

Notice of Meeting

CABINET

Tuesday, 18 June 2019 - 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: 10 June 2019

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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 21 May 2019 (Pages 3 - 8)

4. Provisional Revenue and Capital Outturn 2018/19 (Pages 9 - 37)

5. Estate Renewal - Approach and Resident Offer (Pages 39 - 54)

6. **Multi-Agency Safeguarding Partnership Arrangements (Pages 55 - 78)**
7. **OFSTED Inspection of Children's Services and Improvement Plan (Pages 79 - 111)**
8. **Barking and Dagenham Local Plan - Local Development Scheme 2019 and Statement of Community Involvement Refresh 2019 (Pages 113 - 166)**
9. **Treasury Management Annual Report 2018/19 (Pages 167 - 185)**
10. **Contract for Adults' Home Care Services (Pages 187 - 201)**
11. **Contract for Provision of Pest Control and Related Services in Council Premises (Pages 203 - 209)**
12. **Contract for Provision of Security Services to Domestic Void Properties and other Vacant Properties (Pages 211 - 216)**
13. **Procurement of Carers Support Service (Pages 217 - 230)**
14. **Corporate Plan - Quarter 4 2018/19 Performance Reporting (Pages 231 - 313)**
15. **Debt Management Performance and Write-Offs 2018/19 (Quarter 4) (Pages 315 - 334)**
16. **Purchase of 44-52 River Road, Barking (Pages 335 - 345)**

Appendix 2 to the report (page 345) is an exempt document.
17. **Any other public items which the Chair decides are urgent**
18. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

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

- 19. Purchase of Strategic Site in Barking Town Centre (Pages 347 - 359)**
- 20. Any other confidential or exempt items which the Chair decides are urgent**

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Our Vision for Barking and Dagenham

ONE BOROUGH; ONE COMMUNITY; NO-ONE LEFT BEHIND

Our Priorities

A New Kind of Council

- Build a well-run organisation
- Ensure relentlessly reliable services
- Develop place-based partnerships

Empowering People

- Enable greater independence whilst protecting the most vulnerable
- Strengthen our services for all
- Intervene earlier

Inclusive Growth

- Develop our aspirational and affordable housing offer
- Shape great places and strong communities through regeneration
- Encourage enterprise and enable employment

Citizenship and Participation

- Harness culture and increase opportunity
- Encourage civic pride and social responsibility
- Strengthen partnerships, participation and a place-based approach

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MINUTES OF CABINET

Tuesday, 21 May 2019
(7:00 - 8:20 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

1. Declaration of Members' Interests

There were no declarations of interest.

2. Minutes (23 April 2019)

The minutes of the meeting held on 23 April 2019 were confirmed as correct.

3. Controlled Parking Zone Programme - Update and Funding

Further to Minute 19(x) (17 July 2018) and Minute 25 (18 September 2018), the Cabinet Member for Enforcement and Community Safety presented a report on the proposed roll-out of the Controlled Parking Zone (CPZ) project and changes to the Council's Domestic Vehicle Footway Crossover Policy (the "Dropped Kerb Policy") in relation to CPZ areas.

The Cabinet Member explained that the Borough faced a number of challenges in its efforts to improve road safety and reduce congestion and vehicle pollution. The introduction of the Ultra Low Emission Zone (ULEZ) in central London on 8 April 2019 and its proposed expansion in the years ahead was predicted to increase the pressure on Barking and Dagenham's roads as drivers and commuters sought to avoid the new charge by parking in areas just outside of the ULEZ. The expansion of the Borough's CPZ programme would, therefore, support local residents' expectations to be able to park outside their homes, while also responding to concerns expressed by the emergency services in relation to the problems caused by indiscriminate parking and congestion on the Borough's roads.

The Cabinet Member referred to the costs associated with the project, covering public consultation, the implementation of Traffic Management Orders and installation works. It was also pointed out that the additional income from the project, once the borrowing had been repaid, would be ring-fenced to support the Parking Service and improved / increased enforcement.

With regard to the Dropped Kerb Policy, the Cabinet Member advised that some changes were necessary to ensure that the Council's costs were fully recovered. To ensure, therefore, that the arrangements continued to be fair and transparent it was proposed that the information sent to residents would clearly state that an additional charge (above the normal fees) would be payable for applications for a dropped kerb received after a TMO was in place. All successful applications made prior to the publication of a TMO would be charged at the 'normal' rate.

Cabinet Members spoke in support of the proposals, in particular the public consultation arrangements, the measures to improve safety around the Borough's schools and improving access for emergency and refuse vehicles.

Cabinet **resolved** to:

- (i) Agree the roll-out of the Controlled Parking Zone project at an estimated total cost of £3.523m as detailed in the report, to be funded initially by borrowing and on the basis that the funding, plus interest costs, shall be recovered by the income raised from the project in the initial years;
- (ii) Agree the carry forward of the remaining capital allocation of £260,000 from 2018/19 to the 2019/20 Capital Programme and the reprofiling of the current allocation (totalling £860,000) to 2019/20;
- (iii) Agree additional capital funding of £901,600 for 2019/20 and £1,761,600 for 2020/21;
- (iv) Delegate authority to the Director of Law and Governance, in consultation with the Cabinet Member for Enforcement and Community Safety and the Cabinet Member for Regeneration and Social Housing, to amend the Council's Domestic Vehicle Footway Crossover Policy based on the principles set out in section 2.4 of the report, to ensure consistency with the new CPZ arrangements; and
- (v) Agree to rescind the scoring matrix element of the decision-making criteria approved by the Cabinet under Minute 25 (18 September 2018), to be replaced by the arrangements detailed in paragraph 2.5.4 of the report.

4. Enforcement Service Fees and Charges Review

Further to Minute 54 (13 November 2018), the Cabinet Member for Enforcement and Community Safety introduced a report on proposed revisions to a number of charges relating to fixed penalty notices (FPN) and other licences and permits.

The Cabinet Member advised that a recent service review had looked at ways to further deter anti-social behaviour associated with fly tipping, litter and commercial waste. Steps to improve the food safety inspection regime had also been identified while licence fees for a range of functions, including the licensing of mandatory Houses in Multiple Occupation (HMOs), had been included in the review following recent Court rulings.

In respect of fly tipping, litter and commercial waste, the Cabinet Member pointed out that as well as increasing the level of fines, the option of an early payment discount was to be removed so as not to 'reward' those who committed such offences.

Associated with the previous report relating to CPZs, the issue of parking for school staff had also been reassessed with a view to achieving a balance between the principles of CPZs and the operational needs of schools and their staff. As a result, the Cabinet Member confirmed that school staff would be eligible to apply for a parking permit for the CPZ area(s) around their place of work, at the same

rate as the permit charge made to Council employees.

Cabinet **resolved** to:

- (i) Agree to increase the fixed penalty notice (FPN) fee for littering offences (including littering from vehicles) from £75 to £150 with no early repayment discount;
- (ii) Agree to increase the FPN fee for fly-tipping offences from £150 to £400 with no early repayment discount;
- (iii) Agree to increase the FPN fee for commercial waste receptacle offences from £100 to £110;
- (iv) Agree to introduce a new charge for food premises re-inspections of £240;
- (v) Agree the amendment of various licensing fees, including those for mandatory HMOs, as set out at Appendix 1 to the report; and
- (vi) Agree the introduction of a new School Staff parking permit, set at the same rate as the LBBB staff permit, to enable school staff to park in a controlled parking zone area.

5. 'No one left behind: we all belong' - A Cohesion and Integration Strategy for Barking and Dagenham

The Cabinet Member for Community Leadership and Engagement presented the draft Cohesion and Integration Strategy “No one left behind: we all belong”, which reflected the vision set out in the Borough Manifesto and the Council’s direction of travel in relation to participation and engagement, inclusive growth and prevention, independence and resilience.

The Cabinet Member commented on the history of the Borough and the steps taken by the Council, particularly over the past 4-5 years, to reconnect with the local community. Over 3,000 local residents had contributed to the development of the Borough Manifesto and a wide range of initiatives had been implemented since its adoption in 2017, such as the Summer of Festivals events, the Good Neighbour Guide and events to recognise national days and memorials.

The Cabinet Member referred to the three main themes and associated priorities that would underpin the delivery of the overall vision, which were:

1. Relationships and culture:
 - Priority 1: To increase the opportunities for people from different backgrounds to meet and interact;
 - Priority 2: To celebrate our culture, heritage and cultural diversity.
2. Inclusion and participation:
 - Priority 3: To help all residents integrate in our community;
 - Priority 4: To listen better.
3. Equality of opportunities:
 - Priority 5: To create new and better jobs accessible to all and ensure a fair distribution of the benefits of regeneration.

Cabinet Members spoke in strong support of the Strategy and the wide range of practical ways of bringing people of all ages, backgrounds and cultures together.

Cabinet **resolved** to:

- (i) Approve the “No one left behind: we all belong - A Cohesion and Integration Strategy for Barking and Dagenham”, as set out at Appendix 1 to the report; and
- (ii) Note the proposed approach to cohesion, including the socio-cultural, political and economic themes, and associated priorities and actions.

6. Procurement of Print and Postage Services

The Cabinet Member for Finance, Performance and Core Services introduced a report on proposals to procure the provision of print and postage services via an existing, compliant framework(s), following a review of the Council’s current print and postage arrangements.

Cabinet **resolved** to:

- (i) Agree that the Council proceeds with the procurement of print and postage services in accordance with the strategy set out in the report, namely that the services are procured via an existing framework(s) covering:
 - General printing and postage requirements;
 - Multi-Functional Devices (MFDs);
 - Specialist printing.
- (ii) Authorise the Chief Operating Officer to dispose of any relevant print and post assets and equipment (including MFDs) which may be deemed surplus to requirements once a supplier(s) has been sourced; and
- (iii) 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 award and enter into the contract(s) and all other necessary or ancillary agreements with the successful bidder, in accordance with the strategy set out in the report.

7. Contract for Provision of Liquid Fuel

The Cabinet Member for Public Realm presented a report on the retendering of the contract for the provision of liquid fuel to serve the Council’s vehicles, plant and machinery, as the current arrangements were due to expire on 30 September 2019.

Cabinet **resolved** to:

- (i) Agree that the Council proceeds with the procurement of contracts for the provision of liquid fuel in accordance with the strategy set out in the report;

and

- (ii) Delegate authority to the Director of My Place, in consultation with the Cabinet Member for Public Realm and the Director of Law and Governance, to conduct the procurement and award the contract(s) to the successful bidder(s).

8. Contract for Short Term / Spot Hire Vehicle Arrangements

The Cabinet Member for Public Realm introduced a report on the proposal to utilise the Commercial Services Kent Limited (CSKL) Vehicle Rental Framework to procure all of the Council's short-term and spot hire vehicle requirements.

Cabinet **resolved** to:

- (i) Agree that the Council proceeds with the procurement of various short term / spot hire of vehicles contracts in accordance with the strategy set out in the report; and
- (ii) Delegate authority to the Director of My Place, in consultation with the Cabinet Member for Public Realm and the Director of Law and Governance, to carry out the procurements and award the contract(s) to the successful bidder(s).

9. Be First Business Plan 2019-2024

Further to Minute 100 (19 February 2018), the Cabinet Member for Finance, Performance and Core Services presented the second 5-year rolling Business Plan of Be First, the Council-owned company launched on 1 October 2017 with the key objective of driving forward the delivery of the Council's regeneration agenda.

The Cabinet Member drew attention to the key aspects within the Business Plan which included:

- An improved financial position for 2018/19, with Be First forecasting a surplus compared to the projected £2.8m deficit position in the 2018-23 Business Plan;
- The delivery of more new Council-funded homes than previously forecast, with 3,088 properties now expected to be built during the next 5 years and the majority being truly affordable in the London housing market;
- The commencement of 12 new development schemes in 2019/20, delivering over one-third of the new Council-funded homes planned for 2019-2024;
- The construction of a further 6,814 properties by the private sector over the next five years;
- A projected total return to the Council of £49m over the five-year period and the achievement of the target £10.3 net financial contribution to the Council by 2021;
- The use of £777m of development funding to support the accelerated, innovative development programme;
- The creation of apprenticeships and a sustainable local employment programme, which would require developers to employ 25% of the project workforce from the local community and to supply an 'Employment, Skills and Suppliers Plan' as part of the contractual arrangements;

- A range of place-shaping, public realm and community engagement initiatives.

The Cabinet Member confirmed that the Business Plan had been rigorously scrutinised by the Be First Board and the Council's Shareholder Panel prior to being presented to Cabinet.

Members commented on Be First's integral role in the delivery of the Council's vision for the Borough and the Leader placed on record the Council's thanks to all Be First staff.

Cabinet **resolved** to:

- (i) Approve the Be First Five-Year Business Plan (2019-2024) at Appendix A to the report; and
- (ii) Approve Be First entering into any procurement related agreement or commitment required to enable the delivery of the Business Plan in accordance with its Company scheme of delegation subject to:
 - a) compliance with relevant procurement regulation;
 - b) compliance with relevant procurement law;
 - c) Be First's compliance with its own scheme of delegation;
 - d) compliance with state aid rules, and
 - e) any other relevant approvals by the Council which may be relevant or required for the specific project.

CABINET**18 June 2019**

Title: Provisional Revenue and Capital Outturn 2018/19	
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 020 289 3262 Email: katherine.heffernan@lbbd.gov.uk
Accountable Director: Helen Seechurn, Finance Director	
Accountable Strategic Director: Claire Symonds - Chief Operating Officer	
<p>Summary</p> <p>This report concerns the provisional outturn on the Council's accounts at the end of the 2018/19 Financial year. These figures are subject to audit and so may change as a result of that process.</p> <p>The provisional outturn is £151.667m expenditure against a budget of £145.368m which is an overspend of £6.299m on general fund expenditure. This is offset by a £3.418m income surplus making an net variance of £2.881m.</p> <p>This is the position after carry forward of income and transfers to and from earmarked reserves. Information about the transfers to/from reserves is provided as an appendix. Funding the net overspend will require a drawdown on the Council's budget support reserve. However, there is sufficient funding in that reserve and so the general fund reserve balance will remain the same at £17m. The remaining balance on the Budget Support Reserve is £12m.</p> <p>The provisional position on the Dedicated Schools Budget was an overspend of £1.902m largely driven by demand pressures on the High Needs Block.</p> <p>The provisional outturn on the capital programme was expenditure of £225.153m against a budget of £284.758m, slippage/underspend of ££56.696m of which £37.559m is General Fund and £19.137m is HRA.</p> <p>The provisional outturn on the HRA was a surplus of £1.075m above budget. This has been partially used as a revenue contribution to the capital programme (reducing the requirement to use receipts.) and the balance taken to the HRA reserve for use in future years.</p> <p>This report also contains a recommendation to approve two new programmes for the Capital Programme in 2019-20. These are outlined in section 6.</p>	

Recommendations

The Cabinet is recommended to:

- (i) Note the provisional revenue outturn for Council services as set out in sections 2 and 3 and Appendix A to the report;
- (ii) Note the provisional outturn on the Dedicated Schools Budget as set out in section 4 of the report;
- (iii) Note the provisional Capital Programme outturn as set out in section 5 and appendices B and C to the report;
- (iv) Approve the carry forward of slippage of £37.559m into the General Fund Capital Programme 2019/20;
- (v) Approve the creation of a Ward Member capital budget of £0.34m and £1.0m capital budget for urgent maintenance and health and safety works, as set out in section 6 of the report;
- (vi) Approve the transfers to and from reserves as set out in Appendix D to the report;
- (vii) Note the provisional outturn of the Housing Revenue Account as set out in section 8 of the report; and
- (viii) Note the position on Schools balances as set out in section 9 of the report.

Reason(s)

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

1 Introduction and Background

- 1.1 The financial year 2018/19 ended on 31st March 2019. This report includes the provisional outturn position on Council expenditure and income, the DSG outturn position, the HRA outturn and a provisional capital outturn.
- 1.2 It does not include the outturn on the individual companies set up by the Council and does not assume any financial benefits from those companies. If the companies have generated a positive financial impact then this will flow back to the Council in the next financial year.
- 1.3 It also contains a recommendation to add two new items to the 2019/20 capital programme.

2 Provisional Overall Position

- 2.1 The total variance on Services (excluding Central Expenses and Companies) is a net overspend of £10.513m - mostly within People and Resilience/Care and Support. Further information on the variances on individual services is given below
- 2.2 This is offset by underspends in Central (including Education Central items) of £4.217m and £3.418m additional income resulting in an overall variance of £2.881m. This will require a further drawdown on the budget support reserve.

3 Service Variances

This section of the report briefly outlines the main service variances.

PEOPLE AND RESILIENCE/CARE AND SUPPORT

- 3.1 This year has been a highly challenging year for Care and Support as there have been significant savings targets written into the budget while the service has seen a high level of demand and need increase. Part way through the year, when the scale of the challenge was realised, a target level of overspending was agreed. It was accepted that the service could not balance its budget in year but it would take action to control and reduce spend as far as possible. This resulted in a £2.5m action plan and a commitment to reduce overall costs in Adults and curtail growth in Disabilities and Children's spend.
- 3.2 The service has identified £2.9m of cost reduction and cost avoidance action it has taken in year – effectively exceeding its target by £480k. However, at the same time it experienced an almost matching level of growth in its service. The final outturn therefore represents an overall improvement in the position (reduction in overspend) of £0.73m since the mid-point of the year (excluding the impact of an in-year budget increase) but it did not meet the overspend target.

	<u>Adults</u>	<u>CSC</u>	<u>Disabilities</u>	<u>Commissioning</u>	<u>Other PRG Action Plan</u>	<u>PRG</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Position at P5	1,905	6,187	3,707	-194	0	11,605
Target Position at P5	905	4,977	3,547	-194	-2,500	6,735
Final Outturn Variance	2,097	4,383	3,415	-90	-300	9,505
In year reductions included within the above	-1,287	-727	-666	0	-300	-2,980

- 3.3 The pressures on the service are expected to continue into the next financial year and the Council has not been able to identify sufficient growth funding to fully meet these pressures. However, although some of the in-year action was time limited, some of it will have a continued impact into next year. This means that there is likely to be some level of overspend in 2019/20.

- 3.4 In the longer term the pressures in the service will need to be addressed within the Council's next MTFS which is currently being developed. More detail on these services is given below

Adults Care and Support – overspend of £2.098m.

- 3.5 There was an overspend on Adults Operations of £2.097m and £66k in Commissioning. More detail is shown in the table below.

