3.8**. Information on the detailed annual spending programme for 2019/20 is set out in **Annex F**. For each scheme an indication of costs and sources of funding are given. It is considered that the programme will go some way to addressing a variety of local issues, whilst also being consistent with the Mayor's Transport Strategy.

3.4.2 The LIP Programme of Investment has been put together on the basis that funding will be as indicated in the latest TfL guidance. If a higher level of funding is available, then the programme will be extended. Similarly, if funding is lower than the indicative amount, then the programme will be reduced. In any event, the LIP programme is sufficiently flexible to allow resources to be transferred between projects or enable alternative schemes to be delayed/ brought forward.

Liveable Neighbourhoods Programme

3.4.3 In support of our plans for growing the borough, to enhance transport connectivity and accessibility, and to promote healthy, sustainable travel practices, we intend to submit a number of detailed bids for Liveable Neighbourhoods funding during the course of the LIP, including proposals for transformational schemes focused in and around the following areas:

- **Becontree Estate:** Transformational area-based scheme centred around the Council's plans to make Barking and Dagenham the 'Green Capital' of the Capital. Involving radically improved conditions for walking and cycling; greening measures to improve air quality; 'smart city' measures to help drive modal shift; and improvements to neighbourhood centres, the aim is to make this iconic estate an exemplar of 21st century sustainable living in the same way it embodied 20th century garden city ideals;
- **Beam Park/A1306:** Area improvement scheme to tackle long-standing severance, congestion and safety issues caused by the A1306 and to improve connectivity between the existing communities to the north of the road and the planned new developments at Beam Park and the former Fords Stamping Plant site to the south. A key element of any scheme will be the removal of the busy Ballards Road gyratory to improve safety for pedestrians and cyclists and improve accessibility to local services.

Borough Assets – Key Priorities

3.4.4 Whilst there is no funding available from TfL in 2019/20 for the ongoing maintenance of the borough principal road network and assessment/strengthening of bridge and other highways structures, the Council has set out its priorities for investment for subsequent years should funding become available (see **Table 3.7**).

Table 3.7: Borough assets – priorities for investment: 2019/20 – 2021/22

Asset Type	Priority Locations	Indicative Cost
Principal Road Network	<ul style="list-style-type: none"> • St.Paul's Road – Ripple Road to Gascoigne Road, • St Paul's Road Roundabout; • Ripple Road – Upney Lane to Lodge Avenue; • Ripple Road - Movers Lane to Westbury Road; • Heathway – Oxlow Lane to Wood Lane; • Rainham Road South – Bull Roundabout to Shafter Road; • Abbey Road – London Road to Highbridge Road; • Wood Lane Roundabout (Civic Centre); • Wood Lane – Valence Wood road to Rowlands Road; • High Road – Mill Lane to Whalebone Lane North. 	TBC.
Bridge Structures*	<ul style="list-style-type: none"> • Ripple Road Flyover and Footbridge; • Queen's Road Bridge/Subway; • London Road Bridge; • Beam Bridge; • Gores Bridge; • Various highways culverts. 	TBC.

* Funding for Bridge assessment/strengthening coordinated through London Bridges Engineering Group (LoBEG).

Strategic Funding Programmes

- 3.4.5 The Borough Cycling programme is by far the largest of TfL's strategic funding programmes and is focused on improving conditions and facilities for cyclists as a means of encouraging more people to cycle in London. It forms a key component of the Mayor's vision for cycling in the capital. Circa £169 million has been earmarked for investment in schemes across London in the three-year period to 2021/22.
- 3.4.6 The Council is working closely with TfL to deliver elements of the Borough Cycling Programme in Barking and Dagenham, including developing options for a Quietways route linking Ilford to Barking Riverside via Barking Town Centre. Details of routing, costs and timescales for delivery are still to be determined.
- 3.4.7 The Council is currently working with TfL to develop a number of strategic bus priority schemes in Barking and Dagenham as a means of improving bus route connectivity and improving bus journey times in the borough. High profile schemes include the potential for new bus links along Goresbrook Road and across the River Roding; and improvements to Longbridge Road to reduce bus journey delays.
- 3.4.8 A number of other, smaller, bus priority improvements are also being developed, including for locations along Ripple Road at St Paul's Road/Axe Street, King Edward's Road and Movers Lane; and at the junction of London Road//Abbey Road/Gurdwara Way in Barking Town Centre. Details of specific measures, costs and timescales for delivery are still to be determined.

Table 3.8: LIP Programme of Investment: 2019/20 – 2021/22

Scheme Name/ Location	Scheme Summary	Ward(s) Affected	Indicative Costs 2019/20*	Indicative Costs 2020/21*	Indicative Costs 2021/22*
Corridors, Neighbourhoods and Supporting Measures Programme Indicative Allocation:			£1,377,000	£1,377,000	£1,377,000
Public Health Grant:			£40,000	£40,000	£40,000
Barking Station Improvements	Contribution to redevelopment costs of Barking Station to improve accessibility and passenger safety and relieve overcrowding. A key priority is the provision of step-free access between the station concourse and platforms. Improvements to be delivered by December 2019 in line with C2C franchise requirements.	Abbey	£900,000	-	-
The Heathway 'Healthy Streets' Corridor Improvements	Development and delivery of range of 'Healthy Streets' measures identified in recent scoping reports produced by Sustrans and Living Streets with the aim of addressing a range of safety issues and road user conflicts in the area and increasing levels of walking and cycling to this major District centre. A key focus will be on the provision of safe, accessible facilities for pedestrians and cyclists; introduction of measures to tackle localised congestion and improve air quality; and the delivery of enhancements to the public realm. Two-year collaborative design and build scheme with main works undertaken in 2020/21.	Alibon, River, Village	£50,000	£600,000	-
Valance Avenue 'Healthy Streets' Corridor Improvements	Development and delivery of range of 'Healthy Streets' measures with the aim of improving walking and cycling links between the Becontree Estate and the Elizabeth Line (Crossrail) station at Chadwell Heath. A key focus will be on the provision of safe, accessible facilities for pedestrians and cyclists, including the introduction of dedicated pedestrian and cycle facilities on the central reservation along Valance Avenue. Two-year collaborative design and build scheme with main works undertaken in 2021/22.	Valance, Parsloes	-	£50,000	£500,000

Scheme Name/ Location	Scheme Summary	Ward(s) Affected	Indicative Costs 2019/20*	Indicative Costs 2020/21*	Indicative Costs 2021/22*
Eastbury Manor House Access Improvements	Public realm enhancement scheme aimed at improving visitor access to and reflecting the Grade 1 listed status of Eastbury Manor House. Focused on Eastbury Square and surrounding streets, the scheme will deliver a range of 'Healthy Streets' improvements which will better meet the needs of visitors and reflect the requirements of local residents. Key priorities include the need to reduce the speed/dominance of vehicles; improve conditions for pedestrians/cyclists; and improve the quality of the street scene. The scheme will complement wider improvements underway at the manor house aimed at providing an enhanced visitor experience.	Eastbury	-	£50,000	£250,000
Station Access Improvements Programme – Upney and Dagenham East	Continuation of our station access improvements programme aimed at providing high quality, attractive approaches to our key transport interchanges. Focusing on Upney and Dagenham East stations schemes will deliver improved walking, cycling and bus access to stations; improved safety and security and an enhanced public realm. Utilising our preferred approach of collaborative design and build, scheme delivery will be undertaken in 2020/21 (Upney) and 2021/22 (Dagenham East).	Longbridge, Eastbury, Eastbrook, Village	£50,000	£300,000	£250,000
Marks Gate – Chadwell Heath Cycling Link	Introduction of a dedicated cycle route linking the Marks Gate Estate to the Elizabeth Line (Crossrail) station at Chadwell Heath, as a means of encouraging healthy, sustainable travel in the area. It is proposed to better utilise the existing quiet, green routes of St. Chad's Park to provide a safe, direct cycle link, whilst seeking to address some of the key barriers/accessibility issues present in the wider area.	Chadwell Heath	£100,000	-	-
Road Safety and Access Improvement Programme (Various Locations)	Small-medium scale, site specific road safety and access improvements in support of our LIP objectives of reducing the number of casualties on our roads, improving access for all and promoting healthy/sustainable travel; and to complement our various corridor/neighbourhood initiatives. Priorities tbc, but likely to focus on proposals for new neighbourhood 20mph zones, filtered permeability schemes and 'school gate' road safety/access improvements.	All	£150,000	£250,000	£250,000

Scheme Name/ Location	Scheme Summary	Ward(s) Affected	Indicative Costs 2019/20*	Indicative Costs 2020/21*	Indicative Costs 2021/22*
Borough-wide Healthy/Active Travel Programme	Continuation of work with borough schools, businesses and residents to promote healthy, active and sustainable travel practices. Funding earmarked for: <ul style="list-style-type: none"> Provision of cycle training to cyclists of all ages and the delivery of walking events/initiatives to promote cycling and walking as healthy/sustainable modes of travel; Review/update of school and workplace travel plans, including funding for promotional events and small-scale physical measures (e.g. cycle parking). Includes contribution towards the cost of employing London Riverside Travel Plan Coordinator. 	All	£167,000 (Includes £40,000 Public Health Grant)	£167,000 (Includes £40,000 Public Health Grant)	£167,000 (Includes £40,000 Public Health Grant)
TOTAL:			£1,417,000	£1,417,000	£1,417,000
Local Transport Funding Indicative Allocation:			£100,000	£100,000	£100,000
Future Scheme Development (Various Locations)	Investigative studies to inform future LIP Corridor and Liveable Neighbourhood schemes. Focus will be on promoting healthy, active travel and on securing road safety and accessibility improvements.	All	£60,000	£60,000	£60,000
Minor Works (Various Locations)	Ad-hoc measures such as pedestrian access improvements; small-scale public realm enhancements; implementation of cycle parking; reviews of parking and waiting/loading restrictions; etc.	All	£40,000	£40,000	£40,000
TOTAL:			£100,000	£100,000	£100,000
GRAND TOTAL:			£1,517,000	£1,517,000	£1,517,000

* Schemes funded through LIP Corridors, Neighbourhoods and Supporting Measures Programme unless otherwise stated.

Figure 3.2: Programme of Investment locations

INSERT MAP OF INTERVENTIONS

3.5 Programme Prioritisation and Monitoring Arrangements

3.5.1 The processes involved in the prioritisation and management of the delivery programme comprise a number of interwoven strands:

- An agreed scheme prioritisation process;
- A clearly defined process to monitor programme progress;
- A robust system for reviewing the programme;
- Methods to identify and manage the risks to programme delivery.

Scheme Prioritisation

3.5.2 A simple scheme prioritisation process, based loosely on the DfT's New Approach to Appraisals (NATA) methodology, was used to determine the LIP Programme of Investment. This has helped ensure that schemes deliver value for money; reflect the MTS vision/priorities; are consistent with the LIP objectives and delivery programme; address local problems and priorities; have the support of Members and, above all, are deliverable.

Programme Monitoring and Review

3.5.3 Monitoring of the delivery of the LIP programme is currently achieved through regular contact between the Programme Manager and the teams/individuals responsible for the delivery of the various schemes. Monthly project management meetings are held where information on costs and progress of all schemes, both current and planned, is obtained. The availability of up to date information is integrated into the risk management process (see below).

3.5.4 The process of reviewing the overarching programme through the period of the LIP emerges, in part, from the above monitoring system. The programme could be amended, with schemes added/removed or brought forward/put back, etc. as a result of a change in priorities, the availability of resources or the capacity to deliver schemes.

Managing Risk

3.5.5 As part of the Council's internal Capital Programme Monitoring (CPM) process, a risk assessment of the draft LIP programme has been undertaken. The principal risks associated with the delivery of the LIP programme include the failure to deliver planned measures; the relative effectiveness of selected measures; the quality of the data/information supplied; the roles/action of others and changes to funding levels. **Table 3.9** summarises the principal risks and mitigation measures in place to address these.

Table 3.9: LIP Delivery Programme – principal risks and mitigation measures

Risk	Impact	Likelihood	Mitigation Measures	Controls/Impacts
Schemes delayed/not completed	High	Low	<ul style="list-style-type: none"> Robust scheme prioritisation. Monthly project management meetings. Adequate staff resources to deliver schemes. 	<ul style="list-style-type: none"> Assessing schemes to ascertain their deliverability from the outset (both in terms of available resources and buildability) will prevent abortive work or uncompleted schemes. Regular project management meetings will help ensure that programme slippage is identified at an early stage so that remedial action can be taken to bring delivery back on track.
Schemes not effective	High	Low	<ul style="list-style-type: none"> Robust scheme prioritisation and review process. Fully flexible Delivery Plan. 	<ul style="list-style-type: none"> Scheme effectiveness determined at outset and reviewed regularly by observing best practice elsewhere and noting effectiveness of different types of intervention. Flexible Delivery Plan will enable emphasis/resources to be switched between schemes or new programmes considered where necessary.
Reliability of information/ data	Medium	Low	<ul style="list-style-type: none"> Robust data collection/analysis techniques. 	<ul style="list-style-type: none"> Wide range of modern data sources available will ensure supply of more consistent data for identifying/assessing schemes. Council's Data Insight Hub also enables greater understanding of the significance/trends in data available.
Lack of support/ cooperation from key stakeholders	High	Medium	<ul style="list-style-type: none"> Strong cooperative/partnership working arrangements. 	<ul style="list-style-type: none"> Some aspects of programme delivery are dependent on close partnership working with neighbouring authorities and TfL (in the case of the TLRN). The support/cooperation of other stakeholders (e.g. developers, businesses, transport operators, residents, etc.) is also crucial.
Changes to funding levels	High	Medium	<ul style="list-style-type: none"> Confirmed funding allocation(s). 	<ul style="list-style-type: none"> Delivery Programme determined on the basis that funding will be as indicated in the original settlement letter from TfL. If a higher level of funding is available, then the programme can be extended. Similarly, if funding is lower than the indicative amount, then the programme will need to be reduced.

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4. Performance Management and Monitoring

4.1 Introduction

4.1.1 This chapter sets out the performance management and monitoring arrangements for the LIP. This is an essential element of the LIP process and will contribute to understanding progress in delivering the borough's objectives and, ultimately, the MTS outcomes.

Chapter 4 sets out:

- The targets and trajectories for the overarching MTS mode-share aim and nine outcome indicators (**section 4.2**);
- A summary of the systems in place for monitoring and reporting progress of the delivery indicators and targets (**section 4.3**).

4.2 LIP Indicators and Targets

4.2.1 The following section provides information on the LIP outcome indicators for which targets have been set. It includes details of the target value and date by which each target is to be reached, along with a summary of the actions needed and risks to achieve the targets. The indicators/targets are summarised in **Table 4.1**.