<u>ADULTS CARE & SUPPORT</u>	Full year	Outturn	Variance
	Budget 2018/19	Actual	from Budget
	£'000	£'000	£'000
Adult packages	8,167	9,297	1,130
Adult teams	3,835	3,879	44
Adult homes and centres	1,825	1,758	-67
Mental Health	4,620	5,453	833
Adults Other (Support services)	1,241	1,398	157
Directorate Total	19,688	21,786	2,098
Adults Commissioning	5,549	5,615	66
Directorate Total	5,549	5,615	66

- 3.6 As the table shows it is clear that the pressures within Adults mostly relate to the care and placements and is driven by demand and the increasing costs within the care market. In addition, there is an overspend in Relish.
- 3.7 Partly as a result of the relatively young population and also because of its strong management and improvement culture, LBBD has until recently been relatively protected from the very high levels of budgetary pressure in Adults experienced by most other councils. However, in recent years these have begun to increase and over the last fifteen months or so the levels of activity in the service have been rising steeply.
- 3.8 Although the population in LBBD is relatively young it is important to recognise that deprived populations experience higher levels of ill health and disability at an earlier age and are more likely to be dependent on Council services when they do so. Moreover, demand for social care is highly affected by the local health economy which is under a great deal of strain in outer East London. Both of these are important factors that are contributing to increased demand. There may be other factors involved as well and the increase is very clear. In particular there was a clear absolute increase in hospital discharge activity and very high levels of crisis intervention activity.
- 3.9 Another aspect of the challenge was a transfer to a new IT system in year which occasioned some changes in business practices and revealed some process issues including issues with income assessments and charging. In some instances, commitments were not recorded and expenditure was incurred in an uneven pattern. This made the position harder to forecast. There is a project underway to

improve these processes and the income situation has been picked up in the charging review.

- 3.10 In year action included considerable work into closing down crisis intervention packages, reducing the overall caseload by around 300 packages. This has been achieved against a backdrop of constant pressure in out-of-hospital flows. The reduction in packages has been completed through better organisation of the service and reviewing and assessing service users quickly once they enter crisis intervention. Robust management oversight will continue in this area to ensure numbers remain low. In addition, there was the usual action on Direct Payment clawbacks which brought in £2.5m across Adults and Disabilities.
- 3.11 The Adults position includes a drawdown on reserves of £2.938m. This is a pre-agreed drawdown on the residual departmental reserve as part of the agreed MTFS savings for 2018/19. The winding up of this reserve reduces the service's ability to manage budget pressures without recourse to wider council support in future years.

Disabilities – overspend of £3.4m

- 3.12 As with other services in Care and Support the overspends are largely driven by client need/demand and the increasing costs of care.

<u>DISABILITIES CARE & SUPPORT</u>	Full year	Outturn	Variance
	Budget 2018/19	Projection	from Budget
	£0	£0	£0
Adults Care Packages (inc Equipment)	8,082	9,883	1,801
Children's Care Costs	1,174	1,852	678
SEND transport	1,919	2,440	521
Centres and Care Provision	1,889	2,074	185
Staffing/Care Management	3,472	3,702	230
Directorate Total	16,536	19,951	3,415

- 3.13 The position did improve in year by £0.292m - £0.160m was increased staffing budget but there were savings made of £0.666m offset by growth of £0.534m. This growth figure is consistent with the pattern in recent years and reflects demographic pressures and the increasing cost and complexity of needs especially for young people/younger adults born with very severe disabilities.
- 3.14 The savings made include savings from reviews and improved life planning and also £0.3m from Continuing Healthcare contributions. The strengthened practice and processes in this area should continue to provide savings and increased income into future years.

Children's Care and Support – overspend of £4.4m

- 3.15 This is also an improved position from forecast (c£5m.) However, some of this is the result of last-minute adjustments that are one off in nature such as a debtor

raised to the Home Office for Project Palm and so this may understate the continuing level of pressure in the service. The assessment of the Finance team is that there is an underlying base budget gap of £5m.

<u>CHILDREN'S CARE & SUPPORT</u>	Full year		Variance
	Budget 2018/19	Actual	from Budget
	£'000	£'000	£'000
Care Management	5,235	6,463	1,228
Looked After Children and other Placements	22,048	24,923	2,875
Assessments and EDT	2,857	3,229	372
YOS	1,153	1,078	-75
Other/Central	1,693	1,891	-16
Directorate Total	32,986	37,369	4,598
CHILDREN'S COMMISSIONING			
Children's Commissioning	4,211	4,055	-156
Directorate Total	4,211	4,055	-156

- 3.16 The Children's pressures are long standing and are shared by many other London boroughs. The two main drivers are the national challenge of recruitment and retention of social workers and the high level of demand for services. New and emerging demand challenges have included 210 additional EHC Plans being issued within the last 12 months (an increase of 15%); almost 370 more Social Care cases being supported by Children's Care and Support than 12 months earlier (an increase of 17%) and the ever-present challenge of complex, high cost placements, including a small number of high cost placements for both Children in Care and those with complex needs who are the subject of an EHC Plan.
- 3.17 There were savings made within Children's of £0.477m. These were savings in Care Leavers accommodation and commissioning savings on supported accommodation. There was a small saving from the recruitment and retention initiative (£55k from reduction in agency costs) – this however will have a larger impact in the next financial year.
- 3.18 It remains the case that it is very difficult to properly contain and manage demand into the Children's Care & Support statutory system and that parts of the Early Help system may not be functioning as effectively as possible. Plans are being put together, on the back of the Ofsted report's conclusions on this issue, to build a more robust system for sustainably managing risk below the statutory threshold

Public Health

- 3.19 The final outturn against the Public Health Grant is an underspend of £0.330m. This has been transferred to the Public Health Reserve. This is after an increased

to contribution to the Council's wider prevention services of £0.3m (as agreed in the action plan).

Service Area	Full year Budget 2018/19	2018/19 Outturn	2018/19 Variance
	£0	£0	£0
Public Health			
Sexual Health	2,146	2,556	410
Health Protection	62	26	-36
Promoting Health	3,346	2,980	-366
Healthy Children	7,355	7,120	-235
Healthy Adults	1,428	1,386	-42
Health Intelligence	60	39	-21
Public Health Service Team	1,220	902	-318
Other Public Health Commissioned	700	1,000	300
Public Health Corporate:			
Expenditure	589	567	-22
Income	-16,906	-16,906	0
Total	0	-330	-330
Transfer to Reserve	0	330	330
Public Health Total	0	0	0

- 3.20 The main variances are an overspend on **£411k** overspend on Sexual Health Services offset by underspends on staffing (£340k) and other public health programmes.
- 3.21 The Sexual Health budget is the highest risk element of the service being demand led. The overspend arises from the Integrated and Out-of-Area (OOA) Genitourinary Medicine (GUM) Services. The OOA service is for residents receiving sexual health testing and treatment services from clinics outside of the borough. This is charged at a higher rate than the current charges under the contract with the provider in the Borough (BHRUT). There has been a reduction in the number of clinics within the borough, but increased hours at the main clinic in Barking Hospital. Close monitoring is still required to see the impact of closure of smaller clinics within the borough and whether this increases the number of residents attending clinics out of the borough, or whether the increased opening times and reduced waiting times at Barking Hospital will result in residents coming back to the in-borough service, instead of opting for services elsewhere.
- 3.22 Furthermore, the contract with BHRUT for the integrated GUM service has also contributed to the overspend due to a reduction in budget/grant allocation; a dispute on the agreement of a cap in the contract value plus efficiency saving of 5% and an increase in value of the new contract from £1.59m to £1.68m with effect from Oct 2018.

Community Solutions

- 3.23 The overall outturn for Community Solutions is broadly on balance (£22k) before transfers to reserve and a small overspend when the surplus on the Adult College is carried forward. Within this total there is a significant overspend on Triage (£0.552m) relating to the parts of the service inherited from Children's Services (MASH/NRPF). However, the service manager has worked to improve practices for NRPF families and to reduce dependency on agency staff and there was an improvement in year which is expected to continue into the next financial year.
- 3.24 The Intervention service is also broadly on balance but it should be noted that there were some year end issues in Temporary Accommodation as the final outturn position for the costs of Temporary Accommodation was significantly higher than forecast. This was a forecast error that arose partly because the forecast was based on the number of households being supported rather than the length of time a property was held by the service (for example during notice periods or as a way of safeguarding availability.) The Finance team and the Intervention Service are working together to review their processes to improve forecasting accuracy. The above forecast expenditure has been partly managed by not carrying forward £250k of Troubled Families grant.
- 3.25 The service is making greater use of Rental Deposit Schemes as a way of diverting families or moving them on from Temporary Accommodation. However, the evidence suggests that previous assumptions about the rate of return of deposits are not realistic. As a temporary measure the Finance team have decided to create a bad debt provision against the debtor value but a full review of its operation is required (see Central Expenses below.). This may result in costs being met directly as revenue expenses which would require further savings on other parts of the TA budget.
- 3.26 There are a number of other underspends in other lifecycles that have offset the Triage overspend resulting in a balanced position.

Core and Central services

- 3.27 As noted in previous reports to Cabinet there are overspends (£292k) on Strategic Leadership mostly related to unachievable savings that have been written off in the 2019/20 budget and the Elevate client team from the non achievement of the Customer Service Saving. There is an apparent overspend of £402k on the ICT contract which is offset by a central underspend on Infrastructure investment.
- 3.28 Inclusive Growth was projecting an underspend of around £0.5m of which £0.25m was approved to be carried forward for future projects. However it has been agreed to charge the revenue costs relating to the acquisition of LEUK to this cost centre resulting in an overspend.
- 3.29 There is an overspend of £0.13m in Democratic Services also relating to an unachievable saving that has been written off in 2019/20. The service did work to contain this and also offered to draw down on their election reserve. This offer was over-ruled by Finance to avoid jeopardising the future smooth running of elections.

- 3.30 There is an underspend of £0.35m on Legal and HR which is the result of the overachievement of income and an overspend on Insurance (within Finance).

Enforcement

- 3.31 There is an underspend of £0.9m on Enforcement. This is made up of underspends across the following services: CCTV, Housing Standards, Street Enforcement and Traffic Management Orders from staffing vacancies and over achievement of income.
- 3.32 The surplus Parking income above the budget target (£65k) has been transferred to the Parking reserve.

My Place and Public Realm

- 3.33 There is a net underspend across My Place and Public Realm of £0.282m. However, within this Public Realm finally overspent by £0.96m of which £650k relates to staffing. The other large element is the cost of transport which is partly due to the age of the fleet and the frequency of faults and breakdowns. The staffing overspend is partly the result of the non-achievement of the routes and rounds savings (£0.439k) and partly from the level of agency staff and overtime that has been necessary to maintain the service. Delays in procurement of mechanised equipment for street cleaning may also have been a factor.
- 3.34 There are large underspends in My Place across the service largely arising from vacancies. The benefit of this has been shared proportionately between the GF and the HRA.

Policy and Participation

- 3.35 There is an overspend of £0.275m on Heritage services largely from Valence and £60k on Culture commissioning.

Central Expenses.

- 3.36 There is an overall underspend in Central Expenses (including Education Central) of £4.883m. This is made up of a number of over and underspends. This includes the £2m savings risk buffer which was written into the budget in 2018/19, the £1m provision for non-achievement of Parking income and an underspend of £1.5m on MRP and net interest costs – largely as a result of slippage on the capital programme in previous years.
- 3.37 The total cost of redundancies charged to Central Expenses in 2018/19 was £1.403m and against a budget of £1.3m. (This includes the pension strain costs for staff above the age threshold.)
- 3.38 In addition, the new Chief Accountant has reviewed the balance sheet and unwound a number of old provisions and balances. This includes £4.5m of over receipted purchase orders relating to previous years. As set out in the January cabinet report this will be transferred to a reserve to be used to partly fund the net costs of the final phases of the Transformation programme in Core. The net impact of the other adjustments is £0.37m debit (cost).

3.39 The underspends were offset by the net bad debt provision for the Rent Deposit Scheme and above budgeted contributions to Corporate and Temporary Accommodation Bad Debt Provisions. There are also a number of Central costs shown against Education Youth and Childcare such as PRC contributions that are not in the control of the service which need to be brought into Central Expenses.

Collection Fund and Grant Income

3.40 The Collection Fund surplus to be brought into this year is £3.568m. A recent review of our Collection Fund process has identified the need to make better provision for bad debts on court cost recovery. Depending on the calculation methodology this could mean a provision of up to £3.3m. However court costs are among the most secure kind of debt so we have not chosen to do this this year.

3.41 Central Government has allocated £3.4m of section 31 grants to compensate for loss of NNDR arising from Central Government policy decisions of which we have prudently decided to carry forward 70% (£2.38m) to a smoothing reserve. Failure to do this could result in additional costs in future years.

4 Dedicated Schools Grant

4.1 The overall outturn position on the Dedicated Schools grant was an overspend of £1.902. This is made up as shown in the table below:

Block	Variance (£000s)
High Needs	2,992
Early Years	(656)
Schools Block	(269)
Central	(165)
Total	1,902

4.2 The overspend on the High Needs block is largely driven by demand. The main overspends are in ARPs (£683k), non-maintained and out of borough fees and top ups (£1.767m), Special Schools (£1.1m) and other top ups (£1.14m). These have been partially offset by £750k transfer from Schools Block, the additional grant funding of £672k announced mid-year and some underspends in the block (various minor variances and £0.58m on Primary AP/Respite.)

4.3 The level of overspends on the demand/needs driven areas suggest that the pressures will continue into the next financial year.

4.4 The underspend on Early Years largely relates to low activity. This is the estimated figure after potential clawback of 3 and 4 year olds funding following census adjustments later in the year, the actual clawback will not be known until June/July, but reflects low take up for two years and drop off in 3 and 4 years olds. The underspend on the School block relates to the centrally retained provisions for the growth fund and contingency.

4.5 The overspend will be covered by drawing down on the reserve. However, this will bring the reserve to £1.146m which does not provide much contingency for future overspends or planned investment.

5 Capital Programme

- 5.1 The overall capital programme is £284.758m of which £186.612m is General Fund, £90.352m is HRA and £7.793m is Transformation. The two most significant areas of the capital programme are the provision of school places and housing. This reflects the needs of the borough in terms of dealing with a high birth rate and high level of migration into the borough. School expansion schemes are funded by Central Government (via the Education and Skills Funding Agency), and the HRA programme is self-financed by the HRA using a mixture of Government grants, capital receipts and HRA revenue funding. Therefore, they do not pose a pressure on the General Fund, in terms of needing to borrow and servicing the cost of borrowing.
- 5.2 Spend against the total programme is £225.153m. There is slippage on the General Fund capital programme of £37.559m – mostly relating to the Investment Strategy. In general schemes under this strategy are profiled into the earliest possible year in order to ensure that funding is available when required. This avoids unnecessary delays but does create a risk of slippage.
- 5.3 There is an apparent overspend of £6.7m on the Schools Programme largely as a result of accelerated spend on school expansion programmes. Funding can therefore, be brought forward from future years to cover this. More information is provided in the text below and in Appendix A and B.
- 5.4 The Adults Care and Support programme has an underspend of £0.550m. This is largely due to the suspension of the Direct Payment Adaptations scheme for new applications while the scheme is reviewed.
- 5.5 Many programmes are underspending at year end. In most cases this will be carried forward and budgets realigned.
- 5.6 Two high profile programmes brought forward from last year: Youthzone and the demountable swimming pool at Becontree Heath have both been completed this year.
- 5.7 The Capital Programme for the HRA was an outturn of £71.214m expenditure against a budget of £90.352m – slippage of £19.137m.
- 5.8 Cabinet are requested to approve carry forward of the net slippage of £37.559m on the General Fund Capital Programme.

6 New Capital Programme schemes for 2019-20

- 6.1 The Capital Programme for 2019-20 was approved in February 2019 as part of the Medium Term Financial Strategy. Since that time two need areas of urgent need have been identified.
- 6.2 It is proposed to set up a Ward Member budget. This would be a relatively small funded of up to £20,000 per year per ward which is available to fund programmes identified by ward members and the communities and groups they work with. This would be a Capital programme budget so would only be available for capital

schemes ie for the creation or restoration of community assets not for day to day expenditure or one-off events. Similar schemes are operated by many councils and it can be an efficient way to respond to specific local needs in an area. This would be funded from capital borrowing.

- 6.3 Cabinet are also requested to approve the budget of £1.000m for Health & Safety and urgent maintenance (Corporate, Commercial and non-HRA residential blocks). This is for urgent repairs and replacement of internal plant and external fixtures identified from the Stock Condition Surveys (Operational & Commercial) and works to non-HRA residential blocks (Reside). The creation of this budget will allow a speedy response to new issues that arise. Works to be funded by this programme will be reviewed and approved by the Capital and Assets Board (an officer group).

7 Transfers to/From Reserves

- 7.1 The outturn report assumes £14.405m drawdown from reserves - £1.997m from Schools reserves, £5.788m from service and specific reserves and £6.618m from the Budget Support reserve. This includes those drawdowns approved as part of the budget setting for the year: £2.791m from the Budget Support Reserve and £2.5m from the Adults reserve. This also includes the overspend drawdown of £2.881m.
- 7.2 There is also £15.395m transfers to reserves. This includes £3.654m transfer to service and specific reserves, £2.369m to the Investment reserve to smooth investment income between years, £4.379m business rates levy and other section 31 grants to the Income Equalisation reserve, and £4.993 transfer to the budget support reserve including the Purchase Order clearing referred to above. These are shown in an appendix.

8. Housing Revenue Account

- 8.1 The final position on the HRA was a £1.075m greater than budgeted surplus.

HRA Class	Budget	YTD	Var
	£'000	£'000	
Dwellings Rent	(86,186)	(86,329)	(143)
Other Rents	(712)	(545)	167
Other Income	(20,015)	(20,274)	(259)
Interest Received	(300)	(250)	50
Supervision & Management	43,963	43,927	(36)
Repairs & Maintenance	15,178	17,839	2,661
Rent Rates and Other	350	16	(334)
Bad Debt Contribution	5,309	911	(4,398)
CDC	685	685	
Depreciation	13,034	14,576	1,542
Interest Paid	10,059	9,690	(369)
Revised I&E position	(18,635)	(19,710)	(1,075)
Transfer to:			

MRR/RCCO (Capital funding)	18,635	18,881	246
Leaseholder Reserve Fund		188	188
HRA Balances		642	642
Total transfers	18,635	19,710	1,075
Net	-	-	0

- 8.2 The main driver of the underspend was a large provision for increased rent arrears following the roll out of Universal Credit which has not been required this year. (The budget setting appears to anticipate a faster roll out than has actually taken place and also the year on year reduction in rents reduces the absolute value of arrears even if the % remains the same or increases slightly.) However, this was offset by a significant overspend on Repairs and Maintenance.
- 8.3 The final overspend on Repairs and Maintenance was £2.661m. This was partly the result of delays in implementing the review of staffing terms and conditions. A cost reduction of £1.2m had been factored into the budget which was not fully achieved. However there were improvements towards the end of the year in the level of out of hours and overtime reducing costs.
- 8.4 This year a stricter approach to the capitalisation of repairs works has been used. This accounts for around £1.7m of the variance – this is offset by underspends in the capital programme. The budget will be reviewed next year to align more closely with the capitalisation policy.
- 8.5 The HRA did pick up £0.444m of costs associated with redundancies and other staffing transition costs. These are included as part of Supervision and Management but are offset by underspends from staff vacancies on My Place.
- 8.6 It should be noted that this year’s capital programme has been heavily reliant on the use of the brought forward capital receipts and further work is required to ensure that it remains sustainable.

9. Schools Balances

- 9.1 Until recently LBBB schools have been reasonably well funded – although not as generous as some other London boroughs the DSG allocation was generally sufficient and most schools were expanding. However since the transition to the National Funding Formula began at the same time as Education funding became subject to the austerity regime, the DSG allocation has been effectively below inflation. For LBBB schools this has been compounded by three significant factors – a short pause in the expansion of the primary sector which has led to some schools having falling rolls, a sharp fall in the number of children in receipt of Free School Meals which results in loss of funding (DSG and Pupil Premium Grant), and rising numbers and complexity of children with Special Educational Needs. This means many LBBB schools – and especially the primary schools – are facing a much higher level of financial challenge than they have been used to.

- 9.2 Following the introduction of the faster closing deadlines we now close our accounts based on quarter three forecasts for bank account schools. For Oracle schools we use the actual figures on the system. If there are material differences once schools submit their outturn position then this is adjusted for as part of the audit process.
- 9.3 In the financial year 2018-19 based on the estimates used for year end, maintained school balances have fallen by £1.997m. Since then schools have submitted their final returns which show a healthier position.
- 9.4 The final position was an increase in balances of £1.090m. A high proportion of this relates to large recoveries in three schools that had been in deficit –which are to be commended for their commitment to management action.
- 9.5 Within this overall improvement 19 schools have seen their balances fall by a total of £3.875m while 27 schools have increased their balances by a total of £4.965m. (This includes £1.4m from the deficit recovery in three schools.) It must be recognised that a reduction in balances is not in itself a bad thing – a governing body may have chosen to use balances for a variety of reasons. For example the £4.325m includes one school with large brought forward balances that drew down £990k in accordance with plan. However the downwards movements could be reflective of the financial pressure on some of our schools.
- 9.6 There are now five schools that are in deficit. The local authority and the Financial Monitoring Group of Schools Forum are in discussion with those schools and will continue to monitor them.

10 Financial Implications

- 10.1 This report sets out the financial position of the Council at the end of 2018/19

11 Legal Implications

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

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

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

List of appendices:

- Appendix A – Provisional outturn
- Appendix B – Capital overview
- Appendix C – Capital detail
- Appendix D – Transfers to/from reserves
- Appendix E – Schools Balances

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APPENDIX A

DEPARTMENT	BUDGET 18-19 (£000)	ACTUALS (£000)	MIRS RELATED ADJUSTMENTS - DEPRECIATION ETC. (£000)	RESERVES DRAWDOWN (£000)	TRANSFER TO RESERVES (£000)	TECHNICAL ADJUSTMENTS (£000)	OUTTURN AFTER RESERVES (£000)	VARIANCE (£000)
SDI COMMISSIONING - 18/19	9,118	8,045	894	(36)	330	0	9,232	114
CORE - 18/19	6,911	8,136	129	(436)	0	0	7,830	919
CENTRAL	(1)	86,247	(67,555)	(8,101)	12,500	(29,738)	(6,646)	(6,645)
EDUCATION, YOUTH & CHILDCARE - 18/19	19,682	3,784	16,927	(60)	972	0	21,623	1,941
LAW, GOVERNANCE & HR - 18/19	(756)	(2,370)	267	(109)	245	0	(1,967)	(1,212)
POLICY & PARTICIPATION - 18/19	3,285	3,427	295	(93)	0	0	3,629	344
CARE & SUPPORT - 18/19	69,209	77,899	1,208	(40)	255	0	79,323	10,113
INCLUSIVE GROWTH - 18/19	(31)	(42)	112	0	250	0	320	351
COMMUNITY SOLUTIONS - 18/19	13,249	9,566	3,705	(50)	235	0	13,456	207
MY PLACE - 18/19	18,249	6,589	11,378	(600)	325	0	17,692	(558)
CONTRACTED SERVICES – 18/19	6,452	6,784	392	0	0	0	7,177	725
TOTAL	145,368	208,067	(32,248)	(9,526)	15,112	(29,738)	151,667	6,299
	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
COUNCIL TAX PRECEPT	(58,521)	(58,521)	0	0	0	0	(58,521)	0
BUSINESS RATES AND COLLECTION FUND	(35,101)	(33,868)	0	0	0	(4,801)	(38,669)	(3,568)
GOVERNMENT GRANTS	(51,746)	(53,972)	0	0	0	2,376	(51,596)	150
CAPITAL GRANTS AND CONTRIBUTIONS	0	(32,163)	0	0	0	32,163	(0)	(0)
TOTAL	(145,368)	(178,524)	0	0	0	29,738	(148,786)	(3,418)
	0	0	0	0	0	0	0	0
NET TOTAL	0	29,543	(32,248)	(9,526)	15,112	0	2,881	2,881

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APPENDIX B

Changes to the Capital Programme 2018/19

The GF capital programme total remains as per the Cabinet Report in February 2019. The HRA capital programme has not changed since September 2018.

This is broken down as follows:

Service	Sept 2018 Cabinet Budget (£'000)	Feb 2019 Revised Budget (£'000)	Mar 2019 Revised Budget (£'000)	2018/19 Outturn (£'000)	Over / (Under) spend to date (£'000)	Comments
Care & Support	£1,618	£1,805	£1,805	£1,255	(550)	MHCLG provided an additional £187k towards the Disabled Facilities Grant for 2018/19. The service has spent approx 70% of the annual budget allocation in 2018/19.
Community Solutions	£349	£349	£349	£146	(204)	No change in budget since the Q3 report. The service has spent approx 42% of the annual budget allocation in 2018/19.
Core	£2,652	£2,652	£2,652	£1,844	(807)	No change in budget since the Q3 report. The service has spent approx 70% of the annual budget allocation in 2018/19.
Educations Youth & Childcare	£52,572	£53,572	£53,572	£60,317	6,745	The revised budget is because of the Schools Conditions Grant allocation reported to Cabinet in July 2018. The service has overspent by £6.7m of the annual budget allocation in 2018/19.
Enforcement	£7,916	£1,314	£1,314	£937	(377)	The revised budget decrease is as a result of some of the budget allocations being moved to My Place. The service has spent 71% of the annual budget allocation in 2018/19.
Culture Heritage & Recreation	£4,480	£6,261	£6,261	£4,519	(1,742)	The revised budget increase is as a result of budget allocations being moved from Enforcement and Public Realm. Several new capital projects relating to parks regeneration that will be funded by grant, have been added to this service. The service has spent 72% of the annual budget allocation in 2018/19.
Investment & Acquisition Strategy	£693	£71,878	£71,878	£33,970	(37,908)	The Land Acquisition Programme budget has been revised to include the acquisition of Axa Land, The Cube and Welbeck Steel. The service has spent 47% of the annual budget allocation in 2018/19. There was a delay in the purchase of Welbeck that was pushed back to April 2019. This is around £17m and is the main reason why the investment strategy outturn differs from the March revised budget reported.
Growth & Homes & Regeneration	£74,645	£38,160	£38,160	£34,612	(3,548)	The Street Purchasing Programme has been put on hold and this has led to a revised budget of £6,000k. The service has spent approx 91% of the annual budget allocation in 2018/19.
My Place	-	£6,496	£6,496	£7,992	1,496	The revised budget increase is as a result of budgets being moved from Enforcement. The service has overspent £1.5m of the annual budget allocation in 2018/19.
Public Realm	£1,581	£935	£935	£669	(266)	The revised budget decrease is as a result of budget allocations being moved to Culture, Heritage and Recreation. The service has spent approx 72% of the annual budget allocation in 2018/19.
SDI Commissioning	£3,190	£3,190	£3,190	£2,791	(399)	No change in budget since the Q3 report. The service has spent 87% of the annual budget allocation in 2018/19.
General Fund	£149,696	£186,612	£186,612	£149,053	(37,559)	
HRA	£90,352	£90,352	£90,352	£71,215	(19,138)	No change in budget since Q3 report. The service has spent 79% of the annual budget in 2018/19
Transformation	£7,793	£7,793	£7,793	£4,885	(2,907)	No change in budget since Q3 report. Th service has spent 63% of the annual budget in 2018/19
Total Overall Budget	£247,841	£284,757	£284,758	£225,153	(59,604)	

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2018/19 CAPITAL PROGRAMME

Project No.	Project Name	Budget	Spend	Variance to budget.	Future Year Budgets	
		Revised	Actual Expenditure	Over / (Under) spend to date	2019/20	Total
GENERAL FUND						
FC00106	Adults Care and Support					
FC02888	Disabled Facilities Grant	1,380,236	1,175,431	- 204,805	-	1,380,236
FC03049	Direct Pymt Adaptations	400,000	58,107	- 341,893	400,000	1,600,000
	Adult Social Care Grant	25,000	21,331	- 3,669	-	25,000
	Total for Adults Care & Support	1,805,236	1,254,869	- 550,367	400,000	3,005,236
Community Solutions						
FC03060	Barking Learning Centre Works	214,407	32,813	- 181,594	-	214,407
FC04021	Libraries Library Management System Tender	60,000	66,302	6,302	-	60,000
FC04036	Upgrade & enhancement of Security & Threat Management System at BLC	75,000	46,632	- 28,368	-	75,000
	Total for Community Solutions	349,407	145,747	- 203,660	-	349,407
Core						
FC02738	Modernisation & Imp Cap Fund	-	10,889	10,889	-	-
FC03052	Elevate ICT investment	907,036	425,818	- 481,218	1,710,000	4,567,036
	ICT End User Computing	-	-	-	438,000	610,000
FC02877	Oracle R12 Joint Services	190,273	16,125	- 174,148	-	190,273
FC03059	Customer Services Channel Shift	106,884	-	106,884	-	106,884
FC02565	Implement Corporate Accommodation Strategy	1,317,519	1,325,839	8,320	-	1,317,519
FC04055	Woodlands Repairs	130,000	65,622	- 64,378	47,000	177,000
	Total for Core	2,651,712	1,844,293	- 807,419	2,195,000	6,968,712
Education Youth & Childcare						
<u>Primary Schools</u>						
FC02784	Manor Longbridge (Former UEL Site)	-	-	-	-	-
FC02865	William Bellamy Infants/Juniors (Expansion)	10,000	14,377	4,377	-	10,000
FC02920	Warren / Furze Expansion	750,000	768,393	18,393	102,589	852,589
FC02924	St Joseph's Primary(Barking) Extn 13-14	15,072	15,072	-	-	15,072
FC02956	Marsh Green Primary 13-15	50,000	27,538	- 22,462	-	50,000
FC02960	Sydney Russell (Fanshawe) Primary Expansion	20,657	39,455	18,798	-	20,657
FC02979	Gascoigne primary	50,000	50,572	572	-	50,000
FC03041	Village Infants - additional pupil places	30,000	52,356	22,356	-	30,000
FC03053	Gascoigne Prmy 5forms to 4 forms	200,000	151,963	- 48,037	404,182	604,182
FC04058	Marks Gate Infants & Juniors 2018-20	25,000	23,867	- 1,133	500,000	3,000,000
FC04059	Chadwell Heath - Additional Capacity	-	-	-	-	7,000,000
<u>Secondary Schools</u>						
FC02954	Jo Richardson expansion	614,881	661,660	46,779	-	614,881
FC02959	Robert Clack Expansion 13-15	8,000,000	9,430,135	1,430,135	1,059,213	9,059,213
FC03054	Lymington Fields New School	6,000,000	11,061,526	5,061,526	13,000,000	27,449,926
FC02977	Riverside Secondary Free School	101,410	533,397	431,987	-	101,410
FC03018	Eastbury Secondary	650,000	615,723	- 34,277	267,460	917,460
FC03019	Eastbrook School	106,718	131,486	24,768	-	106,718
FC03020	Dagenham Park	100,000	62,258	- 37,742	-	100,000
FC03022	New Gascoigne Secondary School	16,000,000	10,954,636	- 5,045,364	13,582,802	29,582,802
FC03078	Barking Abbey Expansion 2016-18	12,000,000	16,208,729	4,208,729	5,500,000	18,425,740
<u>Childrens Centres</u>						
FC03063	Extension of Abbey children's centre nursery	125,842	124,000	- 1,842	-	125,842
<u>Other Schemes</u>						
FC02906	School Expansion SEN projects		814	814		-
FC02909	School Expansion Minor projects	312,285	29,581	- 282,704		312,285
FC02972	Implementation of early education for 2 year olds	196,708	162,308	- 34,400	200,000	396,708
FC03085	School Conditions Allocation 2017-19	477,882	1,173,374	695,492	-	477,882
FC03042	Additional SEN Provision	396,485	114,920	- 281,565	-	396,485
FC03043	Pupil Intervention Project (PIP)	451,605	410,386	- 41,219	450,000	901,605
FC04052	SEND 2018-21	645,716	795,826	150,110	1,245,716	2,837,148
FC04053	School Conditions Allocation 2018-20	3,000,000	3,021,707	21,707	966,761	3,966,761
FC04060	Additional Works - Expanded Schools	250,000	-	250,000	250,000	500,000
FC04061	Place Demand - Contingency	-	-	-	250,000	500,000
FC04071	Roding Primary Classroom Reinstatement	1,500,000	1,607,201	107,201	1,000,000	2,500,000
FC04072	School Condition Alctns 18-19	1,000,000	857,626	- 142,374	2,862,230	3,862,230
9999	Devolved Capital Formula	491,702	1,216,425	724,723	-	491,702

Project No.	Project Name	Budget	Spend	Variance to budget. Over / (Under) spend to date	Future Year Budgets	
		Revised	Actual Expenditure		2019/20	Total
	Total for Education Youth & Childcare	53,571,963	60,317,311	6,745,348	41,640,953	115,259,298
	Enforcement					
FC02982	Consolidation & Expansion of CPZ	487,420	202,837	- 284,583	300,000	1,087,420
FC03012	Environmental Asset Database		6,861	6,861		-
FC04015	Enforcement Equipment	512,650	327,182	- 185,468	444,000	956,650
FC03066	Parking ICT System	3,537	-	3,537	-	3,537
FC04027	Car Park Improvements	146,398	400,607	254,209	-	146,398
FC04063	Flood Risk Management	164,000	-	164,000	167,000	331,000
	Total for Enforcement	1,314,005	937,487	- 376,518	911,000	2,525,005
	Growth & Homes					
	<u>Culture, Heritage & Recreation</u>					
FC02975	Barking Abbey Artfcl Ftbl Ptch	-	-	-	-	-
FC03029	Broadway Theatre	500,000	499,294	- 706	-	500,000
FC03032	3G football pitches in Parsloes Park	822,384	135,291	- 687,093	-	822,384
FC03057	Youth Zone	2,834,000	2,757,521	- 76,479	-	2,834,000
FC03093	Eastbury Manor House - Access and egress improvements	75,078	85,666	10,588	-	75,078
	Redressing Valence	-	-	-	-	500,000
FC04031	Reimagining Eastbury	100,000	-	100,000	200,000	400,000
FC03090	Lakes	102,118	44,390	- 57,728	40,000	182,118
FC03067	Abeey Green Restoration/Works	3,541	-	3,541	-	3,541
FC04042	Community Halls	23,991	18,460	- 5,531	-	23,991
FC04043	The Abbey: Unlocking Barking's past, securing its future	50,000	11,647	- 38,353	350,000	400,000
FC04044	East London Industrial Heritage Museum	75,000	71,857	- 3,143	-	75,000
FC03079	Dagenham Whitehouse Renovation	-	-	-	-	-
FC04017	Fixed play facilities	93,105	114,018	20,913	50,000	243,105
FC03034	Strategic Parks - Park Infrastructure	59,230	71,993	12,763	-	59,230
FC03026	Old Dagenham Park BMX Track	252,991	9,322	- 243,669	-	252,991
FC04018	Park Buildings – Response to 2014 Building Surveys	139,658	149,430	9,772	75,000	364,658
FC04020	Parsloes Park regional football hub	400,000	342,124	- 57,876	-	400,000
FC04013	Park Infrastructure Enhancements	47,242	10,311	- 36,931	30,000	117,242
FC04080	Children's Play Spcs & Fac	55,000	-	55,000	55,000	275,000
FC04081	Parks & Open Spcs Strat 17	100,000	-	100,000	100,000	500,000
FC04082	Tantony Green Play Area	197,455	189,869	- 7,586	-	197,455
FC04084	Central Park Masterplan Implementation	100,000	54,407	- 45,593	1,000,000	1,100,000
FC04085	Valence Park Play Facility	230,000	46,505	- 276,505	-	230,000
	Total for Culture, Heritage & Recreation	6,260,793	4,519,096	- 1,741,697	1,900,000	9,555,793
	Investment Strategy					
FC02587	Energy Efficiency Programme	128,753	137,526	8,773	-	128,753
FC03081	Land Acquisitions 2016-18	47,450,500	34,247,620	- 13,202,880	-	47,450,500
FC03027	Establishment of Council Owned Energy Services Company	-	422,155	422,155	1,000,000	1,000,000
FC04083	The Cube	10,549,500	6,857	- 10,542,643	-	10,549,500
	INVESTMENT AND ACQUISITION STRATEGY - TO BE ALLOCATED	13,749,000	-	13,749,000	92,360,000	426,691,000
	Total for Investment Strategy	71,877,753	33,969,848	- 37,907,905	93,360,000	485,819,753
	Growth, Homes & Regeneration					
FC02898	Local Transport Plans	96,900	77,523	- 19,377	-	96,900
FC02969	Creative Industry (formerly Barking Bathouse)	292,064	-	292,064	-	292,064
FC02985	Gascoigne West (Housing Zone)		5,319,828	5,319,828	-	-
FC02986	Gascoigne East		812,519	812,519	-	-
FC02994	Renwick Road/ Choats Road 2014/15 (TfL)	317,400	398,711	81,311	-	317,400
FC02996	Barking Town Centre 2014/15 (TfL)	272,100	321,198	49,098	-	272,100
FC03055	Barking Riverside Trans link	325,021	28,234	- 296,787	-	325,021
FC03023	Bus Stop Accessibility Improvements	60,000	86,857	26,857	-	60,000
FC03058	Kingsbridge Development	4,892,418	3,708,793	- 1,183,625	-	4,892,418
FC03070	Boundary Road Hostel: Critical Needs Homelessness Assessment and Support Centre	234,879	34,768	- 200,111	-	234,879
FC03072	Conversion & Redevelopment of Former Sacred Heart Convent, 191 Goresbrook Road, Dagenham - to convert to homeless provision	8,407,180	328,837	- 8,078,343	-	8,407,180
FC03082	Gurdwara Way - Land Rmdiation	122,435	29,883	- 92,552	-	122,435
FC03084	Sebastian Court - Redevelop	3,526,723	3,030,394	- 496,329	-	3,526,723
FC03089	Becontree Heath New Build	12,457,491	7,411,176	- 5,046,315	3,915,979	16,373,470
FC03099	Abbey Green & Barking Town Centre Conservation Area Townscape HLF Project	263,000	34,660	- 228,340	-	263,000
FC03086	Land at BEC - live work scheme	16,937	147,658	130,721	-	16,937
FC03097	Thames View Cycle/Walking Link Improvements	90,700	144,450	53,750	-	90,700