Overarching mode share aim – changing the transport mix

4.2.2 A key aim of the MTS is for 80% of all journeys to be made by active, efficient and sustainable modes – public transport, walking and cycling - by 2041. In recognition of this, boroughs have been set ambitious targets to increase walking, cycling and public transport mode share over this period.

4.2.3 Figures for Barking and Dagenham reveal that currently 55% of average daily trips are made by walking, cycling and public transport. Our targets for sustainable mode share are 57% by 2021 and 72% by 2041 (see **Figure 4.1**).

4.2.4 As set out in **Chapter 3**, a variety of public transport initiatives; cycling and walking schemes; 'behaviour change' initiatives; traffic management/reduction measures; and highways and public realm enhancements will inform our approach to increase the proportion of travel by these modes. This in turn will help us achieve our LIP priorities of promoting healthy, sustainable travel and creating better streets and places and our Borough Manifesto priorities of improving health and wellbeing and improving the environment.

4.2.5 Achieving an increase in walking, cycling and public transport mode share is dependent on successful partnerships with a range of stakeholders, including

schools, residents, businesses and developers. We will also need to understand better the factors that influence travel mode.

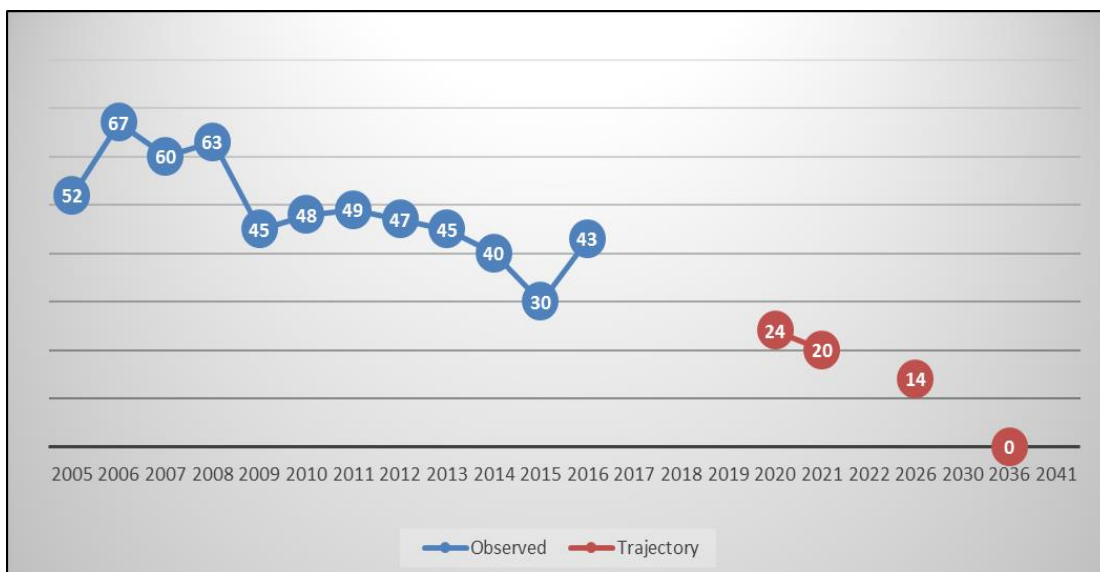
Figure 4.1: Borough Walking, cycling and public transport % mode share



Healthy Streets and healthy people

- 4.2.6 Reducing casualties is at the heart of the Mayor’s policies on road safety, and the number of people killed or seriously injured on London’s roads continues on a downward trend. However, it is clear that more still needs to be done.
- 4.2.7 In line with the Mayor of London’s ‘Vision Zero’ approach – which seeks to eliminate deaths and serious injuries from all road collisions across London (Outcome 2), Barking and Dagenham has been set a target of zero killed and seriously injured (KSI) casualties by 2041 (see **Figure 4.2**).

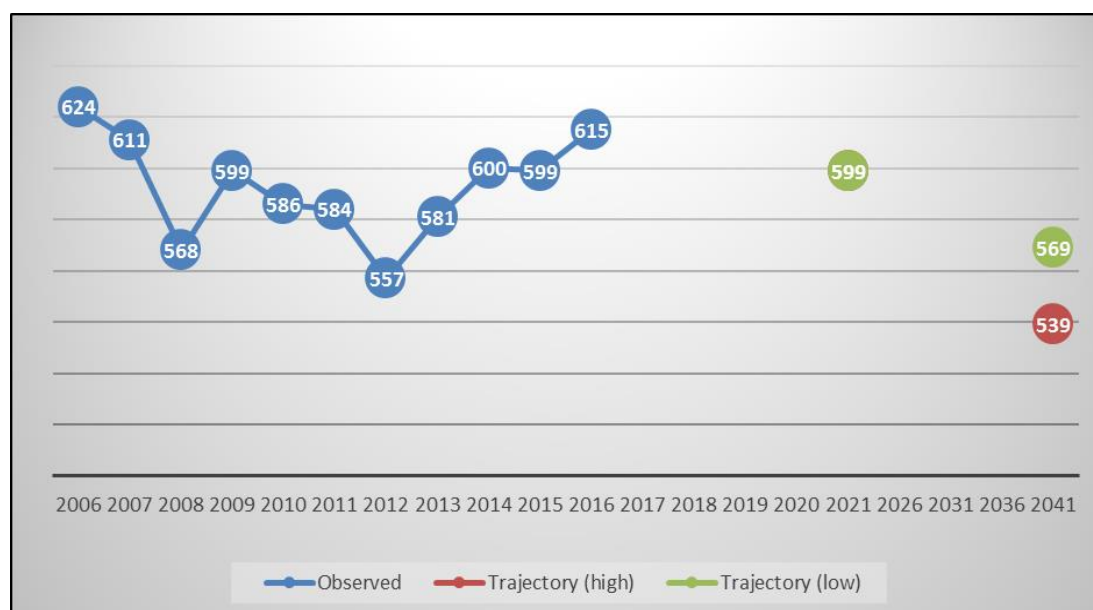
Figure 4.2: Borough Killed and seriously injured (KSI) casualties



4.2.8 The Mayor has also set the borough ambitious targets against a range of other ‘Healthy Streets’ outcomes, including achieving by 2041:

- An increase in the percentage of people doing at least 20 minutes of active travel a day (MTS Outcome 1a);
- A 5-10% reduction in the volume of traffic on our roads (MTS Outcome 3a) (see **Figure 4.3**);
- A reduction in CO₂, NO_x, and particulate emissions (MTS Outcomes 4a–4d).

Figure 4.3: Borough traffic volumes – annual vehicle kms (millions)



4.2.9 As set out in **Chapter 3**, a variety of public transport initiatives; cycling and walking schemes; ‘behaviour change’ initiatives; traffic management/reduction measures; and highways and public realm enhancements will inform our approach to delivering these MTS outcomes. This in turn will help us achieve our LIP priorities of improving safety and security; promoting healthy, sustainable travel; and creating better streets and places and our Borough Manifesto priorities of improving safety; improving health and wellbeing; and improving the environment.

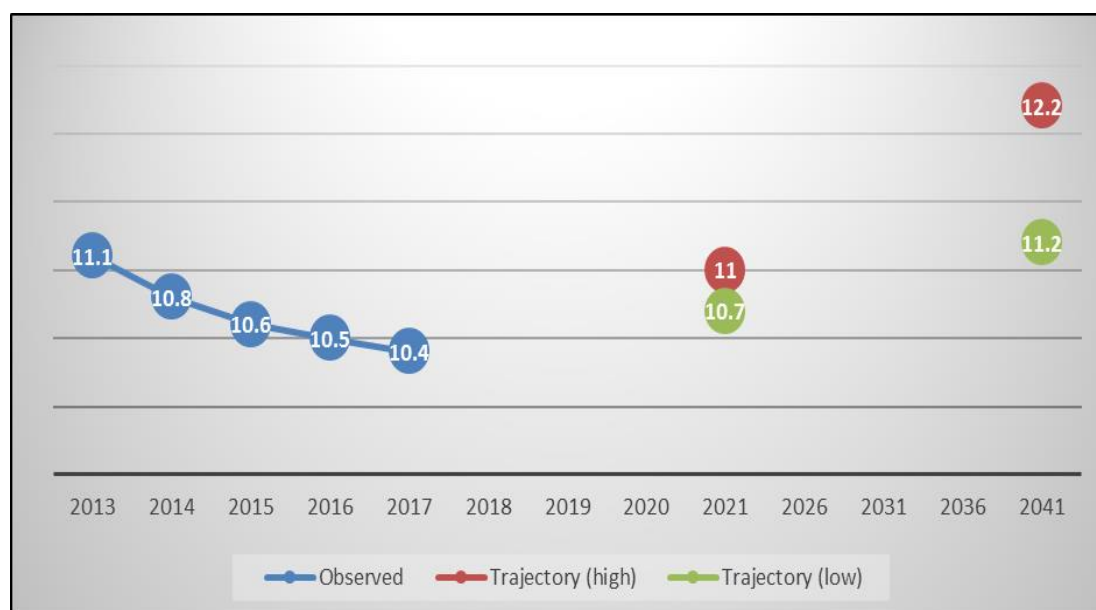
4.2.10 The main factor that could influence whether we achieve our casualty, traffic and emissions reduction targets is the accuracy of the data recorded. The ability of TfL to reduce casualties, traffic levels and emissions on the TLRN will also determine whether or not we meet our targets.

A good public transport experience

4.2.11 Providing a good public transport experience is one of the Mayor’s key priorities. Improving public transport reliability, particularly on the bus network, is one of the ways to achieve this and boroughs have been set targets to

increase average bus speeds by between 5% and 15% by 2041 (Outcome 7). Average bus speeds in Barking and Dagenham are currently 10.6 mph. The aim is to achieve an increase in speeds to between 11.2 mph (based on a 5% increase) and 12.2 mph (a 15% increase) by 2041 (see **Figure 4.4**). The Mayor has also set the borough ambitious targets against two other public transport outcomes – increasing public transport use (Outcome 5) and making public transport safe, affordable and accessible to all (Outcome 6).

Figure 4.4: Borough average bus speeds (mph)



4.2.12 As set out in **Chapter 3**, a number of public transport initiatives; traffic management/reduction measures; highways and public realm enhancements and ‘behaviour change’ initiatives will inform our approach to delivering these MTS outcomes. This in turn will help us achieve our LIP priorities of connecting people and places; and promoting healthy, sustainable travel and our Borough Manifesto priority of improving the environment.

4.2.13 The main threats to our ability to increase bus speeds and improve bus service reliability include rising traffic levels, particularly along roads where congestion is sensitive to small increases; and the location and duration of road closures by statutory undertakers for the repair/upgrade of utilities. Where these problems occur along roads which fall outside the borough’s control (e.g. the TLRN, neighbouring borough roads), this has the potential to further impact on service reliability. As such a ‘whole corridor’ approach to improving bus service reliability, in partnership with TfL and neighbouring boroughs, is required.

New jobs and homes

4.2.14 There are no indicators or targets set for the two outcomes under the MTS priority for delivering new jobs and homes.

Local targets

4.2.15 The Council has the option to set and monitor its own local targets for a number of MTS delivery indicators if required. Owing to pressures on resources, the decision has been taken not to set any at this stage. However, this will be kept under review and we will consider setting locally specific targets for a number of indicators during the course of this LIP. **Table 4.2** details the potential local targets for inclusion in the LIP.

4.3 Performance and Monitoring

4.3.1 The processes involved in performance management of the LIP targets are similar to that for the Delivery Plan and Programme of Investment (**see chapter 3, section 3.5**). It comprises a clearly defined processes to monitor target progress and methods to identify and manage the risks to targets. Monitoring of each indicator/target will be coordinated by the LIP Programme Manager, who will report progress to TfL using Proforma C each year.

4.3.2 As with the Delivery Programme, the principal risks associated with the delivery of the LIP targets include the quality of the data/information supplied; the failure to deliver planned measures; the relative effectiveness of selected measures; the role(s) of partners/stakeholders; and changes to funding levels. The principal risks and potential mitigation measures are summarised in **Table 3.9 in Chapter 3**.

Table 4.1: Borough outcome indicator targets

MTS Objective	Metric	Borough Baseline	2021 Target	2041 Target	Delivery Plan Measures to Achieve Targets
Overarching mode share aim – changing the transport mix					
Londoners' trips to be on foot, by cycle or by public transport	Active, efficient and sustainable (walking, cycling and public transport) mode share (by borough resident) based on average daily trips. Base period 2013/14 - 2015/16.	55%	57%	72%	<ul style="list-style-type: none"> Public Transport Initiatives; Cycling/Walking Schemes; 'Behaviour Change' Initiatives; Traffic Management/Reduction Measures; Highways/Public Realm Enhancements.
MTS Priority: Healthy Streets and healthy people					
MTS Outcome 1: London's streets will be healthy and more Londoners will travel actively					
Londoners to do at least the 20 minutes of active travel they need to stay healthy each day	Proportion of London residents doing at least 2x10 minutes of active travel a day (or a single block of 20 minutes or more).	18% (2013/14 – 2015/16 observed)	28%	70%	<ul style="list-style-type: none"> Cycling/Walking Schemes; 'Behaviour Change' Initiatives; Highways/Public Realm Enhancements.
Londoners have access to a safe and pleasant cycle network	Proportion of Londoners living within 400m of the London-wide strategic cycle network.	1% (2016 base)	4%	54%	<ul style="list-style-type: none"> Cycling/Walking Schemes;
MTS Outcome 2: London's streets will be safe and secure					
Deaths and serious injuries from all road collisions to be eliminated from our streets	Deaths and serious injuries (KSIs) from road collisions, base year 2005/09 (for 2022 target).	57	24	20	<ul style="list-style-type: none"> Highways/Public Realm Enhancements; Traffic Management/Reduction Measures; 'Behaviour Change' Initiatives; Cycling/Walking Schemes.
	Deaths and serious injuries (KSIs) from road collisions base year 2010/14 (for 2030 target).	46	24	0	