Project No.	Project Name	Budget	Spend	Variance to budget.	Future Year Budgets	
		Revised	Actual Expenditure	Over / (Under) spend to date	2019/20	Total
FC03098	Cycle Schemes - Quietway CS3X	99,800	111,913	12,113	-	99,800
FC03025	Gale Street Corridor Improvements	385,400	217,226	- 168,174	-	385,400
FC04051	Street Property Acquisition 2017-19	6,000,000	12,367,460	6,367,460	-	6,000,000
FC04064	Bridges and Structures	300,000	-	300,000	300,000	1,500,000
Total for Growth, Homes & Regeneration		38,160,448	34,612,088	- 3,548,360	4,215,979	43,276,427
My Place						
FC02935	Internal Works Multiple Elmnts	-	-	-	-	-
FC02962	Principal Rd Resurfcing 2013-14	-	12,500	12,500	-	-
FC02963	Mayesbrook Nghbrhd Imprv 13-14	-	1,800	1,800	-	-
FC02978	SMF 2013/14	-	-	-	-	-
FC03000	MAQF - Green Wall Project	-	-	-	-	-
FC03010	SMF 2014-16	-	29,440	29,440	-	-
FC03014	City Farm Phase II	-	-	-	-	-
FC03028	Chadwell Heath CCM	-	-	-	-	-
FC03044	Fire Safety Works (R&M)	-	335,750	335,750	-	-
FC03051	SMF 2015-17	-	-	-	-	-
FC03068	ICT End User Computing	-	9,994	9,994	-	-
FC03030	Frizlands Phase 2 Asbestos Replacement	2,136	-	2,136	-	2,136
FC03065	HIP 2016-17 Footways & Carriageways	2,161,093	3,231,273	1,070,180	4,000,000	6,161,093
FC03064	Street Lighting 2016-2019 : Expired Lighting Column Replacement	2,608,876	3,682,047	1,073,171	-	2,608,876
FC03011	Structural Repairs & Bridge Maintenance	639,262	18,216	- 621,046	-	639,262
FC02542	Capital Improvements	65,755	60,513	- 5,242	-	65,755
FC02964	Road Safety Improvements Programme (Various Locations)	272,100	45,534	- 226,566	-	272,100
FC04019	Replacement of Winter Maintenance Equipment / Gully Motors	421,155	412,933	- 8,222	-	421,155
FC04029	Engineering Works (Road Safety)	325,926	211,184	- 114,742	-	325,926
Total for My Place		6,496,303	7,992,304	1,496,001	4,000,000	10,496,303
Public Realm						
FC03083	Chadwell Heath Cemetry Ext	298,254	149,276	- 148,978	-	298,254
FC04012	Bins Rationalisation	100,000	25,449	- 74,551	50,000	250,000
FC04014	Refuse Fleet	95,823	88,526	- 7,297	-	95,823
FC04016	On-vehicle Bin Weighing System for Commercial Waste	45,000	-	45,000	-	45,000
FC04028	Equipment to reduce Hand Arm Vibration	90,000	47,769	- 42,231	-	90,000
FC04070	Vehicle Fleet Replacement	305,902	357,980	52,078	3,075,000	3,380,902
Total for Public Realm		934,979	669,000	- 265,979	3,125,000	4,159,979
SDI Commissioning						
FC02826	Conversion of Heathway to Family Resource Centre	2,661	-	2,661	-	2,661
FC03061	Social Care IT Replacement System	747,546	955,395	207,849	-	747,546
FC03062	50m Demountable Swimming Pool	2,439,654	1,835,912	- 603,742	480,000	2,919,654
Total for SDI Commissioning		3,189,861	2,791,307	- 398,554	480,000	3,669,861
TOTAL GENERAL FUND CAPITAL PROGRAMME		186,612,460	149,053,350	- 37,559,111	152,227,932	685,085,774

HRA						
CC & D (Investment in Stock)						
FC02939	Conversions	-	378,731	378,731	700,000	700,000
FC03039	Estate Roads Resurfacing	400,000	302,969	- 97,031	-	400,000
FC03045	External Fabric inc EWI- Blocks	-	1,957,565	1,957,565	9,000,000	9,000,000
FC03046	Decent Homes North 2017-19	10,920,000	9,717,917	- 1,202,083	-	10,920,000
FC03047	Decent Homes South 2017-19	10,920,000	9,610,819	- 1,309,181	-	10,920,000
FC02983	Decent Homes Central 2017-19	6,562,500	8,085,419	1,522,919	-	6,562,500
FC04054	DH R&M Service	11,306,400	6,488,097	- 4,818,303	-	11,306,400
FC03036	Decent Homes Support - Liaison Surveys	-	-	-	-	-
FC04001	Electrical Lateral Replacement	1,571,000	3,534	1,567,466	1,430,000	3,001,000
NEW	Decen Homes 2016-22 Programme	-	-	-	2,000,000	2,000,000
Asset Management (Investment in Stock)						
FC02934	Communal Roof Replacements	-	1,327,444	1,327,444	1,500,000	1,500,000
FC02950	Communal Heating Replacement	1,300,000	241,519	- 1,058,481	700,000	2,000,000
FC04003	Domestic Heating Replacement	500,000	1,360,181	860,181	900,000	1,400,000
FC04004	Box-Bathroom Refurbs (Apprenticeships)	444,000	986,776	542,776	1,300,000	1,744,000
FC03048	Fire Safety Improvement Works	2,194,500	343,522	- 1,850,978	1,500,000	3,694,500
FC04002	Lift Replacement Programme	500,000	82,510	- 417,490	1,000,000	1,500,000

Project No.	Project Name	Budget	Spend	Variance to budget.	Future Year Budgets	
		Revised	Actual Expenditure	Over / (Under) spend to date	2019/20	Total
FC03037	Housing Stock (Investment in Stock) Energy Efficiency inc Green Street	-	643	643	500,000	500,000
FC00100	Disability Service (Investment in Stock) Aids And Adaptations	1,100,000	835,981	264,019	1,100,000	2,200,000
NEW	ESCO	-	-	-	1,000,000	1,000,000
FC02811	Members Budget	-	-	-	-	-
FC02943	Property Management (Investment in Stock) Compliance (Asbestos, Tanks, Rewires)	1,800,000	13,411	1,786,589	900,000	2,700,000
FC03038	Garages	-	216,008	216,008	-	-
FC04000	Estate Environment Improvement	-	-	-	6,950,000	6,950,000
FC04005	Public Realm Improvements	130,000	298,840	168,840	-	130,000
FC02933	R&M (Investment in Stock) Voids	2,000,000	1,510,263	489,737	1,500,000	3,500,000
FC03074	Estate Public Realm Imp	-	-	-	-	-
FC03075	Door Entry Systems	50,000	112	49,888	50,000	100,000
FC04006	Minor Works & Replacements	150,000	14,360	135,640	150,000	300,000
FC03007	Windows & Door Replacements	-	46,289	46,289	500,000	500,000
	TBA - Internals	-	-	-	-	22,500,000
	TBA - Externals	-	-	-	-	40,250,000
	TBA - Communal / Compliance	-	-	-	-	45,550,000
	TBA - Estate Environmental Works	-	-	-	-	2,500,000
	TBA - Landlords Works	-	-	-	-	24,800,000
FC03040	Investment in Stock Communal Repairs & Upgrades	-	873,581	873,581	-	-
FC02984	Block & Estate Modernisation	-	5,216	5,216	-	-
FC03003	Decent Homes (Blocks)	-	48,317	48,317	-	-
FC03004	Decent Homes (Sheltered)	-	-	-	-	-
FC03001	Decent Homes (North)	-	12,994	12,994	-	-
FC03002	Decent Homes (South)	-	-	-	-	-
FC03005	Decent Homes Small Contactors	-	-	-	-	-
FC02938	Fire Safety Improvement Works	2,500,000	5,623	2,494,377	5,000,000	7,500,000
	Total Investment in Stocks	54,348,400	44,768,641	9,579,759	37,680,000	227,628,400
FC02820	Estate Renewal Estate Renewal	13,250,000	7,388,094	5,861,906	11,500,000	42,750,000
	Total Estates Renewal	13,250,000	7,388,094	5,861,906	11,500,000	42,750,000
FC02823	New Build Schemes Council Housing Phase III	-	-	-	-	-
FC02931	Leys Phase 1	226,058	348,527	122,469	-	226,058
FC03009	Leys Phase 2	3,879,000	5,729,701	1,850,701	-	3,879,000
FC03071	Modular Programme	4,499,000	830,544	3,668,456	-	4,499,000
FC02970	Marks Gate	-	500	500	-	-
FC02973	Infill Sites	13,700,000	153,213	13,546,787	-	13,700,000
FC02988	Bungalows (Stansgate, Mrgt Bon)	-	96,972	96,972	-	-
FC02989	Ilchestr Rd / North St New Build	-	3,084,371	3,084,371	-	-
FC02991	North St	-	37,390	37,390	-	-
FC03056	Burford Close	-	294,859	294,859	-	-
FC02916	Lawns & Wood Lane	-	51,751	51,751	-	-
	TO BE ALLOCATED	-	-	-	20,000,000	80,000,000
FC04056	New Projects Abbey Road Infrastructure	-	567,665	567,665	-	-
FC04057	Travelodge Dagenham	-	1,124,998	1,124,998	-	-
FC04062	Gascoigne East Ph2	-	3,089,795	3,089,795	-	-
FC04065	200 Becontree Ave	-	293,036	293,036	-	-
FC04066	Roxwell Rd	-	114,728	114,728	-	-
FC04067	12 Thames Rd	-	182,473	182,473	-	-
FC04068	Oxlow Lne	-	87,701	87,701	-	-
FC04069	Crown House	-	892,934	892,934	-	-
FC04073	Church Street, RM10 9AX	-	115,824	115,824	-	-
FC04074	Land rear of 134 Becontree Ave	-	13,663	13,663	-	-
FC04075	Rainham Road South RM10 7XB	-	152,612	152,612	-	-
FC04076	Salisbury Road	-	34,281	34,281	-	-
FC04077	Weighbridge	-	226,479	226,479	-	-
FC04078	Wivenhoe Container	-	32,131	32,131	-	-
FC04079	Wivenhoe Road - Traditional	-	38,619	38,619	-	-
FC04087	SCA 2019/20 (A)	-	119,020	119,020	-	-
FC04088	HRA - Vehicle Purchase	-	1,343,120	1,343,120	-	-

Project No.	Project Name	Budget	Spend	Variance to budget. Over / (Under) spend to date	Future Year Budgets	
		Revised	Actual Expenditure		2019/20	Total
	Total New Build and New Projects	22,304,058	19,056,907	- 3,247,151	20,000,000	102,304,058
FC03073	Housing Transformation					
	Housing Transformation	450,000	1,012	- 448,988	-	450,000
	Total Housing Transformation	450,000	1,012	- 448,988	-	450,000
	TOTAL HRA CAPITAL PROGRAMME	90,352,458	71,214,654	- 19,137,804	69,180,000	373,132,458
	OVERALL GF AND HRA CAPITAL PROGRAMME 2018/19	276,964,918	220,268,004	- 56,696,915	221,407,932	1,058,218,232

Transformation Schemes 2018/19						
FC04047	Be First	80,846	3,587	- 77,259	-	80,846
FC04049	Community Solutions	2,008,100	1,113,598	- 894,502	400,000	2,758,100
FC04009	Smarter Working Programme	1,137,088	961,148	- 175,940	-	1,137,088
FC04007	Cross Cutting: Technology	1,280,482	687,342	- 593,140	-	1,280,482
FC04008	Customer Access Strategy (CAS)	971,324	1,180,289	208,965	-	971,324
FC04010	Customer Access & Workforce Development		64,406	64,406	-	-
FC04023	Enforcement	82,498	-	82,498	-	82,498
FC04022	Parks & Open Spaces Commercialisation	164,352	62,348	- 102,004	-	164,352
FC04024	Parks, Open Spaces & Cemeteries	3,286	-	3,286	-	3,286
FC04046	Investment Opportunities	79,963	135,143	55,180	-	79,963
FC04011	My Place	517,114	471,787	- 45,327	-	517,114
FC04025	Refuse	5,432	-	5,432	-	5,432
FC03087	Redesign Adults & Childrens Social Care	659,252	16,554	- 642,698	-	659,252
FC04048	Leisure		-	-	-	-
FC03091	Traded Services	350,483	89,219	- 261,264	-	350,483
FC04050	Home Services	452,620	99,946	- 352,674	-	452,620
	TOTAL TRANSFORMATION CAPITAL PROGRAMME	7,792,840	4,885,367	- 2,907,473	400,000	8,542,840
	OVERALL CAPITAL BUDGET PROGRAMME	284,757,758	225,153,371	- 59,604,388	221,807,932	1,066,761,072

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Reserves 2018/19**Transfer from Reserves (£14,404,688)**

DESCRIPTION	AMOUNT £
MIRS - MARKETS VAT REPAYMENT FROM RESERVES	3,640.50
MIRS - USE OF ELECTIONS RESERVE TO FUND EXPENDITURE	105,827.50
MIRS - DRAWDOWN OF PRPL RESERVES	661,644.46
MIRS - DRAWDOWN OF CCG FUNDS TO PAY SERVICE EXPENDITURE 18/19	39,804.00
MIRS - DRAWDOWN OF BUDGET SUPPORT RESERVES FOR ASC	411,076.00
MIRS - TAXICARD UNDERSPEND CARRY FORWARD DRAWDOWN	436,000
MIRS - FILM PROFIT TRADING UNIT CARRY FORWARD DRAWDOWN	20,000
MIRS - MARKETING/PHOTOGRAPHY PROJECT CARRY FORWARD DRAWDOWN	25,000
MIRS - CROWDFUNDING CARRY FORWARD DRAWDOWN	48,000
MIRS – UNIVERSAL CREDIT CARRY FORWARD DRAWDOWN	50,000
MIRS – CARBON REDUCTION CREDITS CARRY FORWARD DRAWDOWN	600,000
MIRS - TREWERN CARRY FORWARD DRAWDOWN	60,000
MIRS - DRAWDOWN OF ACS 18/19 RESERVES	2,526,924.00
MIRS - DRAWDOWN OF MTFS DRAWDOWN FOR 18/19	2,791,000.00
MIRS- CAPITAL FINANCING (RCCO)	499,294.00
MIRS – RESIDE	164,731.60
MIRS - NNDR APPEALS 17-18 UNWINDING	18,000.00
MIRS - TRANSFER FROM LSCB CLIENT MONIES 18/19	36,091.00
MIRS - CORRECTION OF RETAINED EARNINGS ACCOUNT ON F01	2,734.71
MIRS – DRAWDOWN OF C/F EQUALISATION FOR OUTTURN	1,026,000
TOTAL GENERAL FUND RESERVES DRAWDOWN	£9,525,768
MIRS - SCHOOLS RELATED EXPENDITURE	1,997,883.94
MIRS – OVERSPEND DRAWDOWN 2018/19	2,881,035.96

New – Transfer to Reserves (£15,395,437)

DESCRIPTION	AMOUNT £
MIRS - HEALTH & JUSTICE FUNDS FROM CCG TRANSFER TO RESERVES	53,000.00
MIRS - REPAYMENT OF ELECTION FUNDS TO RESERVES	120,000.00
MIRS - HOME OFFICE CONTROLLING MIGRATION FUND TRANSFER TO RESERVES	141,094.00
MIRS - TRANSFER TO ELECTION RESERVES TO FUND LOCAL/GENERAL ELECTIONS	60,000.00
MIRS - TRANSFER PARKING SUPPLUS 18-19 TO RESERVES	65,000.00
MIRS - TRANSFER OF IT UNDERSPENDS TO RESERVE	214,000.00
MIRS - TRANSFER OF SCHOOLS PFI RESERVES	660,900.00
MIRS - TRANSFER TO INVESTMENT RESERVES	2,369,745.34
MIRS - TRANSFER ADULTS COLLEGE UNDERSPENDS TO RESERVE	234,629.00
MIRS - TRANSFER TO RESERVES (CCG FUNDS 18/19)	61,026.00
MIRS - TRANSFER TO RESERVES (TREWERN OUTDOOR EDUCATION 18/19)	80,800.00
MIRS - TRANSFER TO EYC RESERVE (EYC UNDERSPENDS IN 18/19)	230,000.00
MIRS - TRANSFER TO RESERVES (INCLUSIVE GROWTH UNDERSPENDS 18/19)	250,000.00
MIRS - CRC TRANSFER TO RESERVES 18/19	325,000.00
MIRS – PUBLIC HEALTH UNDERSPEND TRANSFER TO RESERVES	329,803
MIRS - TRANSFER TO RESERVES (EU AND BUSINESS RATES LEVY GRANT)	975,994.00
MIRS – SECTION 31 GRANTS 18/19	3,402,630.00
MIRS – DSG	283,846.99
MIRS – SCHOOLS INSURANCE PAYMENT	334,937.00
MIRS – RESIDE LIFECYCLE	209,747.55
MIRS - TRANSFER OF PO CREDITS TO BUDGET SUPPORT RESERVE	4,993,283.99