MTS Objective	Metric	Borough Baseline	2021 Target	2041 Target	Delivery Plan Measures to Achieve Targets
MTS Outcome 3: London's streets will be used more efficiently and have less traffic on them					
Reduce the volume of traffic in London.	Vehicle kilometres in given year. Base year 2015. Reduce overall traffic levels by 10-15 per cent.	599 million	599 million	569m (high) 539m (low)	<ul style="list-style-type: none"> • Traffic Management/Reduction Measures; • 'Behaviour Change' Initiatives; • Public Transport Initiatives; • Cycling/Walking Schemes.
Reduce the number of freight trips in the central London morning peak.	10 per cent reduction in number of freight vehicles crossing into central London in the morning peak period (07:00am - 10:00am) by 2026.	N/A	N/A	N/A	N/A
Reduce car ownership in London.	Total cars owned and car ownership per household, borough residents. Quarter of a million fewer cars owned in London. Base period 2013/14 - 2015/16.	64,323 (avg)	63,800	64,100	<ul style="list-style-type: none"> • Traffic Management/Reduction Measures; • 'Behaviour Change' Initiatives; • Public Transport Initiatives; • Cycling/Walking Schemes.
MTS Outcome 4: London's streets will be clean and green					
Reduced CO ₂ emissions.	CO ₂ emissions (in tonnes) from road transport within the borough. Base year 2013.	135,600 tonnes	123,800 tonnes	41,100 tonnes	<ul style="list-style-type: none"> • Public Transport Initiatives; • Cycling/Walking Schemes; • 'Behaviour Change' Initiatives; • Traffic Management/Reduction Measures; • Highways/Public Realm Enhancements.
Reduced NO _x emissions.	NO _x emissions (in tonnes) from road transport within the borough. Base year 2013.	470 tonnes	190 tonnes	30 tonnes	
Reduced particulate emissions.	PM ₁₀ and PM _{2.5} emissions (in tonnes) from road transport within borough. Base year 2013.	46 (PM ₁₀) 26 (PM _{2.5})	40 (PM ₁₀) 19 (PM _{2.5})	29 (PM ₁₀) 14 (PM _{2.5})	

MTS Objective	Metric	Borough Baseline	2021 Target	2041 Target	Delivery Plan Measures to Achieve Targets
MTS Priority: A good public transport experience					
MTS Outcome 5: The public transport network will meet the needs of a growing London					
More trips by public transport - 14-15 million trips made by public transport every day by 2041.	Trips per day by trip origin. Reported as 3yr moving average. Base year 2013/14 - 2015/16.	108,000	118,000	214,000	<ul style="list-style-type: none"> Public Transport Initiatives; 'Behaviour Change' Initiatives; Traffic Management/Reduction Measures.
MTS Outcome 6: Public transport will be safe, affordable and accessible to all					
Everyone will be able to travel spontaneously and independently.	Reduce the difference between total public transport network journey time and total step-free public transport network.	9 minutes (2015 observed)	-	4 minutes	<ul style="list-style-type: none"> Public Transport Initiatives; Traffic Management/Reduction Measures; Highways/Public Realm Enhancements.
MTS Outcome 7: Journeys by public transport will be pleasant, fast and reliable					
Bus journeys will be quick and reliable, an attractive alternative to the car.	Annualised average bus speeds, base year 2015/16.	10.6 mph	11.0 mph (high) 10.7 mph (low)	12.2 mph (high) 11.2 mph (low)	<ul style="list-style-type: none"> Public Transport Initiatives; Traffic Management/Reduction Measures.
MTS Priority: New homes and jobs					
MTS Outcome 8: Active, efficient and sustainable travel will be the best options in new developments					
No outcome indicators					
MTS Outcome 9: Transport investment will unlock the delivery of new homes and jobs					
No outcome indicators					

Table 4.2: Potential borough local targets

Target	Rationale	Link to MTS Priorities/Outcomes	Link to LIP and Borough Manifesto Priorities/Objectives
Increasing the percentage of trips to school by non-car modes.	A key aim of our active travel and school travel programmes is to increase the number of children who walk or cycle to school and considerable success has been achieved in recent years. However, travel by car is still high in some parts of the borough and we are keen to reduce this.	<ul style="list-style-type: none"> • Changing the transport mix • Active (Outcome 1) • Safe (Outcome 2) • Efficient (Outcome 3) • Green (Outcome 4) • Connected (Outcome 5) 	<p><i>LIP Priorities:</i></p> <ul style="list-style-type: none"> • Promoting healthy, sustainable travel • Improve safety and security <p><i>Borough Manifesto Priorities:</i></p> <ul style="list-style-type: none"> • Improving health and wellbeing • Improving safety • Improving the environment
Reducing the number of cyclist, pedestrian and powered two-wheeler casualties on the borough's roads.	This is a key aspect of our Delivery Plan approach to improving safety across the local transport network, particularly as the borough is amongst the poorest performing in terms of both the number of, and the rate of reduction in casualties in these areas.	<ul style="list-style-type: none"> • Changing the transport mix • Active (Outcome 1) • Safe (Outcome 2) • Green (Outcome 4) 	<p><i>LIP Priorities:</i></p> <ul style="list-style-type: none"> • Promoting healthy, sustainable travel • Improve safety and security <p><i>Borough Manifesto Priorities:</i></p> <ul style="list-style-type: none"> • Improving health and wellbeing • Improving safety • Improving the environment
Reducing average bus journey times/increasing average bus speeds on specific borough bus routes.	TfL has recently undertaken analysis of those bus routes in the borough that experience journey time reliability issues or are subject to frequent delays and have identified a range of improvements for delivery through the Bus Priority Programme. We will consider setting a local bus journey time/speed target to determine the effectiveness of these measures.	<ul style="list-style-type: none"> • Changing the transport mix • Connected (Outcome 5) • Quality (Outcome 7) 	<p><i>LIP Priorities:</i></p> <ul style="list-style-type: none"> • Connecting people and places • Promoting healthy, sustainable travel <p><i>Borough Manifesto Priorities:</i></p> <ul style="list-style-type: none"> • Improving the environment

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LBBD LIP ANNUAL SPENDING SUBMISSION 2019/20

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Annex F: LIP Annual Spending Submission - 2019/20



London Borough of Barking and Dagenham
Local Implementation Plan (LIP) 2019/20 Annual Spending Submission and Programme of Investment Form

Borough officer contact details

Name	
Contact Number	
Email	

Financial Summary Information

Year		Corridors Neighbourhoods and Supporting Measures	Major Schemes / Liveable Neighbourhoods	Total
2019/20	Confirmed Allocation £k	1,477	0	1477
	Submission £k	1,517	0	1,517
2020/21	Indicative Allocation £k	0	0	0
	Submission £k	0	0	0
2021/22	Indicative Allocation £k	0	0	0
	Submission £k	0	0	0

Mayoral Priority	no.	Mayoral Outcomes
Healthy Streets & healthy people	1	Active: London's streets will be healthy and more Londoners will travel actively
	2	Safe: London's streets will be safe and secure
	3	Green: London's streets will be clean and green
	4	Efficient: making more efficient use of our street network
A Good Public Transport Experience	5	Connected Public Transport: more people will travel on an expanded public transport network
	6	Quality Public Transport: journeys by public transport will be fast, comfortable and reliable
	7	Accessible Public Transport: public transport will be affordable and accessible to all
New Homes & New Jobs	8	Unlocking: support delivery of homes and provide better access to jobs, customers and suppliers
	9	Good Growth: developments are sustainable, supported by public transport and active travel options

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Programme	Scheme Title	Scheme Description	Funding Source (list multiple)	Portal ID of an on going scheme	Scheme Location and Extent. Coordinates and/or description	Funding £000's					Outcome Mapping - Please indicate which (inc. combinations) Healthy Streets Outcomes each scheme delivers							Street Type	Does the scheme impact on the TLRN or other TfL infrastructure	Does the scheme involve bus route diversions permanent or temporary?	Will the scheme be LCDS compliant	Would you like the following to be carried out by TfL?				
						FY 19/20	FY 20/21	FY 21/22	Sub-Total	Grand Total	Active	Safe	Green	Efficient	Connected PT	Quality PT	Accessible PT					Unlocking	Good Growth	Casualty Data monitoring (CADS)	Bus Journey Times monitoring	Press coverage
Corridors Neighbourhoods and Supporting Measures	Barking Station Improvements	Contribution to redevelopment costs of Barking Station to improve accessibility and passenger safety and relieve overcrowding. A key priority is the provision of step-free access between the station concourse and platforms. Improvements to be delivered by December 2019 in line with C2C franchise requirements.	LIP Allocation		Station Parade, Barking	900			900	900	yes	yes	-	-	-	yes	yes	-	-	City Streets (M2/P3)	No	No	NA	No	No	Yes

Programme	Scheme Title	Scheme Description	Funding Source (list multiple)	Portal ID of an on going scheme	Scheme Location and Extent. Coordinates and/or description	Funding £000's					Outcome Mapping - Please indicate which (inc. combinations) Healthy Streets Outcomes each scheme delivers							Street Type	Does the scheme impact on the TLRN or other TfL infrastructure	Does the scheme involve bus route diversions permanent or temporary?	Will the scheme be LCDS compliant	Would you like the following to be carried out by TfL?					
						FY 19/20	FY 20/21	FY 21/22	Sub-Total	Grand Total	Active	Safe	Green	Efficient	Connected PT	Quality PT	Accessible PT					Unlocking	Good Growth	Casualty Data monitoring (TADS)	Bus Journey Times monitoring	Press coverage	
Corridors Neighbourhoods and Supporting Measures	The Heathway 'Healthy Streets' Corridor Improvements	Development and delivery of range of 'Healthy Streets' measures identified in recent scoping reports produced by Sustrans and Living Streets with the aim of addressing a range of safety issues and road user conflicts in the area and increasing levels of walking and cycling to this major District centre. A key focus will be on the provision of safe, accessible facilities for pedestrians and cyclists; introduction of measures to tackle localised congestion and improve air quality; and the delivery of enhancements to the public realm. Two-year collaborative design and build scheme with main works undertaken in 2020/21.	LIP Allocation		The Heathway - Between Reede Road and Church Elm Lane	50			50	0	50	yes	yes	yes	yes	-	yes	yes	-	-	City Hubs (M3/P3)	Infrastructure	No	Yes	Yes	Yes	Yes
Corridors Neighbourhoods and Supporting Measures	Station Access Improvements Programme - Upney Station	Continuation of our station access improvements programme aimed at providing high quality, attractive approaches to our key transport interchanges. Focusing on Upney station the scheme will deliver improved walking, cycling and bus access to the station; improved safety and security and an enhanced public realm. Utilising our preferred approach of collaborative design and build, scheme delivery will be undertaken in 2020/21.	LIP Allocation		Upney Lane - Westrow Drive and Ripple Road	50			50	0	50	yes	yes	yes	yes	-	yes	yes	-	-	Connector (M2/P1)	Infrastructure	No	Yes	Yes	Yes	Yes
Corridors Neighbourhoods and Supporting Measures	Marks Gate - Chadwell Heath Cycling Link	Introduction of a dedicated cycle route linking the Marks Gate Estate to the Elizabeth Line (Crossrail) station at Chadwell Heath, as a means of encouraging healthy, sustainable travel in the area. It is proposed to better utilise the existing quiet, green routes of St. Chad's Park to provide a safe, direct cycle link, whilst seeking to address some of the key barriers/accessibility issues present in the wider area.	LIP Allocation		East Road/St. Chad's Park	100			100	0	100	yes	yes	yes	yes	-	-	-	-	-	Local Streets (M1/P1)	No	No	Yes	Yes	No	Yes

Programme	Scheme Title	Scheme Description	Funding Source (list multiple)	Portal ID of an on going scheme	Scheme Location and Extent. Coordinates and/or description	Funding £000's					Outcome Mapping - Please indicate which (inc. combinations) Healthy Streets Outcomes each scheme delivers							Street Type	Does the scheme impact on the TLRN or other TIL infrastructure	Does the scheme involve bus route diversions permanent or temporary?	Will the scheme be LCDS compliant	Would you like the following to be carried out by TIL?					
						FY 19/20	FY 20/21	FY 21/22	Sub-Total	Grand Total	Active	Safe	Green	Efficient	Connected PT	Quality PT	Accessible PT					Unlocking	Good Growth	Casualty Data monitoring (TADS)	Bus Journey Times monitoring	Press coverage	
Corridors Neighbourhoods and Supporting Measures	Road Safety and Access Improvement Programme	Small-medium scale, site specific road safety and access improvements in support of our LIP objectives of reducing the number of casualties on our roads, improving access for all and promoting healthy/sustainable travel; and to complement our various corridor/neighbourhood initiatives. Priorities tbc, but likely to focus on proposals for new neighbourhood 20mph zones, filtered permeability schemes and 'school gate' road safety/access improvements.	LIP Allocation		Various Locations	150			150	0	150	yes	yes	yes	yes	-	yes	-	-	-	Local Streets (M1/P1)	No	No	Yes	Yes	No	No
Corridors Neighbourhoods and Supporting Measures	Borough-wide Healthy/Active Travel Programme	Continuation of work with borough schools, businesses and residents to promote healthy, active and sustainable travel practices. Funding earmarked for: •Provision of cycle training to cyclists of all ages and the delivery of walking events/initiatives to promote cycling and walking as healthy/sustainable modes of travel; •Review/update of school and workplace travel plans, including funding for promotional events and small-scale physical measures (e.g. cycle parking). Includes contribution towards the cost of employing London Riverside Travel Plan Coordinator.	LIP Allocation		Various Locations	127			127	0	127	yes	yes	yes	yes	-	-	-	yes		Not Applicable	No	No	NA	No	No	Yes
			Public Health Grant																								
	Future Schemes Development (Local Transport Fund)	Investigative studies to inform future LIP Corridor and Liveable Neighbourhood schemes. Focus will be on promoting healthy, active travel and on securing road safety and accessibility improvements.	LIP Allocation		Various Locations	60			60	0	60	yes	yes	yes	yes	yes	yes	yes	yes	yes	Not Applicable	No	No	NA	No	No	No
	Minor Works (Local Transport Fund)	Ad-hoc measures such as pedestrian access improvements; small-scale public realm enhancements; implementation of cycle parking; reviews of parking and waiting/loading restrictions; etc.	LIP Allocation		Various Locations	40			40	0	40	yes	yes	yes	yes	-	yes	yes	-	-	Local Streets (M1/P1)	No	No	NA	No	No	No

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CABINET**16 October 2018**

Title: Contract for the Provision of Accommodation for Homeless Families	
Report of the Cabinet Member for Regeneration and Social Housing	
Open Report	For Decision
Wards Affected: All Wards	Key Decision: Yes
Report Author: Wayne Samuel, Accommodation and property Manager, Community Solutions	Contact Details: Tel: 020 227 5082 E-mail: wayne.samuels@lbbd.gov.uk
Accountable Director: Mark Fowler, Community Solutions	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary:</p> <p>At present the Council utilises the provision of temporary accommodation in meeting its statutory duty to house customers legally defined as homeless under part VII of the Homelessness Act 1996 (as amended). To date, the Council's portfolio of temporary accommodation consists of 1,882 units of accommodation of which Private Sector Licensed (PSL) provides approximately 1,403 units. The gross annual value of the portfolio is circa £20m.</p> <p>The Council aims to reduce the total number of homeless households in temporary accommodation to 1,750 within the financial year 2018-2019. In achievement of this ambition, the Council has developed a wider strategy to tackle the prevention of homelessness which includes the utilisation of private sector rent deposit as a means of assisting applicants to whom the local authority may owe a homelessness duty. Whilst ambitious in the motivation to reduce the number of households within temporary accommodation, it is acknowledged that wider socio-economic factors including ongoing welfare reforms and the introduction of the Homelessness Reduction Act are anticipated to result in unprecedented demand for assistance with re-housing as a consequence of homelessness.</p> <p>This report sets out a request to implement a framework under which the provision of temporary accommodation and private sector accommodation can be procured to address both existing and future demand.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
(i) Approve the proposals to procure a new contract for the provision of private sector properties for use as either temporary accommodation (Private Sector licensed PSL) or Assured Shorthold Tenancy (AST) for homeless households or those	

imminently threatened with homelessness, in accordance with the strategy set out in the report;

- (ii) Waive the necessary requirements, in accordance with the Council's Contract Procurement Rules, in order to extend the current contracts for the provision of Private Sector Licensed properties with the 19 contractors up to a maximum of five months or the commencement of a new contract, whichever is the sooner; and
- (iii) Delegate authority to the Director of Community Solutions, in consultation with the Cabinet Member for Regeneration and Social Housing, 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.