School	2017/18		2018/19		2018/19 in-year movement +favourable / (unfavourable)
	2016/17 Closing Balance +surpls / (deficit)	Closing Balance +surpls / (deficit)	Closing Balance +surpls / (deficit)	Closing Balance +surpls / (deficit)	
All Saints Catholic School	£297,597	£494,786	£1,054,493		£559,708
Barking Abbey	£145,879	£333,811	£618,229		£284,419
Dagenham Park Church of England School	£723,717	£711,158	£301,796		(£409,362)
Dorothy Barley Infants School	£29,521	£106,716	£148,916		£42,201
Five Elms Primary School	£525,370	£141,550	£137,014		(£4,536)
George Carey Primary School	£234,016	(£91,142)	£26,414		£117,556
Godwin Primary School	£427,929	£556,769	£811,190		£254,421
Grafton Primary School	£184,500	£111,510	£1,924		(£109,586)
Hunters Hall Primary	£501,136	£264,043	£177,432		(£86,611)
John Perry Primary School	£77,978	£88,386	£90,627		£2,241
Jo Richardson Community School	(£509,032)	(£511,340)	£285,286		£796,627
Manor Infants School	£451,067	£365,022	£98,802		(£266,220)
Manor Junior School	£40,329	£84,725	(£303,235)		(£387,960)
Marks Gate Infants School	£355,372	(£88,439)	£96		£88,535
Marks Gate Junior School	£274,012	(£15,070)	£25,791		£40,860
Marsh Green Primary School	£191,223	£68,005	£166,074		£98,069
Monteagle Primary School	(£86,407)	£34,121	£127,101		£92,980
Parsloes Primary School	£50,026	£151,217	£412,182		£260,965
Richard Alibon Primary School	£205,430	£166,842	(£120,087)		(£286,930)
Ripple Primary School	£12,651	(£367,702)	(£292,625)		£75,077
Roding Primary School	£780,271	£461,226	£660,861		£199,635
Rush Green Primary School	£298,948	£253,052	£140,175		(£112,877)
Southwood Primary School	£53,344	£113,021	£181,134		£68,113
St Joseph's Catholic Primary School Barking	£102,669	£47,440	£41,932		(£5,507)
St Joseph's Catholic Primary School Dagenham	£241,710	£373,861	£397,479		£23,619
St Peter's Catholic Primary School	£169,778	£172,149	£141,681		(£30,468)
St Vincent's Catholic Primary School	£119,021	£8,639	£21,689		£13,051
Thomas Arnold Primary School	£356,226	(£2,528)	(£121,939)		(£119,411)
Trinity School	£855,658	£780,449	£432,565		(£347,884)
Valence Primary School	£108,349	£70,479	£49,142		(£21,337)
Village Infants School	£174,003	£187,841	£192,480		£4,639
William Bellamy Primary	£24,119	£282,141	£385,381		£103,240
Henry Green Primary	£67,125	£96,229	£89,474		(£6,755)
Becontree Primary	£187,584	£140,310	£187,109		£46,799
William Ford CoE Junior	£119,564	£78,731	£12,763		(£65,968)
Robert Clack School	£437,922	£496,045	£47,757		(£448,288)
Furze Infants	£133,124	£4,953	£28,427		£23,474
Warren Juniors	£472,004	£449,640	£305,285		(£144,355)
Northbury Primary	£110,556	(£111,301)	£75,237		£186,538
Beam Primary	£108,823	£55,746	£266,308		£210,562
Gascoigne Primary	£147,425	(£1,065,384)	(£290,307)		£775,076
Leys Primary	£133,582	£115,094	£142,449		£27,355
St Teresa's R.C. Primary	£1,706	£104,901	£74,289		(£30,612)
Eastbrook School	£128,016	(£435,937)	£8,426		£444,364
Eastbury Community School	£3,861,657	£3,250,740	£2,260,234		(£990,507)
Tuition Centre (PRU)	£351,072	£187,290	£312,346		£125,056
Total LMS Reserves	£13,676,570	£8,719,795	£9,809,798		£1,090,004

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CABINET**18 June 2019**

Title: Estate Renewal – Approach and Resident Offer	
Report of the Cabinet Member for Regeneration and Social Housing	
Open Report	For decision
Wards Affected: All	Key Decision: Yes
Report Author: Michael Westbrook, Head of Housing and Assets Strategy	Contact Details: Tel: 020 8227 3265 E-mail: michael.westbrook@lbbd.gov.uk
Accountable Strategic Director: Graeme Cooke, Director of Inclusive Growth	
Summary	
<p>A key part of the Council’s ambition for growth in the borough is to enable 50,000 new homes to be built over the next 20 years. The Be First programme from 2019–2024 will deliver nearly 3,000 new homes, around 75% of which will be affordable. Some of the new homes will be delivered through estate renewal schemes, where existing Council homes are demolished so that more high quality, new homes can be built. The majority of the new homes will be for rent, and these will be retained by the Council and managed through Reside, the Council’s wholly-owned municipal housing company.</p> <p>This report sets out the Council’s approach to developing estate renewal proposals, and to ensuring that existing residents are able to benefit from the new homes and wider improvements brought by estate renewal schemes. In particular the report covers the criteria the Council will use to assess potential estate renewal schemes; the way in which it will consult residents on the proposals before final decisions are made; and the offer that will be made to residents who need to move house because of estate renewal.</p> <p>The offer to residents who need to move because of estate renewal proposed in this paper can be summarised as:</p> <ul style="list-style-type: none"> • Tenants will have top priority to bid for an alternative Council home in the borough • Tenants will have a Right to Return to one of the new homes within Reside – at a Council target rent and on an Assured tenancy • A homeloss payment of £6,300 (uprated annually) and disturbance payments to cover the cost of moving • Help to move out of the borough, if they want to • Resident leaseholders will get market value for their home plus a 10% home loss payment • No resident leaseholder will need to move away from the local area if they don’t want to – the Council will give assistance if they can’t afford a suitable property on their own • Resident leaseholders will have a Right to Return to one of the new homes – with assistance if they can’t afford on their own • Non-resident leaseholders will get market value for their property plus a statutory basic loss payment of 7.5%. 	

Recommendation(s)

The Cabinet is recommended to:

- (i) Approve the criteria for considering estate renewal, as set out in paragraph 2.1 of the report;
- (ii) Note the proposed approach to consultation on estate renewal proposals, and approve the proposed arrangements for statutory section 105 consultation as set out in paragraph 2.5 of the report;
- (iii) Approve the rehousing offer for tenants and leaseholders as set out in paragraph 2.8 of the report;
- (iv) Note and approve the financial assistance that may be offered to resident leaseholders to enable them to stay in the local area, or to enable them to take up the Right to Return as set out in paragraphs 2.9 and 2.10 of the report;
- (v) Note and approve the proposed Help to Move offer, as set out in paragraphs 2.11 and 2.12 of the report;
- (vi) Agree that the rehousing offer be made to tenants and leaseholders of the four estate renewal schemes currently subject to consultation (Rainham Road South, Rectory Road, Roxwell Road and Oxlow Lane) and note that further reports on those schemes would be presented to Cabinet later in the year following resident consultation; and
- (vii) Delegate authority to the Director of Inclusive Growth to extend the terms of the rehousing offer to any other tenant(s) or leaseholder(s) on a discretionary basis.

Reason(s)

The recommendations are intended to ensure that existing tenants and leaseholders of blocks that undergo estate renewal benefit from the improvements the projects bring, and as such are aligned to the Council's strategy for inclusive growth in the borough.

1. Introduction and Background

- 1.1 A key part of the Council's ambition for growth in the borough is to enable 50,000 new homes to be built over the next 20 years. Be First has been established to accelerate the delivery of these new homes, both by building new homes itself and by working with partners to enable – and shape – their contribution to growth in the borough. The Be First programme from 2019 – 2024 will deliver nearly 3,000 new homes.
- 1.2 A number of the schemes proposed within Be First's programme to 2024 would require the demolition of existing council blocks before new homes are built, and as such the rehousing of council tenants and leaseholders. Cabinet approved two of these schemes – Rainham Road South and Rectory Road – in principle in April and agreed that officers should consult on the proposal. Consultation is also due to start soon on two further schemes – Oxlow Lane and Roxwell Road, which were added to the Council's Estate Renewal programme in January 2015. All four of these

schemes are due to come back to Cabinet for further decisions later this year following consultation.

- 1.3 Because approximately 184 tenants and leaseholders would need to be rehoused as part of the current Be First programme if all the proposed schemes are approved later this year, the Council has reviewed its approach to estate renewal and its offer to those residents who are affected. This has also taken into account changes in the wider policy context and the Council's emergent strategy for Inclusive Growth. This report seeks Cabinet approval for the offer that will be made to residents impacted by estate renewal.
- 1.4 LBBB has a strong track record of delivering estate renewal programmes, and over the last 10 years has rehoused around 1,300 households as part of delivering major redevelopment schemes on estates including the Gascoigne, the Leys and Sebastian Court. There is therefore already significant experience and knowledge on the practicalities of delivering these types of schemes, within the Council and Be First.
- 1.5 However, there have been a number of changes in the regional policy context relating to estate renewal schemes through changes made by the GLA. These changes include:

GLA Good Practice Guide

- 1.6 In February 2018, the GLA published 'The Mayor's Good Practice Guide to Estate Regeneration'. This is guidance and does not have a direct impact on the council's policies in the way that the further two changes described below do. The main principles for estate renewal set out in the guide are:
 - an increase in affordable housing
 - full rights to return or remain for social tenants
 - a fair deal for leaseholders and freeholders

- 1.7 The proposals in this report are designed to be aligned with the GLA's Good Practice Guide.

GLA Resident Ballot Requirement for strategic estate regeneration schemes

- 1.8 In July 2018, the GLA introduced a rule that it would only provide affordable housing grant funding for 'strategic estate regeneration schemes' if there had been a ballot of residents living on the estate in favour of the proposals. The GLA defines strategic schemes as those involving the demolition of any existing home owned by a local authority/housing association on an existing social housing estate *and* the construction of at least 150 new homes regardless of tenure. The ballot does not apply to schemes where GLA funding was committed prior to July 2018.
- 1.9 As such, the current Be First programme to 2024 does not contain any schemes that require a ballot as a condition of GLA funding. This would be a consideration for any future estate renewal proposals that are brought forward that meet the criteria outlined above and where GLA grant funding is sought.

Emerging London Plan policy relating to the reprovion of homes as part of estate renewal schemes

- 1.10 A new draft London Plan was published in August 2018 and is currently undergoing Examination in Public (EiP) ahead of submission to the Secretary of State. As a substantially advanced published draft, the emerging London Plan is already a material consideration with considerable weight when it comes to making planning decisions. The new London Plan is likely to be finalised and published in late 2019. The general principle is that the Local Plan would need to be in general conformity with the emerging London Plan and that there should not be a departure from the Local Plan on strategic policies.
- 1.11 The emerging London Plan policy on the redevelopment of existing housing estates is that affordable housing that is demolished should be replaced by equivalent or better quality accommodation, providing at least an equivalent level of affordable housing floorspace. Where a tenant has a right to return, the housing should be replaced on an identical basis. Where there is no right to return, housing must be replaced on an identical or equivalent basis.
- 1.12 The new London Plan therefore expects that where the Council offers a Right to Return to existing council tenants, this should be to a home with the rent set in an identical way to their current property. In practice, this means a rent set in accordance with the government formula for setting social rents (often referred to as a 'Target Rent').

Council delivery structures

- 1.13 The Council's structures for delivering and managing new homes also mean that it is important that there is clarity about roles and responsibilities. While Be First will manage and deliver all day-to-day activities associated with carrying out estate renewal – and Reside will in most cases manage the new homes – where estate renewal is proposed the Council is the landowner, and the landlord of the residents affected by the proposals. Decisions on the policies relating to estate renewal and whether to proceed with specific schemes remain with the Council (even if Be First carry out some of the engagement/consultation on the Council's behalf). As such, Be First act as the Council's agent, and are commissioned to deliver on Council strategies and with the appropriate democratic oversight.

Comparison of rents

- 1.14 This report discusses existing average Council rents, Council target rents and London Affordable rents. The tables below are intended to provide an indication of these types of rent to allow comparisons to be made.

Average Existing Rent and service charge – HRA:

- 1.15 The table below shows the average charge to existing Council secure tenants – inclusive of rent and service charges. The figure for the average service charge used is £19.21 a week – a breakdown is provided in Appendix 1.

Property size	1 bed	2 bed	3 bed	4 bed
Weekly charge - rent and service charge	£102	£ 117	£127	£132

Average Target Rent and service charge in Reside for Right to Return tenants:

- 1.16 Where tenants take up a Right to Return, they will pay a target rent and a Reside service charge. It is existing Council policy to re-let homes at target rents. Target rents are set via a government formula. Reside service charges may be slightly higher than current Council service charges (around £20 a week – though this will vary from scheme to scheme), as the buildings will be new and may have more services.

Property size	1 bed	2 bed	3 bed	4 bed
Weekly charge - rent and service charge	£108	£124	£136	£151

London Affordable Rent benchmarks – inclusive of any service charges:

- 1.17 Households who are allocated from the waiting list into a new home in Reside will pay a London Affordable Rent. The weekly charge for London Affordable Rent is set by the GLA, and these rents can be fully covered by housing benefit if needed. The figures below are for 2019/20. The policy in Reside to date has been to not charge service charges on top of Reside 50% rents.

Property size	1 bed	2 bed	3 bed	4 bed
Weekly charge - rent and service charge	£155	£164	£173	£182

Market rents – borough median:

- 1.18 The table below shows borough median rents, for reference. These figures do not include any service charges.

Property size	1 bed	2 bed	3 bed	4 bed
Weekly charge - rent	£219	£277	£323	£375

2. Proposal and Issues

- 2.1 The proposals in this report can be grouped as:

- The criteria the council will use to decide when to proceed with estate renewal proposals.
- The Council's approach to consultation and engagement with residents who are impacted by the proposals, in particular regarding statutory section 105 consultation
- The rehousing offer for council tenants and leaseholders who need to be rehoused.

Criteria for considering estate renewal

As the Council considers its approach for providing additional homes for residents of the borough, it needs to be clear on the criteria it will use to determine which estates will be proposed for redevelopment. These criteria will help to determine which schemes are put forward to Cabinet to seek approval for consultation with affected tenants. Clearly, such criteria need to closely align with the Council's aims for the regeneration of the borough and achieving inclusive growth. As such, the following criteria are proposed:

1. More homes

- An increase in the number of homes on the site, *and*
- A net increase in the number of affordable homes (i.e. at below market prices) on the site *and*
- A net increase in the number of homes dedicated to local households on the housing register (i.e. let at London Affordable Rent, or Target Rent for those with a Right to Return)

2. Better homes

- Replacing poorer quality, more expensive to maintain homes with high quality new homes that meet the standards of the kind of homes we want to provide for local residents – including energy efficiency
- Providing homes that better meet existing and emerging housing need, including more family-sized homes and housing to meet the needs of vulnerable groups

3. Better places

- Providing other benefits from intervening in the built environment – better design, improved public realm, new schools/parks and other types of social infrastructure
- Overcoming existing social or design problems which make the estate an unpopular place to live or where there are high levels of crime, ASB or other problems.

2.2 Within these broad criteria, a number of other considerations arise:

- Sustainability considerations – such as whether the same regeneration goals can be achieved by refurbishment if this is more economically more viable and sustainable
- That the scheme is financially viable within the funding and policy constraints set out in this paper
- A high ratio of additional homes to those that are lost, to justify the proposal to demolish existing homes
- Local support for the proposals – as set out above, for larger estate renewal schemes, a positive ballot would be a funding requirement.

Consultation and engagement

2.3 The expectations the Council has regarding consultation and engagement on estate renewal proposals needs to be understood in the context of the different roles the Council has throughout the process of delivering an estate renewal scheme:

- **Developer:** Be First acts as the developer on the Council's behalf, and will seek to present information and engage residents in a way that brings them along with the vision for the estate and in line with Be First's Community Engagement Strategy. If a scheme goes ahead, this will also include involvement in designing the proposals for the estate.
- **Landlord and landowner:** in the vast majority of cases, the Council is the landlord of the residents affected (tenants and leaseholders) and the freeholder of the land in question. Where council tenants are affected, the Council has a statutory duty to consult them on proposals affecting them before any final decisions are made (Section 105 consultation). The Council's duty as a landlord also covers its formulation of policies relating to how residents will be rehoused.
- **Local Planning Authority (LPA):** as the LPA, the Council will need to carry out consultation on any planning application ahead of decisions made by Planning Committee. If an estate renewal proceeds to a planning application, this will require consultation ahead of being considered by Planning Committee. Be First will lead on this, and the principles for this engagement are set out in the Statement of Community Involvement. The Statement of Community Involvement is currently being drafted and is due for Cabinet approval later this year.

Section 105 consultation

2.4 As a landlord of secure council tenants, the Council has a statutory duty to make and maintain such arrangements as it considers appropriate to consult with its secure tenants who are "likely to be substantially affected by a matter of housing management". A matter is one of housing management if, in the Council's opinion, it relates to "the management, maintenance, improvement or demolition of dwelling-houses" let by it under secure tenancies. Clearly, therefore, proposals that involve the demolition of existing homes on secure tenancies triggers the section 105 duty. Be First will organise section 105 consultations on behalf of the Council. As a piece of formal consultation, the section 105 process also needs to follow the general principles for fair consultation, ie:

- Consultation must be at a time when proposals are still at a formative stage
- Sufficient reasons must be given for any proposal to permit intelligent consideration and response
- Adequate time must be given for consideration and response
- The results of consultation must be taken into account before final decisions are made

2.5 It is proposed that the Council's arrangements for section 105 consultation are as follows:

- Proposals for estate renewal will be considered by Cabinet, and Cabinet will agree to consult with tenants. Usually this will be on a preferred option, ie the Council will state that it is proposing to demolish homes as part of an estate renewal proposal and tenants' views will be sought before a decision is made. However the consultation cannot be narrowed down with viable options dismissed without these being identified and clearly explained.
- Following the Cabinet decision, consultation materials will be sent to tenants affected which explains what the Council is proposing and why. While leaseholders are not covered by section 105, it is proposed that they are included as non-statutory consultees.
- The materials will be provided in alternative languages or formats such as braille as needed
- The materials will set out how consultees can respond and will include an email address, a postal address and a phone number
- The materials will set out the date by which responses must be received. This will usually be at least 28 days after the date the consultation launches.
- The results of the consultation will be presented to Cabinet as part of a report that proposes the next steps on the estate renewal scheme.

2.6 The Cabinet decision on whether to proceed with the estate renewal proposals will take into account the findings of the consultation, alongside other relevant considerations. This will include evidence of how the proposals could help to increase the supply of homes in the borough and meet housing need, financial considerations and the wider benefits the proposals could bring in line with the criteria for estate renewal proposals set out earlier in this report.

Engagement on Rehousing Options

2.7 As a landlord, the Council also needs to support residents who may need to be rehoused as part of any proposals, in line with the offer set out later in this report. While detailed discussions based on their circumstances will wait until formal decisions have been made on whether to proceed, early conversations on the proposals are an opportunity to talk to people about their preferences, and give reassurances about how they would be rehoused if a decision is taken to proceed with the proposals.