Reason(s)

To assist the Council to achieve its priority to 'redesign services in order to better meet the needs and aspirations of the community. To comply and fulfil the Council's statutory obligation to provide temporary accommodation to residents of the borough accepted as homeless under Part VII of the Housing act 1996 (as amended).

1. Introduction and Background

- 1.1 The Local authority has a statutory duty to provide temporary accommodation for households to whom a duty has been established under Part VII (homeless duties) of the Housing Act 1996 (as amended). In order to fulfil this function, the Council is required to source a variety of accommodation to ensure a sufficient supply to meet the needs of homeless households. This includes use of existing Council stock that has been decanted as part of the Estate Renewal Program, other flatted general needs stock, Council-owned hostels, privately-owned bed and breakfast accommodation, private rented accommodation sourced for use under the Rent Deposit Scheme and private sector rented property let on license, referred to as PSL.
- 1.2 The current temporary accommodation portfolio consists of 1,882 units of accommodation as described above of which PSL provides approximately 1,403 units, supplied by 18 providers. The gross annual value of the portfolio is £20m.
- 1.3 PSL suppliers provide both property and management related functions to the local authority under the terms of a contract entitled 'contract for the provision of Private Sector Licensing'. The existing contract defines and specifies key operational metrics such as minimum property standards, performance monitoring, repairs timescales and handback procedures.
- 1.4 A decision to procure a new contract for the provision of Private Sector Licensed Properties for use as temporary accommodation for homeless households and to extend the current contract until the commencement of a new contract was approved by Cabinet in April 2014. The current contract expires on 31 October 2018.

- 1.5 Private Sector Rent Deposit suppliers also provide property and management related functions however the provision of service is administered under an Assured Shorthold Tenancy (AST) which is a legal document between the homeless applicant (Tenant) and the Agent (Landlord). Eligible applicants are provided with offers of properties procured via Private Sector Rent Deposit both as a means of homelessness prevention and in discharge of the local authority's homelessness duty under the homelessness act 1996 (as amended).
- 1.6 The Council works with a network of managing agents to procure suitable properties for use as temporary accommodation and private sector rent deposit. In order to ensure a property meets the needs of an applicant the Council review the following key suitability factors:
1. **Rent charge.** The local authority ensure rent charges for Private Sector Rent Deposit properties are as close to Local Housing Allowance rates as possible. This ensures compliance with affordability standards and assists applicants on low incomes who may otherwise be adversely impacted by ongoing inflation in the private rented market.
 2. **Tenancy duration.** The Council aim to secure initial tenancy periods of at least 2 years for properties procured via the Private Sector Rented Deposit Scheme. This encourages a level of consistency and sustainability for both residents and landlords.
 3. **Health and Safety compliance-** Agents are required to provide Gas safety certificates, Electrical safety certificates (where applicable) Energy Performance Certificate, PAT testing certification for any electrical items provided, proof of fire resistance for any furniture provided, proof of ownership and liability insurance. Demand for emergency interim accommodation (temporary accommodation) is forecast to increase. Socioeconomic factors including significant inflation within the private rented sector, a reduction in the total volume of available Council homes, ongoing welfare reforms and the introduction of the Homelessness Reduction Act (HRA) which became an Act of Parliament on 27 April 2017 have resulted in unprecedented demand for assistance with re-housing as a result of homelessness. The Homelessness Reduction Act extends and outlines several new responsibilities for local authorities in consideration of aiding applicants threatened with homelessness.
- 1.7 In order for the Council to continue to fulfil its statutory duties and meet strategic ambitions of reducing the number of homeless households in temporary accommodation the award of a revised tender contract is necessary.
- 1.8 The tender contract should seek to be robust as far as it provides clear, reasonable, and enforceable terms and conditions in key areas such as price and payment, costs and expenses, performance, repairs and maintenance, insurance, indemnity and liability, handback and termination, health and safety and statutory obligations.
- 1.9 The contract must also seek to provide sufficient flexibility to allow the Council to meet dual targets of reducing the number of homeless households in temporary accommodation, responding to projected increases in demand and where possible providing a net saving to services where existing property procurement arrangements are resulting in considerable expense to the local authority.

Examples of flexibility which meets the above-mentioned targets may include- the ability to convert suitable Private Sector Licensed (PSL) agreements to Assured Shorthold Tenancies in discharge of the Councils' homelessness duty and a framework under which property suppliers have the ability to apply and contract as providers of PSL accommodation or private rented Rent Deposit accommodation or both.

2. Proposed Procurement Strategy

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

2.1.1 The proposed tender process will enable the Council to put a Framework Agreement in place under which accommodation providers can apply to provide Rooms, flats and houses of varying bedroom sizes to assist eligible homeless applicants including families with No Recourse to Public Funds.

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

2.2.1 Upon commencement of the new contract the estimated value is circa £83m over the contract period. The estimated value of the extension period commencing from expiry of the existing contract (1 November 2018) for a maximum five-month period until commencement of the new contract (1 April 2019) is approximately £1.6m per month or £8m.

2.3 Duration of the contract, including any options for extension

2.3.1 For a term of three years from November 2018 with an option to extend for a further period of [up to] one year. The maximum duration of the contract is therefore four years

2.4 Is the contract subject to (a) the (EU) Public Contracts Regulations 2015 or (b) Concession Contracts Regulations 2016? If Yes to (a) and contract is for services, are the services for social, health, education or other services subject to the Light Touch Regime

2.4.1 This is a service contract which is not subject to the light touch regime.

2.5 Recommended procurement procedure and reasons for the recommendation

2.5.1 The tender process will be conducted in compliance with the Council's Contract Rules. The tendering of this service will be advertised on the Council's e-tendering website.

2.5.2 Providers expressing an interest in the tender will be issued with a tender pack which will give clear details on the quality criteria and weightings. This will be a single stage tender using the Open Process in accordance with the Public Contracts Regulations 2015 which will offer the opportunity and support to less experienced providers to submit a tender for this framework contract.

The proposed weighting will be 100% quality. This weighting is based on previous experience which highlighted a large proportion of poor quality accommodation within the private sector market. To ensure the provision of good quality accommodation the Council aims to confirm a supplier's ability to demonstrate a track record of effective property management within this niche sector. Consideration was given to also utilising cost as a weighting metric however as part of the contract specification terms, successful providers will be expected to provide accommodation in line with the following:

Temporary accommodation-Pan London Broad Market Rental Agreement rate, (these are agreed rates set by each local authority for the provision of temporary accommodation within the specific borough).

Private rent deposit- Local Housing Allowance or up to a maximum 80% of market rate in line with the London affordable rent definition,

- 2.5.3 Tenders will be assessed on the weighting as outlined above. We propose this as the optimum balance of whole-life costs and benefits that meet the customer's requirements. The Council will request written statements to detail how they will meet the evaluation criteria.
- 2.5.4 Providers will be ranked on the framework according to the percentage of the quality score from their tender submission.
- 2.5.5 A service specification will set out the Council's expectations of the service provider.
- 2.5.6 Successful providers will be appointed to the Councils OJEU compliant framework of suppliers.
- 2.5.7 **Procurement Timetable**

Activity	Completion Date
Report considered at Procurement Board Sub Group	Monday 6 August 2018
Report considered at Procurement Board	Monday 20 August 2018
Report considered at Cabinet	Tuesday 16 October 2018
Advertise tender opportunity	Monday 5 November 2018
Closing date for receipt of completed tenders	Monday 31 December 2018 (8 weeks)
Tender evaluations	Monday 14 January 2019
Contract award sign-off	Monday 21 January 2019
Alcatel (10-day standstill period)	Wednesday 30 January 2019
Contract award	w/c Monday 4 February 2019
Contract mobilisation (if required)	w/c Monday 18 February 2019
Contract start date	w/c Monday 4 March 2019

2.6 The contract delivery methodology and documentation to be adopted

2.6.1 The Framework agreement and contract delivery method will be:

- 2 lots consisting of 1. Private Sector Leasing (temporary accommodation) providers and 2. Private Sector Rent Deposit providers
- Services to be delivered by a number of specialist housing providers
- The Council will procure services from this framework of suppliers via a 'call off' arrangement under which each supplier will be contacted as needs arise to establish what properties they may have meeting the specifications outlined within the contract. Each property meeting the specifications will be procured in line with prevailing demand for housing. This aim is enable the Council to have a range of different types of accommodation suitable for the needs of customers.

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

2.7.1 The anticipated outcome of the contract is to have a wider supply of accommodation available which is also flexible enough to meet the anticipated demands, while having the ability to retain the existing supply of accommodation. A new contract with improved terms will put the Council in a stronger position in terms of guaranteeing a supply of accommodation to meet statutory obligations. Savings on the procurement of accommodation are not expected, due to changes in Government subsidy grants, however, securing self-contained accommodation, negates the need to procure expensive and less suitable bed and breakfast accommodation.

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

2.8.1 As outlined above the criteria ratio upon which contracts will be awarded will be 100% quality. Providers will be ranked based on the quality of their tender submission.

2.8.2 Providers submitting applications as part of the tender will be assessed on quality via 4 method statement questions. These questions will be scored 0-5 depending on the quality of the answer. Providers submitting responses to any of the questions which are deemed to be below a satisfactory standard will be disqualified. Providers who have submitted satisfactory responses meeting the above-mentioned criteria will be awarded a contract to provide either Private Sector Licensed or Private Sector Rent Deposit services.

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

2.9.1 The service is likely to benefit service users because they will have a wider range of available housing options. Landlords within local communities will also benefit as they will be receiving reasonable levels of rent payments for their properties.

3. Options Appraisal

- 3.1 **Option 1: Do nothing** - The existing agreement to procure Private Sector Leasing property expires 1st November 2018. Should a revised framework agreement fail to be implemented the Council will be unable to continue procure accommodation within a legally compliant environment. Indeed, the Council could spot purchase accommodation however the financial impact would be both significant and adverse.
- 3.2 **Option 2: Join an existing Framework Agreement** - The Council have considered alternative procurement options such as regional consortiums however this has been ruled out as it does not represent long term value for money.
- 3.3 **Option 3: undertake a tender exercise to setup a framework agreement** - This is the recommended option as it will allow the Council to:
- Formalise and amalgamate the procurement of private rent deposit accommodation alongside the provision of PSL accommodation
 - Negate the uncertainty and exorbitant expense of spot purchasing.

4. Waiver

- 4.1 Waive the requirements to advertise and tender in order to extend the contracts for the provision of Private Sector Licensed temporary accommodation properties with the 19 existing contractors for a maximum of up to five months or the commencement of a new contract, whichever is the sooner on the grounds that an emergency situation exists as stated in 6.6 (a) of the Council's Contract Rules.
- 4.2 It is an emergency because under the homelessness act 1996 (as amended) the Council has a legal duty to provide interim emergency accommodation if a person(s) meet the requisite thresholds outlined under the legislation. This situation is made all the more acute following implementation of the Homeless Reduction Act 2018 which places additional duties on local authorities in providing assistance to relieve homelessness. Should the Local authority fail to meet its statutory homelessness duty the social, legal and reputational effects are likely to be significant.

5. Consultation

- 5.1 The proposals in this report were considered and endorsed by the Procurement Board at its meeting on 20 August 2018.

6. Corporate Procurement

Implications completed by: Francis Parker – Senior Procurement Manager

- 6.1 In terms of the new contract, the procurement approach highlighted in this report for is suitable for a contract of this scale and scope.
- 6.2 This procurement will be in full compliance with EU procurement regulations. Due to the nature of this contract, this procurement does not seek to reduce costs. The aim

is to ensure contractual compliance, with strong contractual terms and an increased supply of accommodation to the Council (which will reduce reliance on costly B&B provision).

- 6.3 Corporate procurement does not support the waiver for this service. Lack of action has put the Council in a non-compliant position and the justification for the waiver is not valid. The amounts requested to waive exceed the limits allowed by the PCR2015 and EU procurement directives which carries risk. However, we cannot stop provision of the PSL service and must continue to pay our suppliers.

7. Financial Implications

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

- 7.1 This report is seeking Cabinet approval to waive the requirement to tender and to extend the existing contracts for the provision of private sector leasing with the existing contractors for a period of up to six months. It also seeks approval of the procurement strategy for the procurement of the new framework.
- 7.2 The cost of private sector temporary accommodation varies according to the size and location of the accommodation. The Council pays the cost of leasing accommodation from the landlord (including management charges) and in turn charges the household rent to cover these costs. The rent that can be recovered by tenants is effectively constrained by affordability and in particular the rates set by the DWP for Housing Benefit.
- 7.3 Over recent years, the cost of accommodation has increased above the levels generally recovered from tenants requiring the Council to provide additional budget funding to cover these costs. It is therefore important that the procurement of accommodation is effective in keeping the cost as close to LHA rates as possible.
- 7.4 The actual cost of accommodation will vary according to the number and size of households accommodated – however it has been in the region of £20m per year (or c£1.67m a month.) This cost can be funded from reasonably collectable rents and the net budget allocation. However, it is essential that this is closely monitored.