Rehousing offer to tenants and leaseholders

2.8 If a decision is taken to proceed with an estate renewal proposal, existing council tenants will need to be rehoused and leaseholders bought back. The proposed offer for residents is as set out below:

Tenants will be given:

- The highest priority under the Allocations Policy to bid for an alternative council home (i.e. the top band in the allocations criteria) based on their assessed needs, such as for bedroom size or any specific adaptation.
- A Right to Return to one of the new homes, at a Council target rent and on an Assured tenancy
- A homelessness payment, which is an amount set by government and is currently £6,300

- Disturbance payments, which cover the costs associated with moving home including removals, reconnecting services, post redirection and any other reasonable costs arising from the need to move home
- If they want to move out of the borough, help to do so. This will include practical help and may include assistance in the way described in paragraphs 2.10 – 2.11 below.

Resident leaseholders will be offered the following:

- Resident leaseholders will be offered full market value for their property, and are eligible for a home loss payment of 10% of the value of their property – with a minimum payment of £6,300 and a maximum of £63,000. Market value is determined by a qualified RICS valuer.
- No leaseholder will need to move away from the local area if they don't want to – and the Council will give assistance if they can't afford a suitable property on their own (in the manner set out in 2.8 below)
- A Right to Return to one of the new homes, which may include financial assistance to provide gap funding if a resident leaseholder is unable to afford to buy a new home outright (in the manner set out in 2.9 below).

Non-resident leaseholders will be offered the following:

- If a leaseholder is non-resident (eg they are letting the property out) they will be offered market value. Market value is determined by a qualified RICS valuer.
- Non-resident leaseholders will receive a statutory basic loss payment of 7.5% of the property's value.

Financial assistance for resident leaseholders

- 2.9 It is expected that most resident leaseholders will be able to find new accommodation that meets their needs themselves on the open market. If they are not able to do so, the Council may give assistance via an equity loan to make up the gap between what the leaseholder can afford and the amount they need to pay for their new home. No interest has to be paid on this equity loan and it only has to be repaid when the property is sold (with any increase or uplift in the value of the property split proportionally). Equity loans are offered at the discretion of the Council and based upon a resident leaseholder's specific financial circumstances. If for any reason the Council is unable to offer a resident leaseholder an equity loan large enough to provide gap funding, it will consider offering shared ownership as a means of assisting the resident leaseholder to stay in the area. In the very rare occasions that a leaseholder's financial circumstances mean that they are not able to buy a new home even with financial help from the Council, the Council may by discretion offer them a secure council tenancy to enable them to remain in stable accommodation in the borough.
- 2.10 Where resident leaseholders wish to take up their Right to Return to one of the new homes, the Council may offer financial assistance in cases where the leaseholder cannot afford to buy outright on their own, in line with the mechanisms outlined in 2.8 above.

Help to Move

- 2.11 While the Council is clear that all tenants and resident leaseholders who want to stay in the borough will be able to do so – and all will have a right to return to the new homes that are built as part of estate renewal – it also recognises that some residents may wish to move out of the borough to move closer to family, to be closer to their job, for retirement etc.
- 2.12 Where a resident expresses an interest in this, the Council and Be First will work with the resident to provide practical assistance to help them move. The Council may also provide financial assistance in the form of an equity loan or shared ownership to a tenant or resident leaseholder to enable them to move to a new home out of the borough. Such assistance will be given by discretion on a case by case basis depending on a tenant or resident leaseholder's specific circumstances.

Steps towards gaining vacant possession and demolition

- 2.13 One of the aims of the rehousing offer is to rehouse all residents and buyback all land interests voluntarily, without the need to resort to any of the Council's legal powers for securing vacant possession. If this does become necessary, there are two main mechanisms the Council may need to use.
- 2.14 The Council can seek possession of a secure tenant's property under Section 84 of the Housing Act 1985 and using Ground 10 of Schedule 2 of the Housing Act 1985 (where "*the landlord intends, within a reasonable time of obtaining possession of the dwelling-house, to demolish or reconstruct the building or part of the building*"). Ground 10 requires that alternative accommodation is offered to the secure tenant. Although the notice period for Ground 10 is 28 days, re-possession of a home will be subject to court proceedings which may take up to 6 months to conclude.
- 2.15 If any leaseholders refuse to sell voluntarily, the Council may need to consider using its compulsory purchase powers. Compulsory purchase should be considered a last resort following concerted efforts to buy back leaseholders by negotiation over a reasonable period. The government's CPO guidance states that "*a compulsory purchase order should only be made where there is a compelling case in the public interest*". This is not to say that the Council cannot plan for a CPO on estate renewal schemes and doing so can make clear that the Council is serious about the scheme and encourage leaseholders to enter into negotiations. If the Council does need to pursue a Compulsory Purchase Order, this will go to an inquiry and a decision need to be made by the Secretary of State. As such, the whole process can take two years or longer.
- 2.16 Once Cabinet has agreed to an estate renewal scheme following section 105 consultation, the Council can serve Initial Demolition Notices (IDNs) under Section 138A of the Housing Act 1985 on all secure tenants. The effect of the IDN is to inform the secure tenants that their right to buy is suspended. The effect of the FDN is to stop the right to buy; IDNs can last for a period of 7 years. A Final Demolition Notice (FDN) must be served when a date has been set for the demolition to take place. Before any physical demolition can be carried out, the Council must submit a Demolition Notice and Demolition Method statement to the Local Planning Authority, which considers the impact on surrounding properties in terms of dust, noise etc.

Equalities and human rights

- 2.17 Because the decisions regarding estate renewal inevitably lead to the relocation of existing residents (potentially by legal order and compulsory purchase) and demolition of existing blocks, the equality impacts of the decisions need careful consideration. The need to move home may disrupt existing support networks, and this may have a greater impact on households who have members with particular protected characteristics. There may be impacts on households with links to local hospitals, and on children's journeys to school. The aim will be that this can be mitigated through support and advice from rehousing staff, but this will need to be assessed in detail for each estate renewal scheme through a robust equalities impact assessment once the needs and characteristics of the households affected are understood, and this will need to be reviewed throughout the project. Specifically, equalities need to be considered at each stage of the proposals, and an Equality Impact Assessment completed as part of the Cabinet report giving approval to the scheme.
- 2.18 If the Council needs to proceed with a Compulsory Purchase Order for any estate renewal scheme, it will need to be satisfied that any such decision is compatible with tenants' and leaseholders' human rights under the European Convention. The demolition of each block – and the compulsory ending of any tenancies and leases – will impact upon the following Convention rights in particular: Article 8 (right to respect for private and family life) and Article 1 Protocol 1 (protection of property). Government CPO guidance states that “*an acquiring authority should be sure that the purposes for which the compulsory purchase order is made justify interfering with the human rights of those with an interest in the land affected*”.

3. Options Appraisal

- 3.1 The alternative would be to not review the Council's approach to estate renewal and the associated resident offer, but this would mean that the Council would not have a clear position on which to base future decisions. As such, this option was discounted.

4. Consultation

- 4.1 Officers from Inclusive Growth have produced this report, and have incorporated feedback from officers across the relevant Council departments and entities, and Members. The report has been discussed at officer level in line with the agreed governance arrangements.

5. Financial Implications

Implications completed by David Dickinson, Investment Fund Manager

- 5.1 This report sets out the proposed rehousing offer to Council tenants and leaseholders affected by future estate renewal schemes, including those currently subject to consultation.
- 5.2 If the recommendations are agreed, the financial modelling of the estate renewal schemes within the Be First programme will need to be updated to reflect the homes set at Council target rent for those tenants offered a Right to Return. These

updated appraisals will be presented as part of the Cabinet reports on these schemes following consultation.

- 5.3 The report also covers the ways in which the Council might provide financial assistance to resident leaseholders to enable them to stay in the local area, to enable a Right to Return, or as part of the Help to Move. The costs of this offer will also need to be considered as part of refining the financial models of the estate renewal schemes.

6. Legal Issues

Implications completed by Dr Paul Feild, Senior Governance Solicitor

- 6.1 This report sets out the proposed arrangements for resident offers in relation to estate renewals. It explains that the GLA, in line with its policy Better Homes for Local People in February 2018 has changed its Capital Funding Scheme to require a ballot of those tenants affected and that the draft London Plan Policy H10 (which is a material consideration in planning decisions) will now seek a condition that displaced tenants should be offered the opportunity to have a dwelling on the regenerated estate. The report explains the proposed offer to residents and the need for consultation.

GLA's Position

- 6.2 As a local planning authority the Council's Local Plan must be in general conformity with the London Plan (including the emerging London Plan), which forms part of the statutory development plan in accordance with which the Council, as local planning authority makes its decisions. The Council is therefore required to have regard to the London Plan. The requirement that a developer should offer tenants displaced by the development the opportunity to return on the same or equivalent terms including rent levels, the policy effectively requires developments to re-provide such accommodation along with any additional density to achieve this policy aim. Furthermore, if larger schemes are, as is generally the case, GLA funded or supported it is essentially a requirement.
- 6.3 The GLA has also changed its GLA Capital Funding criteria and will now require strategic schemes (exceeding 150 new homes) residents' ballots organised by the developer, whether a local authority and / or potential investment partner who seeks funding for estate regeneration. The consequences are that unless the ballot complies with the GLA's requirements it will either cancel funding or terminate and reclaim funding. The key point is that a ballot will require a positive vote in favour of redevelopment.
- 6.4 The consequence of the changes wrought by the GLA is that future offers of tenancies to tenants who may be affected by estate regeneration must reflect their current terms and conditions. Otherwise the development will be contrary to the London Plan and unlikely to be consented or receive capital funding.

The Council's Position

- 6.5 The Council acts in three capacities with regard to estate regeneration: being the Local Housing Authority, the Local Planning Authority (thus policy and decision

maker on planning applications) and thirdly it is a developer promoting development schemes either directly or via the agency of its companies, such as Be First and Reside (or other joint ventures which may be used for specific projects).

- 6.6 It will be highly beneficial to develop clear policies on the effect of estate renewal schemes on the community, the offer to residents and the protocols through which the Council will discharge the legal requirement to consult secure tenants under the Housing Act 1985, which is considered below. As per commentary on the GLA's position above, if funding is needed from the GLA a ballot will be required. The ballot will be organised by the local housing authority as the landlord and will form an integral and early part of the community engagement dimension of estate renewal.
- 6.7 In terms of the Council as Local Planning Authority, the following implications should be noted:
- (i). given the emerging London Plan is in an advanced stage and supports the offer of return on equal terms, the Council must have regard to the twin statutory requirements that the Local Plan must be in general conformity with the London Plan and the local planning authority must make its decisions in accordance with the development plan which includes the London Plan.
 - (ii). To ensure general conformity and legal soundness of its Local Plan, the Council would need to adopt the principle and incorporate it as policy into its own Local Plan, thus making it a condition in estate renewal planning permissions.
- 6.8 The position of the Council as Developer is that it must carry out estate regeneration in compliance with relevant offer of return policies. These revised policies will have social and community benefits by maintaining existing communities and social networks, improving the prospects of a positive ballot response and easing decanting.

Consultation

- 6.9 Estate renewal will require consultation with existing tenants and leaseholders. The legal framework is set out in the Housing Act 1985. Landlord authorities are required to consult those of its secure tenants who are likely to be affected by a matter of housing management including the management, maintenance improvement or demolition of dwelling-houses let by the authority under secure tenancies. The Mayor for London observes in his Capital Funding Guide that he expects the ballot and consultation to be integrated with consultation commencing before the ballot and continuing after a ballot to ensure there is ongoing input from residents into the process. In other words, the consultation process must be genuine and iterative.
- 6.10 The Supreme Court's decision in *Moseley v London Borough of Haringey* [2014] sets out the key considerations in respect of Section 105 housing consultation which must be complied with in any policies and protocols for consultation:
- In terms of who must be consulted, the demands of fairness are expected to be somewhat higher when an authority contemplates depriving someone of an

existing benefit or advantage than when the claimant is a bare applicant for a future benefit. If a person is likely to lose something or be worse off, then they should be specifically identified and consulted. In Haringey, all those affected were written to and the letters were hand delivered. This is considered to be sound practice.

- In terms of when consultation should take place,
 - Firstly, the position is that consultation must be at a time when proposals are still at a formative stage.
 - Secondly, that consultation must give sufficient reasons for any proposal to permit a person to “give an intelligent consideration and response” (in the Court’s words).
 - Thirdly, that adequate time must be given for consideration and response and,
 - Finally, that the product of consultation must be conscientiously taken into account in finalising any statutory proposals.

6.11 The implications of the Supreme Court decision are that the consultation must be at an early enough stage that those who are affected will be informed of the proposals, be able to make their views known and that the Council will take account of the representations made to it.

6.12 This means that all affected should be informed in terms that enable them to understand what is being proposed and this could take the form of hand delivered letters together with details of the options being contemplated. Section 105 requires that the Council shall publish details and provide copies to be inspected free of charge to members of the public at their principal office.

6.13 Furthermore, as it is highly likely there will be a ballot on future schemes, the response to the consultation should be used to both provide further information and address any concerns and queries arising during consultation. In this way the prospect of negative ballots could be reduced. It would be recommended that the Council should only organise a ballot when it is confident that a positive ballot has a strong prospect of success. As the decision maker will be the Cabinet the response to the consultation exercise will need to form part of any final report endorsing the scheme or ballot and should be given sufficient weight to demonstrate that it received due consideration.

Assured Tenancy

6.14 Assured Tenancies are considered in the body of this report. Considering the emerging policy requirements that tenants affected by estate renewal should be offered a right of return to the regenerated estate on the same or equivalent terms, determining the mechanisms and vehicles for delivering, holding and managing affordable housing become of the utmost importance. Therefore, in developing the proposals of a right of return further, consideration must be given to whether this can be best achieved through the HRA or Reside Registered Provider. It is also recommended that the options appraisal and any financial modelling for a Reside Registered Provider should factor in the financial and policy implications of the right of return to which most estate regeneration will be subject to. This may have implications for both the proposals for a registered provider and the future viability (and certainly scale and density) of schemes.

Human Rights Act 1998 Considerations

- 6.15 The Human Rights Act 1998 ('the HRA 1998') effectively incorporates the European Convention on Human Rights into UK law and requires all public authorities to have regard to Convention Rights. In making decisions officers and members, therefore, need to have regard to the Convention.
- 6.16 The decision to select an estate for regeneration and the consequential chain of events which may ultimately lead to a decision to give notice of possession proceedings, service of a Demolition Notice on existing secure tenants and notice of compulsory purchase on freeholders and leaseholders engages and impacts certain human rights protected under the HRA 1998. The HRA 1998 prohibits unlawful interference by public bodies with European Convention rights. The term 'engage' simply means that human rights may be affected or relevant.
- 6.17 The rights that are of significance in the context of estate renewal are those contained in Article 8 (right to respect for private and family life) and Article 1 of Protocol 1 (peaceful enjoyment of possessions) – there may be others on a case by case basis (e.g. the loss or creation of a school may engage the right to an education etc). Article 8 provides that there should be no interference with the existence of the right except in accordance with the law and, as necessary in a democratic society in the interest of the economic wellbeing of the country, protection of health and the protection of the rights and freedoms of others. Article 1 of the 1st Protocol provides that no-one shall be deprived of their possessions except in the public interest and subject to the conditions provided for by law although it is qualified to the effect that it should not in any way impair the right of a state to enforce such laws as it deems necessary to control the uses of property in accordance with the general interest.
- 6.18 In determining the level of permissible interference with enjoyment the courts have held that any interference must achieve a fair balance between the general interests of the community and the protection of the rights of individuals. There must be reasonable proportionality between the means employed and the legitimate aim of regeneration. There must be reasonable proportionality between the means employed and the aim pursued. The availability of an effective remedy and compensation is relevant in assessing whether a fair balance has been struck.
- 6.19 Therefore, in reaching decisions about how it will proceed with estate renewal (including any offer to residents), the Council needs to have regard to the extent to which its decisions may impact upon the Human Rights of the residents and to balance this against the overall benefits to the community, which the proposed redevelopment would bring. The Cabinet will wish to be satisfied that interference with the rights under Article 8 and Article 1 of Protocol 1 is justified in all the circumstances and that a fair balance would be struck in the present case between the protection of the rights of individuals and the public interest.
- 6.20 The new proposed arrangements will go beyond the mandatory S.105 Housing Act consultation considering that a GLA compliant ballot will be taken as part of the overall consultation process. As the intention will be to secure a positive response to a ballot, there will need to be early, and close iterative community engagement with an opportunity to hear all shades of opinions and reflect in the final proposals

the result of consultations. This will enable proper consideration of the human rights implications at an early stage and a chance to hear individuals and the community's views and concerns. Ultimately, the contents of this paper will need to evolve into a suitable strategy, alongside the requisite revisions to policies of the Local Plan. The Council as developer or in partnership with others will need to comply with such strategy or policies on the right of return in a consistent manner. The delivery vehicles: HRA, Reside RP or otherwise will also need to be determined as part of these proposals and appropriate options appraisals/financial modelling needs to be undertaken. It will be imperative for Be First and Reside to factor these considerations into any financial modelling and viability appraisals as schemes are developed.

Other Implications

- 7.1 **Risk Management** – There are a number of risks associated with the delivery of estate renewal projects. The recommendations in this report are designed to help ensure delivery of these projects.
- 7.2 **Safeguarding Adults and Children** – Specific estate renewal proposals and rehousing programmes will need to take into account safeguarding considerations.
- 7.3 **Property / Asset Issues** – Specific estate renewal proposals will need to take into account relevant asset issues.

Public Background Papers Used in the Preparation of the Report:

- GLA Good Practice Guide to Estate Regeneration:
<https://www.london.gov.uk/sites/default/files/better-homes-for-local-people-the-mayors-good-practice-guide-to-estate-regeneration.pdf>
- Draft new London Plan:
https://www.london.gov.uk/sites/default/files/draft_london_plan_-_showing_minor_suggested_changes_july_2018.pdf

List of appendices: None

CABINET**18 June 2019**

Title: Multi-Agency Safeguarding Partnership Arrangements	
Report of the Cabinet Member for Social Care and Health Integration	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Chris Bush; Commissioning Director, Children's Care and Support	Contact Details Tel 020 227 3188 Email: christopher.bush@lbbd.gov.uk
Accountable Director: Chris Bush; Commissioning Director, Children's Care & Support	
Accountable Strategic Director: Elaine Allegretti; Director of People and Resilience	
<p>Summary</p> <p>The publication of the Children and Social Work Act 2017, The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 and Working Together to Safeguard Children 2018 guidance legislate for the formal ending of Local Safeguarding Children's Boards. They also set a series of new expectations, which include that all local areas should publish new multi-agency safeguarding children arrangements led by three statutory agencies (known as 'Safeguarding Partners'). These are the Local Authority, Clinical Commissioning Groups and Police.</p> <p>These arrangements are required to be shared with the Department for Education and published by 30 June 2019, and in place by 30 September 2019.</p> <p>This document sets out the outline proposals for the Barking and Dagenham Safeguarding Partnership to be published alongside our plans for implementing these arrangements by 30 September 2019. It also sets out our intentions for further developing our partnership arrangements post-implementation.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree the principles and approach to the new Multi-Agency Safeguarding Partnership Arrangements as set out in the report; (ii) Note the plans for implementing the arrangements during the period July - September 2019; and (iii) Delegate authority to the Director of People and Resilience, in consultation with the Cabinet Member for Social Care and Health Integration, to finalise and publish the plan for the new arrangements by 29 June 2019. 	