8. Legal Implications

Implications completed by: Kayleigh Eaton, Senior Contracts and Procurement Solicitor, Law and Governance

- 8.1 This report is seeking Cabinet's approval to firstly, waive the requirement to tender and extend the existing contracts for the provision of private sector leasing with the existing 19 contractors for a period of up to 5 months from 1st November 2018 until the 31st March 2019 and secondly, to proceed with the procurement of new framework for the provision of private sector accommodation.
- 8.2 It is noted that all extension options within the contract have been used so the requested extension is sought to allow sufficient time for officers to procure the new framework and facilitate continuation of the service in order for the Council to satisfy its statutory obligation to provide interim emergency accommodation where a person meets the requisite thresholds outlined under the relevant legislation.

- 8.3 The client department is advised to work in collaboration with procurement in order to expediently procure the new arrangement so that the Council can start to procure accommodation under the new complaint framework. The Public Contracts Regulations 2015 permit contracts to be modified without a new procurement where the modification, irrespective of value, is not considered to be substantial. The regulations set out what is considered to be substantial and the Council should be mindful that where a substantial variation is made to a contract during its term, it can be considered to be a new contract which should be subject to a fresh procurement and therefore contrary to the EU procurement regulations. It is for this reason that the procurement process should commence without undue delay so that the extension is not at risk of being considered substantial.
- 8.4 The proposed new procurement being considered is estimated to cost the Council approximately £80 million over the lifetime of the framework and therefore is above the EU threshold for service contracts (currently set at approximately £181,302). This means that there is a legal requirement to competitively tender the framework via the Official Journal of the European Union (OJEU).
- 8.5 It is noted that the intention is to tender this framework in accordance with the Public Contracts Regulations 2015 (the 'Regulations') using the Open procedure. The requirements for competitive tendering, as contained in the Regulations and rule 28.5 of the Council's Contract Rules, should therefore be met, provided that the procedure is conducted in accordance with the Regulations.
- 8.6 Contract Rule 28.8 of the Council's Contract Rules requires that all procurements of contracts above £500,000 in value must be submitted to Cabinet for approval. In line with Contract Rule 50.15, Cabinet can indicate whether it is content for the Chief Officer to award the contracts following the procurement process with the approval of Corporate Finance.
- 8.7 The Responsible Directorate and report author are requested to keep the Law and Governance Team fully advised on the progress of this procurement who will be available to assist and advise throughout the process.

9. Other Implications

9.1 Risk and Risk Management

Risk	Impact	Possible Mitigation
Failure to attract bidder/s	<ul style="list-style-type: none"> Limited choice of providers 	<ul style="list-style-type: none"> Identify possible providers Hold market engagement event
Delays to the start of the contract	<ul style="list-style-type: none"> Cannot award contract within timescales 	<ul style="list-style-type: none"> Extend contract with incumbent providers
Providers submit non-compliant bids	<ul style="list-style-type: none"> Cannot award the contract 	<ul style="list-style-type: none"> Clear instructions and guidance on how to complete the tender given to providers to ensure better quality bids

9.2 **Corporate Policy and Equality Impact** - The contract shall replace the current arrangement and shall therefore have no adverse impact on customers. Constituents currently residing in temporary accommodation will continue to do so. Official offers of Assured Shorthold Tenancies to eligible applicants will only be made where the Council confirm the property is reasonably suitable for a customer to occupy.

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

List of appendices: None

CABINET**16 October 2018**

Title: Contract for the Provision of Removal Services	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: Victoria Lawal Senior Contracts and Procurement Manager My Place	Contact Details: Tel: 0208 724 3482 E-mail: Victoria.lawal@lbbd.gov.uk
Accountable Director: Robert Overall – Director of My Place	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary:</p> <p>This report presents proposals for the procurement of a new term contract for the provision of removal services for both corporate and residential properties.</p> <p>The Council currently uses two companies for these services:</p> <ul style="list-style-type: none"> • Crown Promotions and Removals provide mostly decant services to support new build housing projects and to re-home residents. They won a competitive tender process in 2013 and the contract expired in January 2017, so the council is currently not under contract for these services. • Phil's Removals have assisted the Council with its office decant and building consolidation programme. There is no contract in place with Phil's Removals, although costs have been benchmarked in the past. <p>It is anticipated that the new contract will commence in January 2019 for a period of three years, with an option to extend for a further year subject to satisfactory performance.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ol style="list-style-type: none"> (i) Approve the procurement of a new term contract for removal services for both corporate and residential properties, in accordance with the Council's Contract Rules and the strategy set out in the report; and (ii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services and the Director of Law and Governance, to conduct the procurement and enter into the contract and all other necessary or ancillary agreements, including contract extensions, with the successful bidder. 	

Reason(s)

The procurement exercise will lead to the award of a new Term Contract which will provide the Council with a responsible, safe, cost-effective contract for removals for corporate buildings and residential properties, thus helping to achieve the Council Priority of a “well run organisation”.

1. Introduction and Background

- 1.1 Following a full procurement exercise in 2012, the Council engaged with Crown Promotions and Removals for all estate decant services and also residential moves. This contract was used primarily by the Corporate Delivery Unit (now Be First) and also by Community Solutions.
- 1.2 Phil’s Removals have been used historically for office moves. The Council has gone through a large office restructure over recent years and Phil’s Removals have offered an excellent service that has delivered significant value for money. With the large-scale office moves now having largely come to an end, the requirement for this type of work will reduce, with just the ad-hoc requirement as the number of property assets change in the future.
- 1.3 The historic spend for removals services varies significantly as the demand for the service changes year on year. The previous two-year spend was circa £820k, broken down as follows:

	2016/17	2017/18
Be First	80,000.00	80,000.00
Community Solutions	206,913.00	163,456.44
Housing	190,888.00	91,283.00
Total	477,800.88	334,739.44

- 1.4 Neither of these services are under contract and need to be tendered fully and a “Formal Invitation to Tender” is required as per the Council’s Contract Rules and the Public Contracts Regulations 2015.

2. Proposed Procurement Strategy

2.1 Outline specification of the works, goods or services being procured.

- 2.1.1 This contract is for the removal of items from properties that will include Council offices and resident’s properties. There may also be some requirement for the storage of items and the hire of storage crates. There will be at least three different Council services that will be using this contract for removal services and each one will likely have slightly different requirements and specifications.
- 2.1.2 There will need to be scheduled costs for removal, storage boxes, storage of items and a schedule for long distance moves (e.g. Bradford for the Community Solutions team).

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

2.2.1 Over a full four-year period the overall contract spend is likely to be approximately £1.2m, based upon historic spend over the previous two years and taking into account that the scale of office moves is likely to reduce in the next few years.

2.3 Duration of the contract, including any options for extension.

2.3.1 The contract will be for three years plus an option for a one year extension subject to satisfactory performance, giving four years in total.

2.4 Recommended procurement procedure and reasons for the recommendation

2.4.1 A full open OJEU tender will be carried out and advertised in OJEU, Bravo (e-tendering), Contracts Finder and the Council's website. The tender will be run via the Bravo Solution procurement portal.

2.4.2 The procurement is required to be let under an open procedure. The open procedure will allow for the maximum number of suppliers to respond, will encourage SMEs and will likely produce the best value for money for the Council. Suppliers will be required to have sufficient accreditation relevant to the services and have sufficient financial standing.

Outline Timetable:

Stage	Estimated Date
Procurement Strategy Report to Procurement Board Sub Group	6 th August
Procurement Strategy Report to Procurement Board	20 th August
Report to Cabinet	16 th October
Publish tender opportunity in OJEU, BRAVO, Contracts Finder and the LBBB website	24 th October
Tenders returned	5 th November
Tender Evaluation completed by	12 th November
Award Report approved	17 th November
Standstill period	26 th November
Award of Contract	3 rd December
Implementation	TBC
Contract Commencement	January 2019

2.5 The contract delivery methodology and documentation to be adopted

2.5.1 The Contract will be let using the Council's standard Terms and Conditions for Services.

2.5.2 Schedule of rates will be completed for all required services, this should provide cost certainty.

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

2.6.1 The outcome of this procurement will be to have a compliant contract for removal services. An open tender process should deliver the best value for money that is available.

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

2.7.1 The tenders will be evaluated through a scoring matrix on the basis of 40% Quality, 60% Pricing. The service specification can be stipulated relatively clearly so quality analysis is not as important in this instance and Price can be weighted higher to drive down costs.

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

2.8.1 Local providers will be encouraged to apply to deliver the contract and if the provider isn't locally based then they will be encouraged to utilize local labour. The procurement process allows all suppliers to submit a bid at selection stage allowing the opportunity for local/regional suppliers to apply, which may result in additional Social Value derived from employment opportunities.

3. **Options Appraisal**

3.1 **Option 1 - Tender for a three-year term contract with the possibility of one-year extension** – This is the preferred option as it gives the benefits listed in Section 2 of this report.

3.2 **Option 2 - To undertake tenders/quotations for each individual project** – this option is not considered as disaggregation of spend is not compliant, cost effective, both in terms of procedural costs of tendering and by offering no long-term commitment to a specific contractor. This would also create delays and additional costs where emergency action

3.3 **Option 3 - Do nothing** – This option was considered but due to number of removals that were required on a frequent basis especially in decanting residents and a diminishing lack of resources a return to a contract format will prove less onerous to manage going forward. Also, continuing to spot purchase services would not be legally compliant.

3.4 **Option 4 - Access an open framework** – ESPO framework only contains one provider so value for money is unlikely. There are no other viable frameworks, so this option was rejected.

4. **Waiver**

4.1 This is not applicable to this procurement.

5. Consultation

- 5.1 The proposals within this report were considered and endorsed by the Corporate Procurement Board on 20 August 2018.

6. Corporate Procurement

Implications completed by: Francis Parker – Senior Procurement Manager

- 6.1 An open tender process is likely the most suitable route in this instance. The frameworks available do not offer a great deal of choice of supplier which is unlikely to provide a sufficient level of competition. This is also a localised service so opening the tender up to local supply will be advantageous.
- 6.2 The prices quality split is reasonable. The service is relatively prescribed, and the deliverables can be clearly stipulated. Therefore, quality analysis can be weighted lower and price can be driven down with a heavier weighting.
- 6.3 The proposed route is compliant with the Council's contract rules and the PCR2015. The Elevate procurement team are positioned to support the procurement process including development of the tender documentation if required.

7. Financial Implications

Implications completed by: Lance Porteous, Finance Business Partner

- 7.1 Although the Council has revenue budgets for removals – mainly within Community Solutions and Housing, a large proportion of removal costs incurred by the Council are paid for from budgets allocated to capital projects. E.g. c.£320k has been spent on removals by the Accommodation Strategy capital project (Be First) over the last 4 years.
- 7.2 Finance supports the procurement approach set out in this report and the future removal costs will need to be managed within departmental revenue and capital budgets available at the time.

8. Legal Implications

Implications completed by: Ian Chisnell, Solicitor – Contracts and Procurement, Law and Governance

- 8.1 Section 1 of the Localism Act 2011 enables the Council to procure removal services, which will be subject to the Public Contracts Regulations 2015. As the value of the services is over the threshold specified in those regulations the full requirements of those regulations requiring an OJEU competition apply. An open tender advertised in OJEU will comply with the tendering requirement, but the Council must also comply with the regulations concerning evaluation of them.
- 8.2 The Council must also comply with its contract rules which procurement have indicated that it does.

8.3 As the value of the contract is over the threshold for Key Decisions the award of the contract will be a Key Decision and must be on the Forward Plan

9. Other Considerations and Implications

9.1 **Risk and Risk Management** - Risk of not conducting a tender exercise, being non-compliant with the Council Rules, and purchasing outside of a contract. To minimise this, we are seeking approval to conduct a tender exercise.

9.2 **TUPE, other staffing and trade union implications** - This will need to be examined further as there may be some TUPE implications.

9.3 **Corporate Policy and Equality Impact** - SMEs and local companies will be encouraged to submit tender responses. All suppliers will be asked to submit any Equality Policies they have in place.

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

List of appendices: None

CABINET**16 October 2018**

Title: Corporate Plan 2018 - 2022	
Report of Cabinet Member for Community Leadership and Engagement	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Sal Asghar, Policy and Partnerships Manager	Contact Details: E-mail: Salauoddin.asghar@lbbd.gov.uk
Accountable Director: Tom Hook, Director of Policy and Participation	
<p>Summary</p> <p>Over the past few years, the Council has undergone a period of significant change, which has focused on establishing a new kind of council that transforms the way we deliver our services, as well as facilitate a change in the relationship we have with our residents.</p> <p>In consultation with residents, we have shaped and defined the vision for Barking and Dagenham, with aspirations and outcomes clearly articulated through the production of the Borough Manifesto. These long-term outcomes provide a clear direction for the Council over the coming years.</p> <p>As an enabler and facilitator, the Council's job is to make the community's vision a reality. The Corporate Plan 2018-2022 sets out our contribution over the next four years to deliver the Borough Manifesto. It clearly articulates the Council's vision and priorities as we continue our journey and the transformation programme.</p> <p>The Corporate Plan is a key part of the Council's strategic planning, delivery and accountability framework. The development of a Corporate Plan ensures the Council's contribution to achieving its vision and priorities is proactive, co-ordinated, achievable and resourced in line with the Medium-Term Financial Strategy.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to recommend the Assembly to approve the Council's Corporate Plan 2018-2022 as set out at Appendix 1 to the report.</p>	
<p>Reason(s)</p> <p>Although there is no longer a specific statutory requirement to produce a Community Strategy or Corporate Plan, it is good governance to articulate the vision for the borough and agree the Council's priorities to inform decision making and allocation of resources. The key accountabilities and KPIs captured in the corporate plan will be monitored quarterly through the usual performance monitoring framework.</p>	

1. Introduction and Background

- 1.1. Our borough and the context within which the Council operates has changed radically over the last decade and will continue to change for the foreseeable future. These are challenging times with austerity set to continue, coupled with population changes, increasing statutory responsibilities, rising demand, government policy changes and, for too many years, stubbornly low relative outcomes across a number of key indicators for our residents.
- 1.2. We have risen to the challenge and made significant progress in transforming the borough and the Council. We have owned and driven change in the borough. Our plans for the borough are bold, ambitious and aspirational. We have made changes in order to ensure we continue to meet the needs of our residents and to provide the place-based leadership required to deliver our vision for the borough. We look to the future with hope and aspiration and believe that the plans we have in place will ensure we continue to provide services that are fit for purpose moving forward.
- 1.3. The last four years have been about designing a radically new kind of council. We have embraced municipal entrepreneurialism, working with the flexibility of the private sector and the ethos of the public sector. Our transformation programme has seen the creation of new service delivery blocks, transforming our in-house services and establishing council-owned companies.
- 1.4. At the heart of all these radical changes, is our community. We understand that it is residents that make Barking and Dagenham such a great place and it is our residents who are the key to making the borough 'a place people are proud of and want to live, work, study and stay'.
- 1.5. We have made efforts to connect and reconnect with residents and actively listen to all parts of our community, even when that feedback has been hard to hear. In the last year we engaged with an unprecedented 6,000 residents, through consultation and engagement work to find out what they care about and what they want for the Borough.
- 1.6. 3,000 of our residents came together to produce the Borough Manifesto, a vision for the future of the borough which forms the top-level strategy for the Council and partners, to deliver the aspirations of our residents
- 1.7. The Corporate Plan provides a clear narrative on how the vision and priorities will be delivered, allowing the Council to make best use of limited resources in areas that will make the greatest difference to our residents.