Reasons

It is recommended that Cabinet agree this proposal for the following reasons:

- It is compliant with the legislative requirements of the Children and Social Work Act 2017 and the statutory guidance 'Working Together to Safeguard Children – July 2018';
- It both retains and better focusses the engagement of partners within the arrangements;
- It builds on the strengths of the current Local Safeguarding Children Board arrangements (for example the multi-agency audit process) and the priorities as already agreed by the partnership;
- The approach is all about delivering improvements in line with the partners' safeguarding priorities;

1. Introduction and Background

- 1.1 The publication of the Children and Social Work Act 2017, The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 and Working Together to Safeguard Children 2018 guidance legislate for the formal ending of Local Safeguarding Children Boards (LSCBs) as recommended in the Wood Review, accepted by Government in 2016. changes, which include all local areas to publish new multi-agency safeguarding children arrangements led by the three statutory agencies. These statutory agencies (the Safeguarding Partners) are the Local Authority, Clinical Commissioning Groups and Police. The relevant legislation provides several clarifications within which any new arrangements must be framed.
- 1.2 Geography: Local arrangements can cover two or more local authorities. Each local authority must continue to fulfil its statutory and legislative duties to safeguard and promote the welfare of children. The same applies for Clinical Commissioning Groups and Chief Officers of Police (in respect of their safeguarding partner duties only).
- 1.3 Relevant Agencies: are those organisations whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of local children. Strong, effective multi-agency arrangements are ones that are responsive to local circumstances and engage the right people. For local arrangements to be effective, they should engage organisations and agencies that can work in a collaborative way to provide targeted support to children and families as appropriate. This approach requires flexibility to enable joint identification of, and response to, existing and emerging needs, and to agree priorities to improve outcomes for children.
- 1.4 Whilst Working Together 2018 does not provide explicit guidance – rather leaving local areas to agree the arrangements they feel work best for their residents – it is made clear that:
 - i. A Local Authority area should not be covered by more than one group of Safeguarding Partners;
 - ii. That the representatives of Safeguarding Partners must all play an active role;
 - iii. that the representatives must be able to:
 - speak with authority for the Safeguarding Partner they represent

- take decisions on behalf of their organisation or agency and commit on policy, resourcing and practice matters
- hold their own organisation or agency to account on how effectively they participate and implement the local arrangements

1.5 These arrangements are required to be shared with the Department for Education and published by 30 June 2019, and in place by 30 September 2019.

1.6 This document sets out the outline proposals for the Barking and Dagenham Safeguarding Children Partnership alongside our plans for implementing these arrangements by 30 September 2019. It also sets out our intentions for further developing our partnership arrangements post-implementation.

2. Development

2.1 The Barking and Dagenham Safeguarding Children Board has already established many of the underpinning principles, priorities and ways of working that support the changes that are required from September 2019. Already established to support this are:

- a) Agreed strategic priorities that are directly relevant to Barking and Dagenham and fulfil the requirements of the 3 Strategic Partners. These were agreed at the LSCB in November 2018 and published in the Annual Report endorsed by the Board in January 2019.
- b) Established functioning work groups which provide a basis of ensuring that work is being progressed and afford the current Board challenge and assurance.
- c) Established an agreed process for consistent decision making in relation to current requirements for SCRs which provide a firm basis for what will be required considering the changes brought about by Working Together.
- d) The 5 fundamental touchstones set out in the Annual Report and below¹, and below, against which organisational changes post Working Together should be measured.
- e) Published a vibrant Annual Report in January 2019, setting the scene and key principles for Working Together over the next 3 years.

2.2 The Barking and Dagenham Safeguarding Children Board engaged the support of an external consultant to coordinate support the development of the Safeguarding Partnership Arrangements. This consultant has previously been the Chair of Safeguarding Boards that were early adopters in implementing these arrangements and is also a member of the new National Child Safeguarding Panel. It has been beneficial helpful to have having external experience and

¹ i) Understand the risks faced by children and young people in Barking and Dagenham
 ii) Work together well in every locality on all things that may cause children and young people harm. That must include adult behaviour that may cause harm to children.
 iii) Support all staff, volunteers and community leaders in all settings to know what safeguarding means and what is required of them.
 iv) Understand safety through the experiences of children and young people.
 v) Work with Adult Safeguarding especially as young people grow up to become adults

knowledge in this process. to support discussion at many levels within Barking and Dagenham.

- 2.3 At a local level the external consultant led a session as part of the January LSCB Board and the note of those discussions was signed off by the Board in February.
- 2.4 When developing the proposed Safeguarding Partnership Arrangements careful consideration was given to how the shared priorities across the Barking and Dagenham, Havering and Redbridge footprint could be met in a more integrated way, whilst maintaining the integrity of local arrangements in each Local Authority area. While Each of the individual geographic areas (based on local authority boundaries) are committed to much closer collaboration, co-operation and shared activity though each of the geographic areas are clear that there is a firm agreement that must be integrity of local arrangements based on each local authority footprint. There is no conflict in these proposals between this level of engagement and opportunities for joint working across the wider footprint and local needs. For this reason, the proposed arrangements have been set out at two levels.
- 2.5 At one level the proposed arrangements describe how the three statutory partners across Barking and Dagenham, Havering and Redbridge (BHR) will better work together across the footprint to meet shared safeguarding challenges. This naturally includes how we shape and seek to align our strategic and commissioning responses, but also takes account of how we make more efficient use of time and resources through, for example, multi-agency auditing, implementation of learning and development and shared operational arrangements such as those for reviewing multi-agency child exploitation (MACE). Some of the significant safeguarding challenges in Barking and Dagenham are faced by both LB Havering and LB Redbridge, alongside health agencies and the Police who cover all three areas. These include young people who are both involved with and at risk from gang culture, knife crime and child exploitation. An integrated response to these difficult issues will allow for a more effective and targeted use of resources. Victims and perpetrators of adolescent crime pay little regard to borough boundaries.
- 2.6 The second, and more detailed, proposal outlines the local arrangements that ensure the continued focus on the needs of children and young people in Barking and Dagenham. These build on the agreed principles of the safeguarding partners and are linked to the shared priorities set out in the most recent Annual Report of the Barking and Dagenham Safeguarding Children Board. Crucially, these new arrangements enhance, rather than replace, the positive work that is already underway, whilst not simply renaming the existing structures.
- 2.7 The key proposals set out in this report specifically outline the local (Barking and Dagenham) arrangements in the context set out above. The working Together changes provide a positive platform for building on the elements set out here and give real impetus to working effectively and efficiently in new ways.

3. Safeguarding Partnership Arrangements: Barking and Dagenham

Strategic Leadership and Assurance

- 3.1 To simplify and focus delivery and assurance a new Safeguarding Partnership Board will replace the existing Safeguarding Children's Board (LSCB). This will build on the work of the LSCB and remain rooted in the agreed principles and priorities that the partnership has already agreed.
- 3.2 This group will lead the borough-wide response to safeguarding challenges in Barking and Dagenham. It will comprise the three statutory partners alongside our local Safeguarding Champion, the Lead Member for Children's Services and Lead Member for Education. As required key leaders from the relevant agencies or other experts will contribute to the new Partnership Board.
- 3.3 Essentially these meetings will:
- a) Set the strategic direction;
 - b) Oversee the progress of the local response to strategic priorities;
 - c) Receive independent scrutiny and challenge (both against the strategic direction and progress); and
 - d) Fundamentally this revised Board will be driven by the experiences of our children, young people and their families who must be the focus of our local safeguarding systems.
- 3.4 To achieve this, the Safeguarding Partnership will convene thematic, time-limited delivery groups and delegate authority to these groups to get on with business.

Delivering Good Outcomes

- 3.5 Thematic delivery groups will be mandated by the Safeguarding Partnership Board to lead on delivery. These will encompass and build on existing work groups as required. The focus of these groups will be firmly aligned to the priorities set by the Safeguarding Partnership and will be responsible for ensuring that a multi-agency plan is developed to meet these challenges, and that there is effective delivery of these plans. Where appropriate and feasible these sub-groups, or short-term task and finish groups, will be joint with other partnerships and Boards.
- 3.6 The Thematic Delivery Groups will deliver the strategic priorities of the Safeguarding Partnership while the Operational Delivery Groups will be responsible for ensuring the business of the Safeguarding Partnership is discharged. The Thematic Delivery Groups these will be permanently constituted groups. These groups will be responsible for:
- Performance and Quality Assurance (currently PQA);
 - Practice Learning and Development, including Workforce Development (currently PDT);
 - Child Death Reviews (joint with LB Havering and LB Redbridge);
 - Coordinating Local Practice Reviews.

Effective Support, Delivery and Planning

- 3.7 These groups will work closely with the business support function to ensure the business of the Safeguarding Children Partnership is efficient and effective, deadlines are met, and include guiding the work of the support functions in place. Activities will also include oversight of a forward plan, the annual report leading the business plan, managing communications, as well as providing challenge for improvement activities and non-compliance by agencies, escalating any concerns to the Partnership.

Independent Challenge, Assurance and Engagement

- 3.8 A key component of the new arrangements is to ensure that an appropriate level of independent scrutiny is brought to bear.
- 3.9 To do this we intend to appoint a 'Safeguarding Champion' to be a cornerstone of our approach to independent scrutiny. The Safeguarding Champion would be supported by Safeguarding Partners to cast the approach to independent scrutiny in their own image, and it is envisaged that they would marshal the voices of not just our children and young people, but their wider families, local providers and the Third Sector. Essentially all those that must be able to have a say in how well our safeguarding systems are working. This will build upon and better harness existing good practice of child voice, including our local children in care and school councils.
- 3.10 We intend to be bold and innovative in how the Safeguarding Champion role will function. They will not be operating in isolation but will need to work closely with existing services, processes and systems, though maintain independent scrutiny based on a high level of skill, experience and understanding. The Safeguarding Partnership Board will also draw on the existing scrutiny and quality assurance arrangements in each agency – not just the Safeguarding Partner agencies – to build as complete a picture as possible. The existing Performance and Quality Assurance Arrangements will be revised, but it is anticipated that the existing approach – of bringing together multi-agency performance and audit data, focused on outcomes and used to inform learning – will remain as the principle of this approach (though of course the opportunity to make any necessary improvements will be taken). Similarly, the role of Practice, Learning and Development (as it currently is) would also remain an important element of any scrutiny arrangements. Finally, a stronger voice for the Principal Social Worker will also be embedded in our new arrangements.
- 3.11 All the “relevant agencies” working in the Borough are integral to the success of our approach to Working Together. As well as engagement in the thematic and delivery groups, we will ensure at least 2 annual “Listen, Learn, Challenge” sessions to give focus and impetus to the work and an opportunity for the partnership to showcase their work and learning. There will also be new staff fora developed that tie together strategic priorities, practice challenges and learning from reviews using seminar, show and tell and reflective sessions.

Publication of Proposed Arrangements

- 3.12 The document attached at Appendix A is the full version of the plan for Multi-Agency Safeguarding Arrangements in Barking and Dagenham that will be published. It sets

out in greater detail the proposals outlined above, as well as outlining the next steps toward implementation.

Enhanced and improved working in partnership across Barking and Dagenham, Havering and Redbridge

- 3.13 When developing our arrangements careful consideration was given to how the shared priorities across the Barking and Dagenham, Havering and Redbridge (BHR) footprint could be met in a more integrated way, whilst maintaining the integrity of local arrangements in each Local Authority area.
- 3.14 Our proposals describe how the three statutory partners across BHR will better work together to meet shared safeguarding challenges. To do this we will establish a BHR Safeguarding Partners Group. In accordance with the five themes set out previously, this group will grapple primarily with how the three areas may come together to meet common challenges and will also pave the way for streamlining similar activities. The group will not govern the local operations but will seek to ensure opportunities for mutually advantageous alignment are taken, and more proactively where we can more efficiently work together.
- 3.15 The BHR Safeguarding Partners Group will:
- Develop cross borough responses where it makes sense to do so.
 - Ensure local arrangements are focussed on local issues and that local learning is made available across the BHR area.
 - Identify themes and activities that require independent scrutiny and commission scrutiny providers to provide challenge and guidance.
 - Resolve any inter-agency conflict as might arise.
 - Maintain an overview of the new arrangements as they develop.

4. Next Steps: Delivery and Implementation

- 4.1 These plans represent the conclusion of the first design-phase setting out, as they do, what the new safeguarding arrangements will look like, though but this is only the beginning of the process.
- 4.2 Between July and August of 2019 we will work to develop the detailed plans of how our new arrangements will work. This will be a phased plan. There are the arrangements that we must have in place by 29 September 2019 and these will be the priority. One outcome of this will be a detailed transition plan of how we will move from the current set of arrangements to the new, and the organisation and structure changes required.
- 4.3 Once we are satisfied that we have a plan in place to deliver what we must by 29 September, and the nature of the transitional arrangements are confirmed – including agreeing the nature of the resources and infrastructure that will underpin much of what we propose to do - planning will begin for the next phase.
- 4.4 This phase – referred to as the Implementation Phase below – will set out how we will mobilise and embed the new arrangements post-September 2019. This will include elements such as establishing the Delivery and Operational Groups as well as implementing the support arrangements and bringing our plans for independent

scrutiny to life. These developments will continue at pace through to April 2020 with a programme of objective fulfilment and review.

- 4.5 The next phase will be to consolidate the changes and consider the wider context of safeguarding so that this reflects the key principles set out in the Annual Report.
- 4.6 The (welcome) implication of the new regulations are to remove the detailed and prescriptive regulations that governed the construction and areas of activities of LSCBs. As our new arrangements develop, so we will, with our partners, review the efficacy of our chosen approaches and be ready to amend them as required to ensure that there are constructed to deliver the best possible outcomes for children and young people in Barking and Dagenham.
- 4.7 This is not change for change sake but nor is it no change. The Working Together requirements give us a significant opportunity to take what works and make it work better and to develop an outcome driven, person focused approach to safeguarding.

5 Consultation

- 5.1 These proposals have been developed in consultation with key stakeholders and the work was supported by an independent consultant on behalf of the Local Safeguarding Children Board.
- 5.2 A substantive discussion item was held with all partners through the Local Safeguarding Children Board in February 2019. The final draft of the proposals was presented to the same group in May 2019. It should be noted that the currently appointed LSCB Independent Chair has supported these discussions and helped to give shape to the new proposals.
- 5.3 Work to develop the proposals for greater alignment across the three Local Authority areas of Barking and Dagenham, Havering and Redbridge was led by the same consultant and included consultation with the three Directors of Children's Services and our partners in the BHR Clinical Commissioning Group and the Police.
- 5.4 In addition, these arrangements are being considered by both the Metropolitan Police and the Barking and Dagenham, Havering and Redbridge Clinical Commissioning Group through their respective internal governance arrangements.

6 Financial Implications

Implications completed by: Murad Khan (Group Accountant)

- 6.1 This report seeks to outline the key objectives, outcomes and the relevant milestones in implementing the new Safeguarding partnership arrangements in LBBD. Change in legislation has meant that the existing tri-borough safeguarding board needs to change to a partnership arrangement within each locality.
- 6.2 There will be a phased approach to implementation and as such this report does not go into the detail of the transition and funding arrangements, but rather acknowledges that these will need to be planned out in readiness for the report due on the 29th of September.

- 6.3 As it stands this report is mainly for information, setting out the background and legislation that is driving this change and seeking approval for the outlined approach and methodology for implementation, as such there are no direct financial implications arising from this report.
- 6.4 It must be noted that there are likely to be financial implications in the future which will become clear when the detailed plans on how the new arrangements will operate are produced. These are likely to be changes to current staff structures or existing infrastructure that may be required to operate the new Safeguarding arrangements, also agreement needs to be sought between the 3 partners on the funding arrangements of the new model.
- 6.5 Finance will expect to have oversight of these reports when produced so that the financial implications can be vetted.

7 Legal Implications

Implications completed by: Lindsey Marks, Deputy Head of Legal Community

- 7.1 The Children and Social Work Act 2017 significantly amended the Children Act 2004; one of the main pieces of legislation on safeguarding children. The changes to legislation have resulted in the replacement of LSCBs with local safeguarding partners. The new statutory framework requires the three safeguarding partners (local authorities, Police and CCGs) to join forces with relevant agencies, as they consider appropriate, to co-ordinate their safeguarding services; act as a strategic leadership group; and implement local and national learning, including from serious safeguarding. Relevant agencies include schools, youth offending teams, prison governors, immigration officials and many more (Schedule to the Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018/789).
- 7.2 All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements rather than operating through an independent chair of an LSCB. If a single point of leadership is required, then all three safeguarding partners should decide on who would take the lead on issues that arise. Scrutiny of the effectiveness of the safeguarding arrangements is to be undertaken however, by an independent person. A governing document could capture how the partners will work together and how the scrutiny would be affected.
- 7.3 In July 2018 an updated version of Working Together to Safeguard Children was published and required local authorities to begin their transition from LSCBs to local safeguarding partners. The statutory guidance provides that local safeguarding partners should agree the level of funding secured from each partner to support the new safeguarding arrangements. The level of funding secured from each partner should be “equitable and proportionate”, with contributions from each relevant agency. Funding is required to be transparent to children and families in the local authority area and to include the cost of local child safeguarding practice reviews.
- 7.4 At least every 12 months the local safeguarding partners and relevant agencies must publish a report on what they have done as a result of the arrangements, and

how effective the At least every 12 months the local safeguarding partners and relevant agencies must publish a report on what they have done as a result of the arrangements, and how effective the arrangements have been in practice.

- 7.5 The requirement for local authorities to begin their transition from LSCBs to safeguarding partners began in June 2018. The arrangements must be published by 29 June 2019 and implemented by 29 September 2019. Once such arrangements have been entered into, the LSCBs will have a 'grace' period of up to 12 months to complete and publish outstanding serious case reviews and four months to complete outstanding child death reviews (Working Together: Transitional Guidance). LSCBs are required to continue to carry out all their statutory functions until safeguarding partner arrangements are operative within a local area.

8. Other Implications

- 8.1 **Risk Management** - Safeguarding children is everyone's responsibility, and effective multi-agency safeguarding arrangements rely upon the active involvement of all agencies in those arrangements. The implications of these arrangements not being implemented or failing to work effectively are that the efficiency and effectiveness of children's safeguarding will be undermined.