2. The Corporate Plan 2018-22

- 2.1. As an enabler and facilitator, the Council's job is to make the community's vision a reality. The Corporate Plan 2018-2022 sets out our contribution over the next four years to deliver the Borough Manifesto.
- 2.2. The priorities articulated in the new Corporate Plan have been changed to reflect the transformation that has taken place and the journey ahead. We will focus our efforts on four key themes, and within each theme sits a small number of priorities.

Theme	Priorities
A New Kind of Council	<ul style="list-style-type: none"> ▪ Build a well-run organisation ▪ Ensure relentlessly reliable services ▪ Develop place-based partnerships
Empowering People	<ul style="list-style-type: none"> ▪ Enable greater independence and protect the most vulnerable ▪ Strengthen our services for all ▪ Intervene earlier
Inclusive Growth	<ul style="list-style-type: none"> ▪ Develop our aspirational and affordable housing offer ▪ Shape great places and strong communities through regeneration ▪ Encourage enterprise and enable employment
Citizenship and Participation	<ul style="list-style-type: none"> ▪ Harness culture and participation ▪ Encourage civic pride and social responsibility ▪ Strengthen partnerships and a place-based approach

2.3. The Corporate Plan 2018-2022 also sets out the council’s performance framework. Within each priority sits the key accountabilities we are committed to delivering and the performance indicators we will monitor to track our progress.

2.4. It is important that a robust performance framework exists, which allows the council to appropriately monitor performance, holding both internal and external providers to account. Through quarterly performance reporting at Cabinet, Cabinet Members will be able to keep track of our progress against agreed performance targets, and ultimately, our progress against delivery of the vision and priorities.

2.5. The development of a four-year Corporate Plan will see it last for the entirety of the next political cycle (2018-2022). However, the context within which we operate remains very challenging and we do not claim to have all the answers.

2.6. As a new kind of kind of council, we have put in place the vehicles to deliver the vision and priorities and will use our new services to focus our work. The next four years will be about building on what we have already achieved and continuing to deliver real change for the borough and its residents. This is why we will review the Corporate Plan as the context changes and evolves.

3. Consultation

3.1. Over the last year we have engaged over 6,000 residents as part of the Borough Manifesto consultation, the Good Neighbour Guide, the Resident Survey and other consultations. The input provided by residents has shaped our vision and priorities and the Corporate Plan.

4. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager - Finance

- 4.1. 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 the Key Performance Indicators and Accountabilities 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.

5. Legal Implications

Implications completed by: Paul Field, Senior Corporate Governance Solicitor

- 5.1 While it is correct to say there is no specific statutory duty to produce a corporate plan, it is a necessary element of good governance. The performance regime established by the Local Government Act 1999 as amended by the Local Audit and Accountability Act 2014 together with supporting legislation, requires the Council to work to achieve continuous improvement and best value. A corporate plan, its objectives and in time how the delivery measures up in terms of outcomes, are therefore one of the signifiers of a well-run local authority.
- 5.2 Furthermore the Accounts and Audit (England) Regulations 2015 Regulations obliges the Council to produce an Annual Governance Statement for each accounting year evidencing how the Council has performed. This is to be done in accordance with proper practices. The *CIPFA / Solace Delivering Good Governance in Local Government Framework 2016* guidance sets out the required practice and that includes a clear statement of the Council's purpose and intended outcomes. The Corporate Plan thus plays a vital role in the legal duty to ensure sound governance of the Council.

6. Other Implications

- 6.1. **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.
- 6.2. **Contractual Issues** – Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 6.3. **Staffing Issues** – There are no specific staffing implications.
- 6.4. **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 and providing community leadership. 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.

There are no specific equality impact issues to consider as a result of this report. Working towards delivery of the vision and priorities will help tackle inequality. A key part of this is ensuring growth is inclusive and that no-one is left behind.

- 6.5. **Adults and Children Safeguarding-** The corporate plan highlights the importance of safeguarding both in respect of Adults and Children's and protecting the most vulnerable members of the community. The **Empowering People** theme encompasses activities to safeguard adults and children in the borough. The Council monitor a number of indicators corporately which relate to Children's safeguarding. By doing so the Council can ensure it continues to discharge its duties.
- 6.6. **Health Issues -** The **Empowering People** theme has a particular focus of health and social care. It 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.
- 6.7. **Crime and Disorder Issues -** The **Citizenship and Participation** theme focusses on strengthened partnerships which will encompass 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.

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

List of appendices:

Appendix 1 - Draft Corporate Plan 2018 - 2022

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DRAFT CORPORATE PLAN 2018 - 2022

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No-one left behind

Corporate Plan

2018-2022



Vision and Priorities



Foreword by the Leader



Our vision is simple. No-one left behind. It is at the heart of our new kind of council and everything we do. It means a relentless focus on creating the conditions, partnerships and services that support improvements in the lives of our residents, ensuring they have opportunities to succeed and thrive.

No-one left behind also means harnessing the borough's potential as London's growth opportunity to deliver growth that is inclusive and benefits all our residents. It is what has driven our approach and allowed us to be ambitious and aspirational to meet the challenges we face.

Government austerity has cut local government budgets to the bone. Since 2010 we have made savings of £122m; a further £48m must be saved by 2021 for the Council to stay afloat. This is a daunting challenge made harder by rising demand for public services, especially social care, and a fast changing and growing population. Our approach however, is unashamedly to look at our assets, our people, our Borough and see their potential and build on their strengths.

The vision of no-one left behind has informed the three principles on which our transformation has been based:

- 1. To fulfil our growth potential by driving and shaping inclusive regeneration**
- 2. To deliver a new kind of council focused on enabling independence and empowering people**
- 3. To foster a new relationship with residents based on a citizenship rooted in civic pride, active participation and social responsibility.**

Everyone has a part to play in the future of the borough.

This understanding fuelled the creation of the Borough Manifesto, our aspirational, community-led and community-owned vision for the future of the borough over the next twenty years. The Manifesto will be delivered by strengthened local partnerships and new relationships to collaborate and take a place-based approach to overcome our biggest challenges.

Our Borough Manifesto is the Borough's twenty-year vision. If we want to realise this vision by 2037, we must first build the foundations and make certain progress by 2022. This Corporate Plan, the first one of my new administration, sets out how we intend to start that journey. We have created the foundations in the redesign of the Council. We now have to change our culture, how we think and how we approach service delivery, commissioning and partnership working.

I am proud to say this Council is fundamentally different to the one I became Leader of in 2014. The last four years have been about designing a radically new kind of council, fit for purpose in the twenty-first century. The next four years are about consolidating the progress we have already made, delivering our new kind of council and achieving real change for our residents.

Everything we do and everything we change is based on one simple belief – that no-one will be left behind.

Councillor Darren Rodwell
Leader of the Council

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About the Borough

Did you know
LBBD has...

210,711
residents

7th smallest population in London



57,535
under 16s



Highest proportion
in London and the UK

133,380
16s to 64s



4th lowest proportion
in London

19,796
over 65s



8th lowest proportion
in London

33
average age



Lower than London
average (36.2)

58.2
male healthy
life expectancy



Below London average (63.5)

60.7
female healthy
life expectancy



Below London average (64.4)

46.7
average attainment
8 score per pupil (GCSE)



Below London average (48.9)

12.4%
have no
qualifications



2nd highest in London

86.5



births per 1,000
women of childbearing age
Highest in London

89.2
crimes per
1,000 people



Below London average (93.8)

£301,518
average house
price (all types)



Lowest in London

18.7%
English not
first language



Below London average (22.1%)
for aged 3+

7.7%
unemployment



2nd highest in London

68.1%
employment



Below London average (74%)

2.6%
out-of-work
benefit claimants



Higher than London
average (2.2%)

50.5%
BME population



Below London
average (55.1%)

30.9%
born abroad



Below London average (36.7%)

4.7%



Nigeria most
common birthplace
outside the UK, followed
by India and Pakistan

Progress so far...

Winner of Local Government Chronicle's **Council of the Year Award 2018**



Every One Every Day

– will work with 25,000 residents and deliver 250 neighbourhood-led projects in the next five years



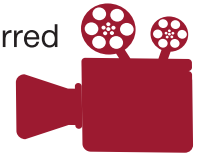
Achieved the **Investors in People Silver Award**

Over **100,000** hours of care and support to vulnerable adults on a 24/7 basis



Announced the preferred provider for the

Dagenham Film Studios'



Work is ongoing to build **London's first Youth Zone**, set to open in Dagenham in 2019



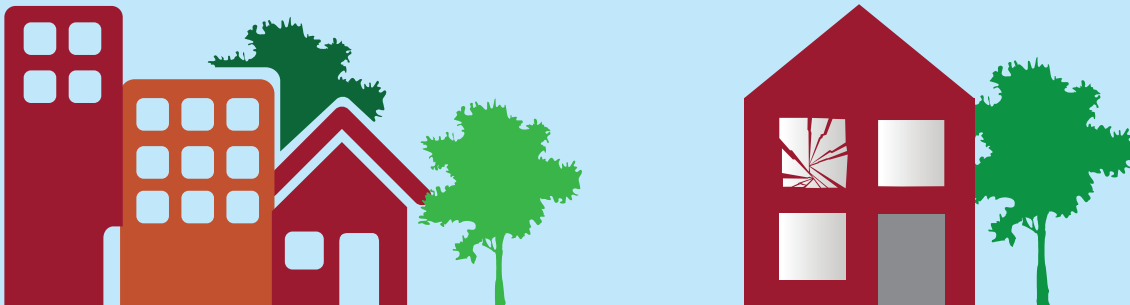
'Progress 8'

measure **20th** best in the country out of 151 local authorities

£350 million

committed to modernise council housing

Introduced a **licensing scheme** to tackle rogue landlords in the borough – so far **over 13,000** properties have been inspected and 25 rogue landlords have been successfully prosecuted

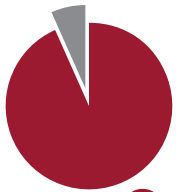




Attracted **over £1 billion** of investment to the borough – **Barking & Dagenham is London's growth opportunity**



The first local authority to adopt a **Gender Equality Charter**, with over **150** businesses, organisations and individuals signed up already.



Nearly **90 per cent** of our schools are now rated 'Good' or 'Outstanding' by Ofsted

More than **2,800** new business start-ups in the borough



Driving **health and social care integration**

through accountable care system



100 per cent of our **Children's Centres** are now rated 'Good' or 'Outstanding' by Ofsted



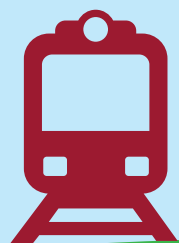
New cultural quarter at the Roding Riverside with the new Boathouse

Dagenham Library scoops **Library of the Year award**

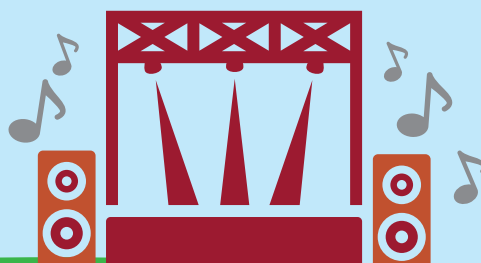


£250 million

deal clinched for new railway line to Barking Riverside



The popular **Summer of Festivals** programme was attended by **100,000** people in 2017



Building has begun on a 4 lane, 50m **Olympic size swimming pool**

at Becontree Heath Leisure Centre - opening in 2018



Progress so far

We have already made a great deal of progress towards delivering our **new kind of council**.

We have embraced **municipal entrepreneurialism**, working with the flexibility of the private sector and the ethos of the public sector. To put this into practice we have pioneered a new form of council-owned company, rejecting out-of-date ideas of the public private split, generating vital revenues, protecting jobs and intervening in private markets that are failing both local workers and the wider community.

Our Council will combine the enduring core values of the public sector, with the community involvement and flexibility of the voluntary sector, and the commercial-mindedness of the private sector.

Our fundamental values of public service, integrity, and social justice will continue to underpin everything the Council does. But we need the full involvement of local people to build relationships of trust, and the flexibility to respond in ways which help to break the cycle of dependence. We have to be more commercially-minded and entrepreneurial so that our services can be financially self-sufficient wherever possible.

We have established council-owned companies in the areas of sustainable energy, housing and regeneration, school improvement, home and traded services. These companies are wholly owned by the council (or, in the case of the Barking and Dagenham School Improvement Partnership, by the Council and schools), they pursue the priorities of the community but, by operating in the private sector, they have independence and the ability to innovate, take risks and do things differently.

We have also transformed our in-house services, breaking down the traditional siloes of the twentieth century and rebuilding the organisation to act as an enabling and collaborative council, delivering better outcomes for residents rather than focusing on the processes of the past.





The council's structure

We have focused on **empowering people**, fostering independence by preventing crises.

Our new integrated front-door service, **Community Solutions**, brings sixteen services into one – including parts of care and support, homelessness, housing and community safety. This service works with residents to identify the root cause of their problem, rather than bureaucratically treating the symptoms. This approach will enable independence in our community and prevent people tipping into crisis in the first place.

Our **Care and Support** services have been developed to meet rising demand in a sustainable way. Care and Support brings

together children's and adult social care and the new all-age disability service to provide seamless and continuing support to those who need it, to maximise the choice and control residents have over the services they use, and to safeguard vulnerable children, young people and adults from neglect, abuse and harm. Our new kind of council will only ever be successful if it can enable independence, reduce demand and allow us to continue to afford the services our community needs.

Our approach to **inclusive growth** is enabling us to speed up our regeneration while delivering affordable housing and shaping inclusive, sustainable and healthy communities for the future.



To put this into practice we have launched **Be First**, our council-owned regeneration company, to work with the flexibility of the private sector and the ethos of the public sector to accelerate the pace and scale of our regeneration while ensuring it remains inclusive. Be First are measured not only in number of homes built but in the social value it generates.

Reside is our council-owned municipal housing company, providing genuinely affordable homes to local working people, catering for those on a range of different incomes. It already lets and manages over 800 affordable, flexible tenure properties, which will rise to around 3,000 by 2023.

We want to be the green capital of the capital and **B&D Energy**, our council-owned green energy company, has been established to offer sustainable heat and power to new housing developments within the borough and surrounding areas.

We have formed new partnerships and brought vital **anchor institutions** to the borough in order to diversify our economy and new options for

participation and routes into secure employment. In 2017 Coventry University opened a London campus in Dagenham, we will soon have the first Youth Zone in the south of England and, in 2021, London's largest film studios will be opening in the borough. We cannot achieve all we want to on our own, and anchor institutions like these are critical for the continued success of the borough.

As a Council we are now building more municipal housing at a social rent than we are losing through right to buy, for the first time ever. We are turning the tide, utilising the energy of growth for social good while minimising its negative consequences.

Over the past four years we have made real progress towards a new relationship with residents based on **citizenship and participation**.

In 2015 we re-introduced our **Summer of Festivals**, offering an annual programme of free cultural events across the borough to encourage cohesion by bringing residents from different backgrounds together to celebrate our shared and diverse culture and history. After all, we are one borough, one community.

In 2017 we launched **Every One Every Day** in partnership with Participatory City Foundation. As the country's largest ever community participation programme with £7.2m of grant funding, it aims to grow strong social networks through co-produced, community-led participation.

We also understand that citizenship is grounded in a sense of **civic pride and social responsibility**. Everyone is welcome in our community, as long as they are respectful and actively participate in shaping its future. As such, over 3,000 residents helped develop the vision of the Borough Manifesto, while the Good Neighbour Guide was co-produced with residents as a declaration of the rights and responsibilities that come with being a member of the community of Barking and Dagenham.

We have already achieved a lot. We have put in place the building blocks required to achieve real change. However the job is not finished. In fact, the journey has only just begun. If the past four years were about designing our new kind of council, the next four will be about consolidating what we have already achieved and continuing to deliver real change for the borough and its residents.





Consolidation, thinking differently and delivery: The next four years...

Our Priorities

Between 2018 and 2022 we will focus our efforts on four key themes.

Theme 1: A New Kind of Council

Priorities:

1. **Build a well-run organisation**
2. **Ensure relentlessly reliable services**
3. **Develop place-based partnerships**

Theme 2: Empowering People

Priorities:

1. **Enable greater independence whilst protecting the most vulnerable**
2. **Strengthen our services for all**
3. **Intervene earlier**

Theme 3: Inclusive Growth

Priorities:

1. **Develop our aspirational and affordable housing offer**
2. **Shape great places and strong communities through regeneration**
3. **Encourage enterprise and enable employment**

Theme 4: Citizenship and Participation

Priorities:

1. **Harness culture and increase opportunity**
2. **Encourage civic pride and social responsibility**
3. **Strengthen partnerships, participation and a place-based approach**

We understand that there is overlap between these themes and priorities. What is important is that we understand the dependencies and interdependencies between the priorities and use the flexibility to strengthen our new kind of council.



Theme 1

– A New Kind of Council



We have implemented the major structural changes of our new kind of council, but the job is far from finished. We still have to deliver £48m of savings by 2021, and to do this we need the New Kind of Council to deliver; improving the life chances and independence of residents, accelerating our growth and becoming financially sustainable.

We must continue to **build a well-run organisation**. First and foremost, this means financial sustainability. 2018-19 is a crunch year for all of local government, and Barking and Dagenham is no different. We must deliver approximately £20m savings in 2018-19 to stay afloat and continue offering the services residents deserve, and we have one shot to land our transformation in order to achieve this.

While we continue to build a relentlessly reliable, well-run organisation, we must also ensure the Council is a creative space in which social innovators of all kinds can come together and collaborate to come up with new ideas and solutions to the challenges we face and put them into practice across the borough.

To do this we must also complete our transformation by redesigning the core of the Council, breaking down any remaining siloes

This includes continuing to better utilise our data, look at increased use of behavioural insight and innovative approaches to service design. We need to be more transparent and open to the ideas and experiences of others. This includes embedding coproduction across all of our services, something that has been sporadic to date.

We need to use our transformation to make ourselves a fairer, more representative and, as a result, more effective organisation. The proportion of employees identifying as coming from BAME backgrounds needs to increase and we must reduce gender segregation across our services, narrowing the gender pay gap and increasing the proportion of women in management positions.

Vital to our success is the performance of our new council-owned companies. By 2022 each of these organisations must be independently delivering the outcomes we expect by working with the flexibility of the private sector and, critically, the ethos of the public sector, accountable to our elected Councillors. As a Council, but also as a Borough, we need to drive hard the ecosystem of organisations that have been created to lead a step-change in delivering opportunity to our residents.



Our transformation will not be successful if we cannot get the basics right, not just delivering what is legally required of us, but also what is important to residents on a day-to-day basis. We know we have made mistakes in the past, but over the next four years we will **ensure relentlessly reliable services** are delivered each and every day.

By 2022 we will have radically improved our customer service, so that residents truly experience the level of service they deserve. We will also reform the way we monitor our performance and scrutinise ourselves, to better hold services to account for their work. Our aim is to improve confidence and trust in the Council, and ensure residents always receive the highest standards of service.

Our community is based on a deal between residents and the Council to keep the local environment safe, clean and pleasant to live in. To improve trust in the Council we need to show that we can hold up our end of the deal. We must ensure that bins are consistently collected on-time without complication, that our streets are safe and clean, and that our parks and green spaces are welcoming and beautiful places to visit.

Finally, to secure the success of the new kind of council, we must acknowledge that we cannot do this alone, and act accordingly. Eight long years of austerity means that no public body has the funding needed to achieve their goals by acting independently, nor is this the best way to work. In the years to come we will build on the progress already made by the Barking and Dagenham Delivery Partnership to **develop place-based partnerships**, enabling us to collaborate across organisations and sectors.

Our future rests on the success of our new kind of council. We do not claim to hold all of the answers today, but over the next few years, as we continue our journey, we will listen to and work with residents and, in response, we will further reform our services to meet the challenges of our times.

A New Kind of Council

– Accountability and Performance



Priority 1: Build a well-run organisation

Key Accountabilities

Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.

Review and monitor the Investment and Acquisition Strategy.

Maintain excellent Treasury Management.

Embed a performance challenge process for the corporate performance framework.

Re-design the core of the Council.

Agree a new Corporate Asset Management Strategy (CAMS), shaping a long-term investment plan, based on the stock condition survey.

Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard.

Implement the Equality and Diversity Strategy action plan.



Priority 2: Ensure relentlessly reliable services

Key Accountabilities

Deliver excellent customer services.

Redesign all services delivered by Public Realm to meet the agreed budget and service standards.

Embed the new street cleansing operating model.

Develop the procurement strategy for the replacement of our vehicle fleet.



Priority 3: Develop place-based partnerships

Key Accountabilities

Continue to strengthen the Barking and Dagenham Delivery Partnership and other partnership bodies to work towards the vision of the Borough Manifesto.

Create a series of partnership plans based on key manifesto priorities.

Promote a partnership approach to tackling equality and diversity issues through the development of the Fairness and Equalities sub-group

Continue to promote the Gender Equality Charter.

Key Performance Indicators

The current revenue budget account (over and under spend).

Employee Engagement Index Score.

The average number of days lost due to sickness absence.

The percentage of council employees from BME communities.

The percentage of staff who have completed mandatory training (Equalities, Health and Safety, Information Governance).

LBBB Gender pay gap.

The percentage of customers satisfied with the service they have received.

The satisfaction with member enquiry responses.

The average number of days taken to process Housing Benefit / Council Tax Benefit change events.

Standard of street cleaning.

Theme 2

– Empowering People



Demand for services and support is increasing while the resources available to us are rapidly diminishing. In order to meet this challenge while improving the health and wellbeing of the community, we must **enable greater independence** among individuals and families. This will require public services to better empower individuals and families to exercise greater choice and control, not only over how they use services, but over their own health and wellbeing.

We must follow up on the transformation of our services by changing the culture of our workforce in the way we engage with residents. In order to reduce dependency on services we must adopt a holistic, individual and family-centred approach that helps us to take better-informed, targeted action, together with partners, that can make the most difference to residents' lives. Our empowering approach must be capable of making the most of assets and services that already exist in the community and further build on our successes so far in integrating health and social care across the borough. Ultimately, our approach needs to raise aspirations among residents, breaking intergenerational cycles and showing that everyone can expect a little more from themselves and their community.

To build the foundations of our empowering approach, we must **strengthen our services** for all. Firstly, so residents are supported to harness the growth we expect in the borough over the next 20 years. We have the potential for over 50,000 new homes and 20,000 new skilled jobs between now and 2037. Therefore, the local network of public services must ensure residents are well-placed to make the most of this huge potential. Secondly, people and families who live in a safe community with access to good quality housing and healthcare, excellent education and secure employment are less likely to require intensive, on-going support and are able to maintain their independence for longer.

Everyone deserves the best start in life, and this means ensuring mothers enjoy healthy pregnancies and support for children under five and wider families is strong. Everyone deserves to reach their full potential, and this means continuing to drive educational standards and attainment at all levels. And everyone should feel safe and be safe within their home and community, which means working together to challenge and intervene in unacceptable behaviour such as environmental crime, anti-social behaviour, discrimination of any form, exploitation, childhood neglect and domestic abuse.



We will have the greatest success in empowering individuals and families where we can **intervene earlier**, preventing a problem from escalating into crisis. This sounds simple, but is far from it. We need to fundamentally change the way we interact with residents, prioritising choice, recognising that everyone's needs are different, and putting the responsibility for positive change in the hands of residents wherever possible. This new relationship with residents, along with an evidenced based understanding of our changing population, will make it easier for us to spot problems and target solutions much earlier.

In practice, this means improving our ability to help residents increase their financial and housing stability, reducing debt before they are made homeless or go hungry. For example, helping residents to make and maintain benefit claims when they first need to, not after a long month of waiting, and to find their way back to secure employment. Or pointing residents towards community services and activities nearby, before social isolation takes hold and more intrusive services are required.

But enabling greater independence is not just about preventing demand, it is also about how we **protect the most vulnerable** and support

them on their journey back to independence, however long that might take. We will be good corporate parents, listening to and ensuring that our children in care and care leavers are given the same chance to succeed as their peers.

A priority will always be ensuring children, young people and vulnerable adults in most need are safeguarded and have reduced risk of harm, violence and exploitation. The prevalence of domestic abuse in Barking and Dagenham remains utterly unacceptable, and we will use our new kind of council, together with partners, to approach this most critical of challenges with fresh approaches. Our ambitious approach for those with special educational needs and disabilities aims to seamlessly integrate services for people with disabilities moving from childhood to adulthood. And we will continue to innovate the ways in which we care for the most vulnerable, to maximise the control they have over their own lives and the length of time they can stay in their own homes.

Empowering People

– Accountability and Performance



Priority 1: Enable greater independence whilst protecting the most vulnerable

Key Accountabilities

Promote and foster employment opportunities for local residents.

Develop the Job Shop and Adult College new work and skills offer.

Publish a new Special Educational Needs and Disability (SEND) Strategy 2019-2022.

Complete the transformation of the Disability Service.

Campaign to raise awareness of safeguarding issues within our local community.

Change our approach and systems through contextual safeguarding for keeping children and young people safe from exploitation.

Respond appropriately to the Social Care Green Paper on older people and the Children's Social Work Act.

Strengthen the understanding corporate of parenting responsibility with every Member playing their part.



Priority 2: Strengthen services for all

Key Accountabilities

Continue to deliver continuous improvement in services and improve quality.

Ensure that school place planning is meeting demand by creating new places, both mainstream and specialist provision.

Increase engagement with young people to incorporate their voices into Council policy.

Develop the BCU to deliver Local solutions for policing in the borough.

Develop a new Education and Participation Strategy.



Priority 3: Intervene earlier

Key Accountabilities

Develop strategy and proactive campaign of work to end loneliness.

Develop a new Locality Strategy for Community Solutions, to maximise the use of assets and shape an integrated local offer between care and support and partners.

Finalise the Homelessness Strategy, focusing on homelessness prevention and reducing numbers in temporary accommodation.

Monitor the impact of the Universal Credit roll out and address any emerging issues.

Maintain focus on serious youth violence through the work of the Community Safety Partnership and Safeguarding Boards.



Key Performance Indicators

The percentage of healthy lifestyle programmes started and completed.

The number of permanent admissions to residential and nursing care homes (per 100,000).

The total Delay Transfer of Care (DTC) Days in month (per 100,000) attributable to social care.

The percentage of Care Leavers in employment, education and training.

Long term stability of placements for children in care.

Total number of households prevented from being homeless.

The average number of households in Temporary Accommodation over the year.

The total number of households moved out of temporary accommodation.

The number and rate per 10,000 First Time Entrants. Early Years Foundation Stage (EYFS) Inequality gap.

The percentage of borough schools rated 'good' or 'outstanding'.

The percentage of pupils achieving 9-5 in English and Maths.

Average point score per entry - Best 3 A Levels.

The number of children who received a 12-month review by 15 months.

The percentage of 16 to 18 year olds who are not in education, employment or training (NEET) or who have unknown destinations.

The percentage of four weekly Child Protection visits carried within timescale.

The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time.

The percentage of assessments completed within 45 working days.

The number of ASB incidents reported in the borough.

The number of non-domestic abuse violence with injury offences recorded.

Repeat incidents of domestic violence (MARAC).

The number of serious youth violence offences recorded.

Theme 3

– Inclusive Growth



London is moving east. Growth has arrived in Barking and Dagenham. We have already taken giant leaps towards shaping this growth so that no-one is left behind, following the recommendation of the Independent Growth Commission in 2016 to focus on pursuing faster, more inclusive regeneration. By 2022, we must have accelerated the pace and scale of our regeneration as well as making it more inclusive, proving that we have the capacity to deliver growth that leaves no-one behind. In short, by 2022 we must be making real progress towards the targets of the Borough Manifesto.

We have the potential to deliver 50,000 new homes by 2037, but these homes must cater for local people on a range of incomes to ensure we support genuinely mixed communities. To do this, over the coming years we will further **develop our aspirational and affordable housing offer**, across a range of tenures, for working people and those on low-incomes. As Be First pioneer new developments, Reside will expand the number of homes it lets and manages for local people to around 3,000 by 2023. It will offer private rental properties at rates dependent upon income, starting from Council Comparative Rents and those affordable to residents on the London Living Wage.

Regeneration is about so much more than bricks and mortar. It is social, it is about people. So we will **use our regeneration plans to shape great places and strong the communities**, making Barking and Dagenham a great place to live, work and visit; renewing the borough for the 21st century. This means that in addition to new affordable homes, Be First will be focused on place-shaping – improving local transport, securing the necessary infrastructure, promoting green and healthy development, and ensuring that local residents have a strong voice and say in how our borough is changing.

A key part of regeneration will also be ensuring our growth is sustainable so that Barking and Dagenham becomes the green capital of the capital. Our council-owned green energy company, B&D Energy, will grow to offer more and more of our new developments and the surrounding areas heat and power from sustainable sources. And Beam Energy will offer local residents with a cheaper, greener alternative to the big energy suppliers.

We know we cannot achieve inclusive growth in Barking and Dagenham on our own. To shape and diversify our local economy and culture we need to welcome new anchor institutions into



the borough and work with them to help them positively impact the community as it grows and changes. In 2017 Coventry University welcomed its first students to their new London campus in Dagenham. In 2019 we will be opening the first Youth Zone in London, and we will soon be home to the largest film studios in London.

It is vital that all residents of Barking and Dagenham are well-placed to make the most of the growth coming to the borough. For this to happen the local economy needs to work for them. We need to **encourage enterprise and enable employment**, expanding jobs in key growth sectors and connecting local people to those opportunities. In particular, this means supporting residents who have found it harder to gain employment to benefit from the new jobs that will be created in the borough over the coming years. This is what Community Solutions was created to achieve.

Over the coming years our capacity to create routes into secure, long-term employment will improve because of the regeneration and growth taking place in Barking and Dagenham – as well as the devolution of powers and funding related to skills and adult education. Working with partners from across East London, we will

utilise these resources and newfound powers to match our skills and adult education provision to the industries with the fastest growing demand for a skilled workforce, working with Barking and Dagenham College and Coventry University.

More locally, the Council is in a strong position to connect education providers with key and future employers, such as the film studios, in order to ensure that the skills offer to residents will equip them to obtain the secure employment available tomorrow, not just today. We must also use our new kind of council, and particularly Community Solutions, to support those out of work along the road back to employment. Every resident deserves the chance to find work that pays well, allowing them the independence they need and the sense of purpose that comes with fulfilling employment, including those leaving care or education and those with a disability.

We have the potential to deliver over 50,000 new homes and 20,000 new skilled jobs over the next twenty years, but Rome was not built in a day and we will not deliver all of this by 2022. What we must do instead is prove that we are capable of starting down the road towards this potential, delivering inclusive growth without gentrification. By 2022 we need to see real, measurable progress being made.

Inclusive Growth

– Accountability and Performance



Priority 1: Develop our aspirational and affordable housing offer

Key Accountabilities

Transition Reside to the next phase: ready to let, manage and maintain a significantly expanded number of homes over the next five years.

Update the allocations policy for HRA and Reside properties.

Agree a new homelessness strategy – focusing on preventing homelessness and reducing the number of households in temporary accommodation.

Agree consistent property standards to apply across new Reside and, over time, existing HRA homes.

Identify the need and demand for future housing supply, through a Strategic Housing Market Assessment, to inform the Local Plan and future Be First housing delivery.



Priority 2: Shape great places and strong communities through regeneration

Key Accountabilities

Deliver the Be First regeneration and housing pipeline, and associated financial and socio-economic benefits to the council and residents.

Work with Be First to identify further, future regeneration and development opportunities.

Spread district energy systems through new developments, via B&D Energy, as part of our ambition to be the Green Capital of the Capital.

Launch Beam Energy and promote take up across local households, especially across homes let by the council or Reside.

Consult on the Local Plan, setting out our plans for the future physical and industrial development of the borough, and to consult widely with local residents.

Deliver on-going Tower Blocks safety improvement works.



Priority 3: Encourage enterprise and enable employment

Key Accountabilities

Work collaboratively with partners to develop a Barking and Dagenham Employment Framework; an enterprise and employment strategy to boost jobs and skills across the borough.

Continue development of clear progression pathways and post-18 opportunities for young people.

Develop a new work and skills offer through Community Solutions, to tackle worklessness.

Assess the impact of the Universal Credit roll-out and address any emerging issues.



Key Performance Indicators

The percentage of council homes compliant with Decent Homes.

The number of new homes completed.

The percentage of new homes completed by the council that are affordable

The number of homes with unimplemented full planning permission.

The percentage of residents satisfied with capital works.

Capital spend within year being within 5% of planned budget.

The percentage of borough residents with Level 3 Skills Qualifications and above.

Theme 4

– Citizenship and Participation



Central to our transformation is an understanding of citizenship rooted in civic pride, social responsibility and active participation. Therefore, we have started to forge a new relationship with residents that is empowering rather than paternalistic. Over the next four years we must build on the progress already made in developing this new relationship with residents, making clearer what it means to be a member of our community and making it easier to participate in the community and shape its future.

To do this, we will **harness culture and participation** to empower the community. We are united by our rich, diverse culture and history, which we will continue to celebrate as a means of bringing together residents from different backgrounds. We will also find new ways of making our community more cohesive and welcoming through co-production with residents and the intelligent use of data.

It is obvious that the Council cannot singlehandedly create a new relationship with residents. If our community is to be empowered, residents must take the lead. This also means that we require a vibrant, robust and flourishing voluntary sector with which we can partner.

The Council will continue to support the voluntary sector to grow and enable every part of our community to participate.

Every One Every Day is already making it easier for residents to actively participate in the community however they like, and over the next four years this project will expand to touch the lives of at least 25,000 people, facilitating 250 projects and helping to establish 100 community businesses. This participation will help to strengthen social networks throughout the community, empowering residents with greater independence and control over their own lives.

Being a member of our community comes with a balance of rights and responsibilities. On the one hand, everyone is welcome in Barking and Dagenham and everyone is given the chance to succeed. No-one is left behind. On the other hand, everyone must practice a sense of civic duty. Therefore, we will continue to find ways to **encourage civic pride and social responsibility** across the borough.

We have made real progress in improving our communications over the past few years, and continuing this journey is vital to building our new



relationship with residents. Our communications must be built on two-way conversations, honestly and transparently keeping residents up to date with our work and listening to their concerns. We have a responsibility to use the platform we have been given by the community to promote how to lead healthy, happy and independent lives.

We also understand that residents are deeply concerned about anti-social behaviour and environmental crime. We will enforce against anyone who commits these crimes and behaves irresponsibly and without respect or consideration.

By 2022, we will begin to see the benefits of our new relationship with residents, as the community becomes more independent and powerful in pursuing its own priorities. This will be achieved by increasingly active and diverse community participation, by a welcoming and cohesive appreciation of culture, and by a shared understanding of what it means to be a member of our community.

Citizenship and Participation

– Accountability and Performance



Priority 1: Harness culture and increase opportunities

Key Accountabilities

Deliver the master plans and commercialisation of Parsloes Park and Central Park.

Implement the improvement plan funded by Community Interest Levy (CIL).

Renew focus on community heritage assets and develop a new offer including the East End Women's Museum and Industrial Heritage Museum feasibility.

Ensure culture is a driver of change through the Borough of Culture Schemes, Creative Enterprise Zone, Summer of Festivals & Alderman Jones's House.

Celebrate equality and diversity events, and where possible, enable community groups to take the lead.

Priority 2: Encourage civic pride and social responsibility

Key Accountabilities

Work with Enforcement to help drive behavioural change with regard to waste and flytipping.

Develop a new borough wide Private Licensing Scheme to be agreed by MHCLG.

Implement the Parking Strategy and agreed subsequent parking schemes.



**Priority 3:
Strengthen partnerships, participation
and a place-based approach**

Key Accountabilities

- Deliver the Cohesion Strategy and dedicated Faith Policy.
- Implement the Connected Communities Fund and the Counter Extremism Programmes.
- Support the development of the community and voluntary sector, including a Local Giving Model.
- Continue to develop Every One Every Day, monitoring impact and outcomes.
- Develop a robust Social Value Policy.



Key Performance Indicators

- The number of active volunteers.
- The number of engagements with social media.
- Average number of opens per One Borough Newsletter issues.
- Impact / Success of events evaluation.
- The percentage of parks and green spaces meeting Green Flag criteria.
- The percentage of respondents who believe the council listens to concerns of local residents.
- The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together.
- The weight of fly-tipped material collected.
- The weight of waste recycled per household.
- The weight of waste arising per household.
- The number of properties brought to compliance by private rented sector licensing.
- The number of fixed penalty notices issued.
- The percentage of fixed penalty notices paid/collected.

Delivering the Corporate Plan



This Corporate Plan is approved by the Council Assembly. Performance against the Plan's accountabilities and indicators are reported on a quarterly basis to the Council Cabinet.

The Borough Manifesto

The Borough Manifesto is our aspirational vision for how the Borough will change over the next twenty years. Over 3,000 residents came together to shape this vision and define the future of Barking and Dagenham and how it will change as a place to live, work, study and visit.

As an enabler and facilitator, the Council's and partners' job is to make the community's vision a reality. The Corporate Plan sets out the Council's contribution over the next four years to deliver the Borough Manifesto. The priorities and performance measures we are using to drive progress and improvement link directly to the aspirations, themes and targets of the Manifesto; ensuring that we have a co-ordinated and focused effort. This alignment creates a golden thread that runs from policy-making through to frontline service delivery.

Our progress towards delivering the Borough Manifesto can be viewed in the Borough Data Explorer, along with a wide range of socioeconomic data about the borough and the community, which can be viewed in this link: www.lbbd.gov.uk/boroughdataexplorer

To view the Borough Manifesto, visit this link: www.lbbd.gov.uk/borough-manifesto

The Health and Wellbeing Strategy

The Joint Health and Wellbeing Strategy 2019-2023 is a partnership strategy, owned by the Health and Wellbeing Board, which sets out our approach to improving the health and wellbeing of the community at every stage of the life course by combating long-standing health inequalities.

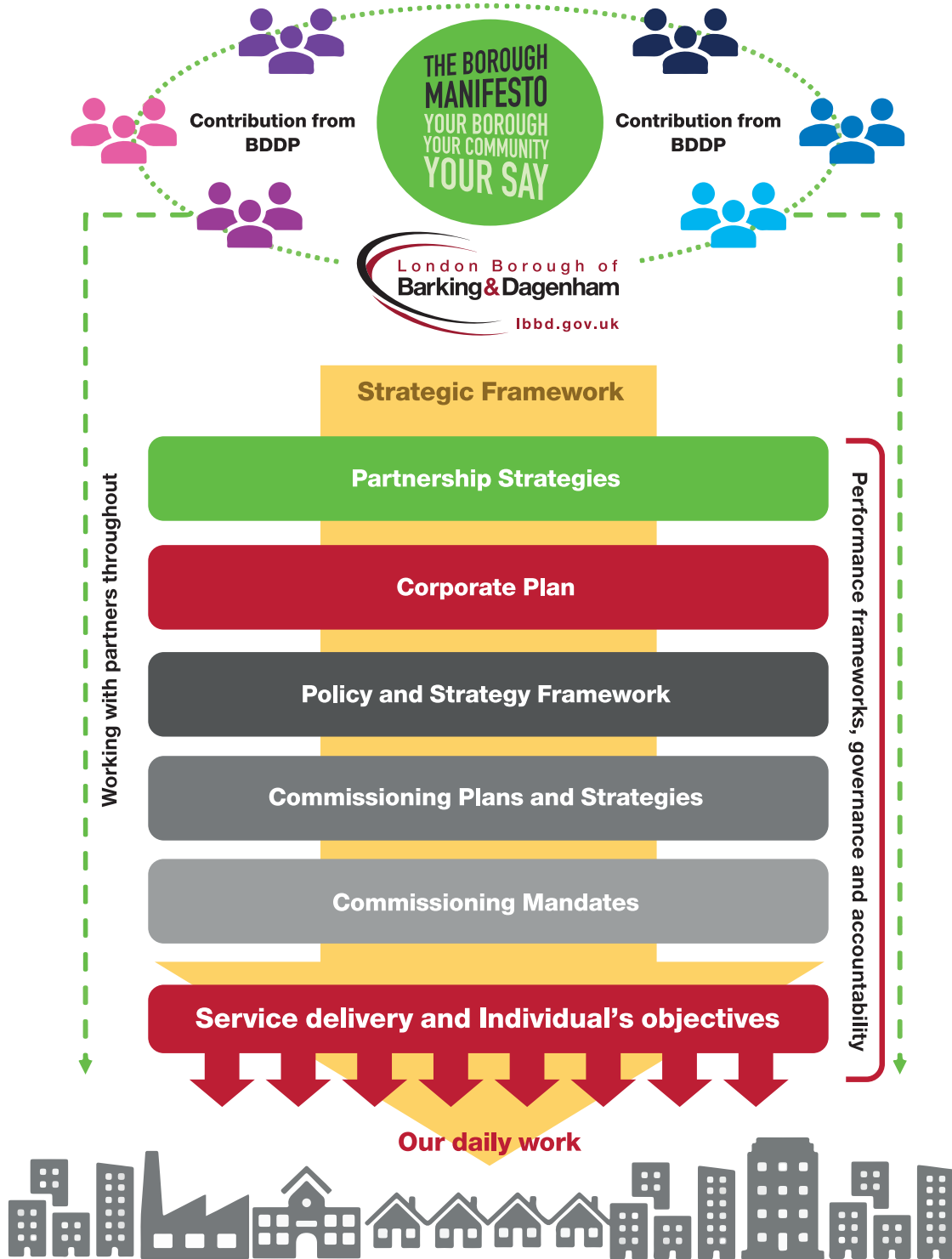
The strategy defines our approach across three priority themes decided by the Health and Wellbeing Board and informed by the 2017 Joint Strategic Needs Assessment: giving every resident the best start in life; early diagnosis and intervention; and enabling independence. It has been created in parallel to and has informed the creation of this Corporate Plan.

The Strategic Framework

The Corporate Plan fits into the wider strategic framework across Barking and Dagenham. It is informed, firstly, by the Borough Manifesto and, secondly, by all other partnership strategies, including the Health and Wellbeing Strategy.

In turn, the Corporate Plan forms the top layer of the Council's organisational business planning. It therefore informs all subsequent layers of the strategic framework, including other strategies, commissioning mandates and business plans. In doing so, the Corporate Plan informs all planning throughout Council and, as a result, influences the day-to-day work across our frontline services.

Working together to deliver shared outcomes for Barking and Dagenham





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