This risk is being mitigated in several ways. Firstly, the planning and consultation that has preceded these arrangements has sought to ensure continued strong multiagency working practices. Secondly, those working practices of the BDSCB which are recognised as very strong practice have been retained within these new arrangements. Finally, all key positions within the new arrangements are filled by senior safeguarding partner representatives with extensive experience in multi-agency safeguarding practice.

- 8.2 **Staffing Issues** – There are no immediate staffing implications from this proposal. However, there may be changes in roles as progress towards a joint BHR infrastructure develops.
- 8.3 **Safeguarding** – In addition to the above, the adoption of these arrangements will ensure effective oversight of the multi-agency arrangements for the safeguarding of children and young people and the promotion of their welfare. This in turn will ensure that agencies are working together to ensure an efficient and effective response to children and young people at risk of or subject to harm.

Public Background Papers Used in the Preparation of this Report

- Working together to safeguard children (2018): Statutory guidance on inter-agency working to safeguard and promote the welfare of children (<https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>)

List of Appendices

- **Appendix A:** Barking and Dagenham Multi-Agency Safeguarding Arrangements; *Developing our plan for working together to safeguard children and young people in the London Borough of Barking and Dagenham*

London Borough of Barking and Dagenham



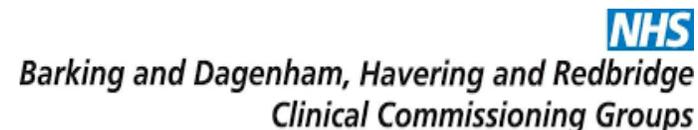
Multi Agency Safeguarding Arrangements (2019/20)

Developing our plan for working together to safeguard children and young people in the London Borough of Barking and Dagenham

Page 65

May 2019

Report Author: Chris Bush; Commissioning Director for Children's Care and Support (LBBD)



Introduction

Nothing is more important than children's welfare, and children who need help and protection deserve high quality and effective support as soon as a need is identified. Professionals working with children and their families in Barking and Dagenham take their responsibility to do so, and to keep children safe, very seriously.

In recent years the Barking and Dagenham Safeguarding Children Board has driven this by providing expertise and leadership across the local area. This has been facilitated by partnership working; scrutiny of practice through a variety of methods including case reviews, sharing knowledge, developing our workforce, and providing a partnership lens on key issues. The latest annual report for the outgoing Board outlines the work undertaken in 2017-18 and its' impact on safeguarding outcomes for our children and young people. The principles that it sets out remain as true now as they were then:

- Being assured that arrangements are in place to identify and safeguard groups of children who are vulnerable
- Partners will own and share accurate information which informs understanding of safeguarding practice and improvement as a result
- We see children and young people as valued partners and consult with them so their views are heard and included in the work of the LSCB
- Arrangements for Early Help are well embedded across agencies in Barking & Dagenham who work with children, young people, and their families
- Partners will challenge practice through focused inquiries or reviews based on performance indicators, practitioner experience and views from children and young people. Collectively we will learn and improve from these reviews.

The new arrangements which each area is required to have in place, provides us with an opportunity to reflect and refresh how we do this within the new legislative framework to ensure we achieve our vision.

This document sets out the outline proposals for the Barking and Dagenham Safeguarding Children Partnership. It outlines how we intend to organise ourselves to work together in the future, and how we will test our system to assure ourselves that it is working.

In essence the remainder of this document outlines *what* the proposed arrangements will be in Barking and Dagenham, and sets out the timeline for developing – and implementing – *how* they will work between July and September of this year.

Also outlined are our intentions for further improving our arrangements post-implementation and how we will work across partnership boundaries, particularly with our neighbours in the London Borough of Havering and the London Borough of Redbridge (with whom we share a Clinical Commissioning Group and Police force area) but also how we intend to ensure that all relevant agencies are fully, and actively, engaged in the business of safeguarding our children and young people.

Following the publication of this plan we will work to implement the key aspects of our new arrangements by the end of September. We recognise, however, that this represents only the first step, and that considerable work will be required not only to take the next steps in implementing these arrangements, but more importantly to deliver the continuous improvement that is required, and that all we do is built upon strong, and lasting foundations.

About Barking and Dagenham

Barking and Dagenham is a rapidly growing, fast changing borough that is increasingly young and facing many significant challenges. The safeguarding challenges are many, and clear. Our most recent Annual Report – and more recent OFSTED Inspection of Children’s Services – sets these challenges out for us very clearly. They also help to clearly define our priorities and provide the context within which we must meet the challenge of delivery upon them.

Population size

A large and growing young population

- Highest proportion of 0–17s in UK
- Highest birth rate in England and Wales
- +6,900 0–17s in next 5 years (+11%)
- +2,100 18–25s in next 5 years (+10%)

Population, 2018–2023			
Age	2018	2023	% change
0–4	20,000	21,600	+8%
5–9	19,700	20,000	+2%
10–14	16,500	19,200	+16%
15–19	13,300	16,600	+25%
20–24	13,800	14,600	+6%
All ages	211,700	232,200	+10%

Deprivation

High levels of deprivation

- 11th highest in England and 4th in London for income deprivation affecting children
- 15% of dependent children live in workless households (10% in London)
- 16% of secondary school pupils claim free school meals, similar to London

% dependent children living in workless households

Ethnicity & language

A diverse population

- 74% of 0–17s are from ethnic minorities compared with 64% in Barking and Dagenham as a whole
- 56% of primary school pupils do not have English as their first language, higher than London (49%)

Ethnicity, 0–17

- Black
- White British
- Asian
- White Other
- Mixed
- Other

Did you know
LBBB 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
average attainment
8 score per pupil (GCSE)

Below London average (49.2)

12.4%
have no qualifications

2nd highest in London

82.6
births per 1,000 women of childbearing age

Highest in London

86.3
crimes per 1,000 people

Below London average (94)

12.1
domestic abuse offences per 1,000 people

Highest in London

£302,000
average house price (all types)

Lowest in London

6.3%
unemployment

Higher than London average (5.1%)

69.5%
employment

Below London average (74.2%)

2%
Income Support claimants

Highest in London

63.6%
Black and Minority Ethnic (BME) population

Above London average (60.8%)

13.4%
obesity amongst children in Reception

Highest in London

4.5%
NEET and Not Known

Below London average (4.9%)

Our Vision

This Plan has been produced by the three statutory Safeguarding Partners (SPs) as identified within 'Working Together 2018' and sets out *what* the safeguarding arrangements will be across Barking and Dagenham.

The Safeguarding Partners are:

- The London Boroughs of Barking and Dagenham
- The Metropolitan Police
- The Barking, Havering and Redbridge Clinical Commissioning Group

This plan will articulate the arrangements for safeguarding across the Local Authority area of Barking and Dagenham and our implementation timeline. It will describe the interplay between the three Safeguarding Partners and how shared challenges will be collectively met both within the borough and with our neighbouring Local Authorities.

As Safeguarding Partners, we have set out our vision for this Plan in three areas:

1. Above all else the work encapsulated in this Plan has to reduce the harm and risk faced by children and young people in our communities. In order to do this, we will ensure that their needs and their voices are at the heart of all we do.
2. We know we are reliant on the skills and expertise of our collective workforce so we are making a commitment to invest in our workforce and specifically to build a culture that values reflection, analysis and learning.
3. We will not be driven by organisational needs or limited by agency boundaries: where it is better for children we will work locally, and where it is better to work across the wider footprint then we will do so.

The defining factor will always be: what will be the most effective in keeping children safe.

1. As Safeguarding Partners, we positively and proactively accept our lead responsibility for these arrangements. We will ensure that relevant agencies are asked to contribute proportionately and in a focussed way and we will consciously move away from the need to have every agency around every table, and instead ensure their contribution is made where it is most relevant
2. A core focus of this plan is on our quality assurance and scrutiny functions – we will develop an approach that is characterised by reflective learning and appreciative inquiry
3. We will use this Plan and future iterations of it to reduce duplication and repeated demands on those agencies that work across more than one Local Authority area
4. The learning from our work set out in this plan will, where relevant, be captured in our commissioning strategies, most significantly through the wider ‘Children’s Transformation Programme’.
5. The structure designed to support our arrangements will flex and respond to meet need and circumstances: form will very clearly be driven by function
6. Decision-making will be clear and specific with each component part of the arrangements having clarity about role and purpose
7. Staff in all agencies will continue to follow the Pan-London Child protection Procedures and those procedures will continue to govern the operational delivery of safeguarding services to children and young people across our area.

Principles

When developing this plan, Safeguarding Partners agreed the principles against which our new arrangements would be developed.

These are the seven principles underpinning the design of our new Multi-Agency Safeguarding Arrangements.

Overview of the Barking and Dagenham Safeguarding Partnership Arrangements

The Safeguarding Partnership Board

To simplify and focus delivery and assurance a new Safeguarding Partnership Board will replace the existing Safeguarding Children's Board (LSCB). This will be a leaner, Board that will build on the work of the LSCB and remain true to the agreed principles and priorities that the partnership has already agreed.

This group will lead the borough-wide response to safeguarding challenges in Barking and Dagenham. It will comprise the three statutory partners alongside our local Safeguarding Champion, the Lead Member for Children's Services and Lead Member for Education. As required key leaders from the relevant agencies or other experts will contribute to the new Partnership Board.

Essentially these meetings will a) set the strategic direction; b) oversee the progress of the local response to strategic priorities and c) receive independent scrutiny and challenge (both against the strategic direction and progress, but also much more widely upon the experiences of our children, young people and their families of our local safeguarding systems).

The Safeguarding Partnership will convene thematic, time-limited delivery groups and delegate authority to these groups to get on with business. On a rolling-basis the Chairs of the Delivery Groups will be invited to provide progress updates on delivering the Safeguarding Partnership priorities.

The Safeguarding Partnership Board will also receive routine 'business updates' covering Child Deaths; Rapid Reviews and Local Safeguarding Practice Reviews; Performance, Quality and Practice Development and learning from National Reviews relevant to the Local Area.

The Safeguarding Partners will – through the Safeguarding Partnership Board – deliver the priorities as agreed by the partnership as set out in the last Annual Report of the LSCB. These were:

1. Tackling knife crime and gang culture
2. Protecting vulnerable children and young people from all forms of exploitation
3. Reducing the impact of domestic abuse on our children and young people
4. Strengthening work at the pre-birth stage and minimising the impact of chaos and neglect on our youngest children
5. Establishing consistent and agreed thresholds across the partnership that are congruent with new approaches.

To deliver against our priorities there are five core delivery areas through which the SPB will drive change and improvements. These are:

1. The Improvement Plan developed in response to the Ofsted ILACS inspection (March 2019);
2. Through our work as a development site for contextual safeguarding;
3. As one of the five selected sites by the Early Years Transformation Academy to deliver an early years transformation academy (which will be used to target issues related to neglect).
4. The Commission work led by the Council's Chief Executive on domestic abuse;
5. Through the formation of a multi-agency Safeguarding Quality Assurance Group.

Overview of the Barking and Dagenham Safeguarding Partnership Arrangements (cont.)

Thematic Delivery Groups

Thematic delivery groups will be mandated by the Safeguarding Partnership Board to lead on delivery. These will encompass and build on existing work groups as required. The focus of these groups will be firmly aligned to the priorities set by the Safeguarding Partnership and will be responsible for ensuring that a multi-agency plan is developed to meet these challenges, and that there is effective delivery of these plans. Where appropriate and feasible these sub-groups, or short-term task and finish groups, will be joint with other partnerships and Boards.

These Delivery Groups will be the engine room driving improvements in safeguarding across the partnership. They will be one of the primary mechanisms for engaging relevant agencies and will be at the forefront of affecting change.

It is anticipated that they will be chaired by suitably senior managers from across the partnership and be accountable for delivery through the Safeguarding Partnership Board.

Operational Delivery Groups

Where the Thematic Delivery Groups will deliver the strategic priorities of the Safeguarding Partnership, the Operational Delivery Groups will be responsible for ensuring the business of the Safeguarding Partnership is discharged. Unlike the Thematic Delivery Groups these will be permanently constituted groups. These groups will be responsible for:

- Performance and Quality Assurance
- Practice Learning and Development (including Workforce Development)

- Child Death Reviews (joint with LB Havering and LB Redbridge)
- Coordinating Local Practice Reviews

These groups will work closely with the business support function to ensure the business of the Safeguarding Children Partnership is efficient and effective, deadlines are met, and include guiding the work of the support functions in place. Activities will also include oversight of a forward plan, the annual report leading the business plan, managing communications, as well as providing challenge for improvement activities and non-compliance by agencies, escalating any concerns to the Partnership.

Resources and Infrastructure

The statutory partners have an equal and joint responsibility to ensure that there is sufficient and effective resourcing to support the arrangements. We must have sufficient resources in place to deliver the following:

- Maintain and update policy and procedures;
- Maintain communications and knowledge sharing including briefings and web presence, including communicating learning and key messages to all agencies.
- Maintain partnership plans such as a forward plan, business plan and support subgroup work plans.
- Preparing agendas, administer and minute meetings of all groups that sit within the arrangements.
- Support a range of multi-agency practice reviews including coordination management of action plans.
- Coordinate and administer multi-agency audits.
- Collate performance information reports and draft annual reports.

Overview of the Barking and Dagenham Safeguarding Partnership Arrangements (cont.)

- Lead a Safeguarding Training Needs Analysis and manage multi-agency learning and development and delivery our multi-agency training programme and learning events.
- Maintain links and joint working with other partnerships and Boards.

As part of the next phase of designing our safeguarding arrangements, ensuring the resources and infrastructure are in place will be a key priority. The current support arrangement will remain in place until such a time as new arrangements are agreed under the funding arrangement that the current Safeguarding Board have agreed for the year 2019/20.

Rapid Reviews

What we will achieve: compliance with the national requirement to complete rapid reviews within 15 working days; reviews that offer the necessary narrative and analysis that enables local partners and the National Safeguarding panel to make informed choices about the way(s) forward and the quick and effective dissemination of learning back into the system.

Given these are by definition, case specific, they will be carried out within the area of residence for the child/family involved. We will use our local arrangements to conduct these reviews. However, we will develop a common template for all agencies who might be asked to contribute to such a review. The SPs will sign off any completed review and in particular ensure that any recommendations are properly owned by the local system.

All Rapid Reviews, regardless of their proposed outcomes, will be tabled both within

the local arrangements and with the tri-borough SP meeting – it is important that all are sighted on specific incidents of concern and abuse that trigger the rapid review threshold. SPs will want to identify any emerging themes which might lend themselves to a thematic Local Child Safeguarding Practice Review.

Local Safeguarding Practice Reviews

What we will achieve: the completion of LCSP reviews that are short, focussed and reflective, enabling effective dissemination of learning across the system and that meet the standards set out in Working Together 2018 and are responsive to any future guidance from the National Panel

Again, these are child specific and will need to be commissioned and delivered within the relevant authority boundary. Completed reviews will be tabled both locally and across the wider area. In particular, the SPs will want to maintain an oversight on emerging themes and risks and the production of a review in one area may result in a stocktake and diagnostic in the others. Working Together requires reviewers to be independent of the case under review but not necessarily completely independent of the local safeguarding system. We will therefore develop a pool of reviewers across the wider area able to conduct these reviews as required.

Agency Challenge

What we will achieve: an assurance that all agencies are making their appropriate contribution to the safeguarding of vulnerable children and young people and are contributing as required to the local safeguarding system

Overview of the Barking and Dagenham Safeguarding Partnership Arrangements (cont.)

Working Together 2018 is clear in setting out the crucial contribution to ‘relevant agencies’ especially but not solely schools, colleges, other education providers and early years settings. The duties placed on those agencies under the 2004 Children Act still stand of course and it is important that there is an assurance about the effectiveness of their contributions.

Safeguarding Partners will no longer be subject to a S.11 audit. Health providers should be enabled to rely on their reporting against their contracts as appropriate and cross-boundary agencies will only be asked to do a single return. We will develop a model of (section 11) assurance based on firstly, an agency specific clarity about exactly where their duties to safeguard children and young people lie, secondly an identification of what ‘good’ looks like in those areas and thirdly an assessment of their contribution arrived at through ‘Agency Walkabouts’ The contribution of schools and other education providers will be arrived at via their completion of the S175/157 audits.

Workforce Development

What we will achieve: we will build on the best of our current workforce development programmes to ensure a consistency of approach and a focus on the skills and expertise needed to keep children safe.

We will identify a training programme across the wider BHR area that is designed to focus on those issues that most benefit from multi agency training and that make the biggest impact on children and young people’s safeguarding. We will find a balance between setting out a programme in advance that staff can sign up to and ensure

there is enough flexibility to respond as needed to developments such as work on adolescent safety.

Relevant Agencies

We must ensure that all partners are active participants in safeguarding work in ways that are proportionate and appropriate to their core responsibilities. Agencies will be expected to contribute significantly where it is clearly their role to do so, but not where their contribution would be marginal.

The local arrangements set out above seek to engage many of our relevant agencies – but again with a specific focus on ensuring they are enabled to make the ‘right’ contribution in the ‘right’ setting.

Our schools are of course crucial partners in all our work with children and young people and in maximising their safeguarding. As with all other agencies, we are wanting to ensure that their contribution is purposeful and proportionate. We see their presence being especially important in the various local arrangements this Plan describes, in the cross -borough developments also set out here – our work to better protect adolescents and address gangs and knife crime is dependent on the contribution of our secondary schools – and in exploring individual cases whether formally through the rapid review and any subsequent process or through locally defined case audit activity.

Independent scrutiny arrangements

We are committed to the value independent scrutiny can bring to all of our safeguarding work. Holding a mirror up to that work is crucial if there is to be confidence our practices are as safe and effective as possible. We are committed to seeking challenge that is informed, expert (including expert by experience) and focussed on our overall commitment towards continual improvement.

We will look to appoint a ‘Safeguarding Champion’ to be a cornerstone of our approach to independent scrutiny. The Safeguarding Champion would be supported by Safeguarding Partners to cast the approach to independent scrutiny in their own image, and it is envisaged that they would marshal the voices of not just our children and young people, but their wider families, local providers and the Third Sector. Essentially all those that must be able to have a say in how well our safeguarding systems are working.

In addition to this we will also draw on the existing scrutiny and quality assurance arrangements in each agency – not just the Safeguarding Partner agencies – to build as complete a picture as we can. The existing Performance and Quality Assurance Arrangements will be revised, but it is anticipated that the existing approach – of bringing together multi-agency performance and audit data, focused on outcomes and used to inform learning – will remain as the principle of this approach (though of course the opportunity to make any necessary improvements will be taken). Similarly, the role of Practice, Learning and Development (as it currently is) would also remain an important element of any scrutiny arrangements. Finally, a stronger voice for the Principal Social Worker will also be embedded in our new arrangements.

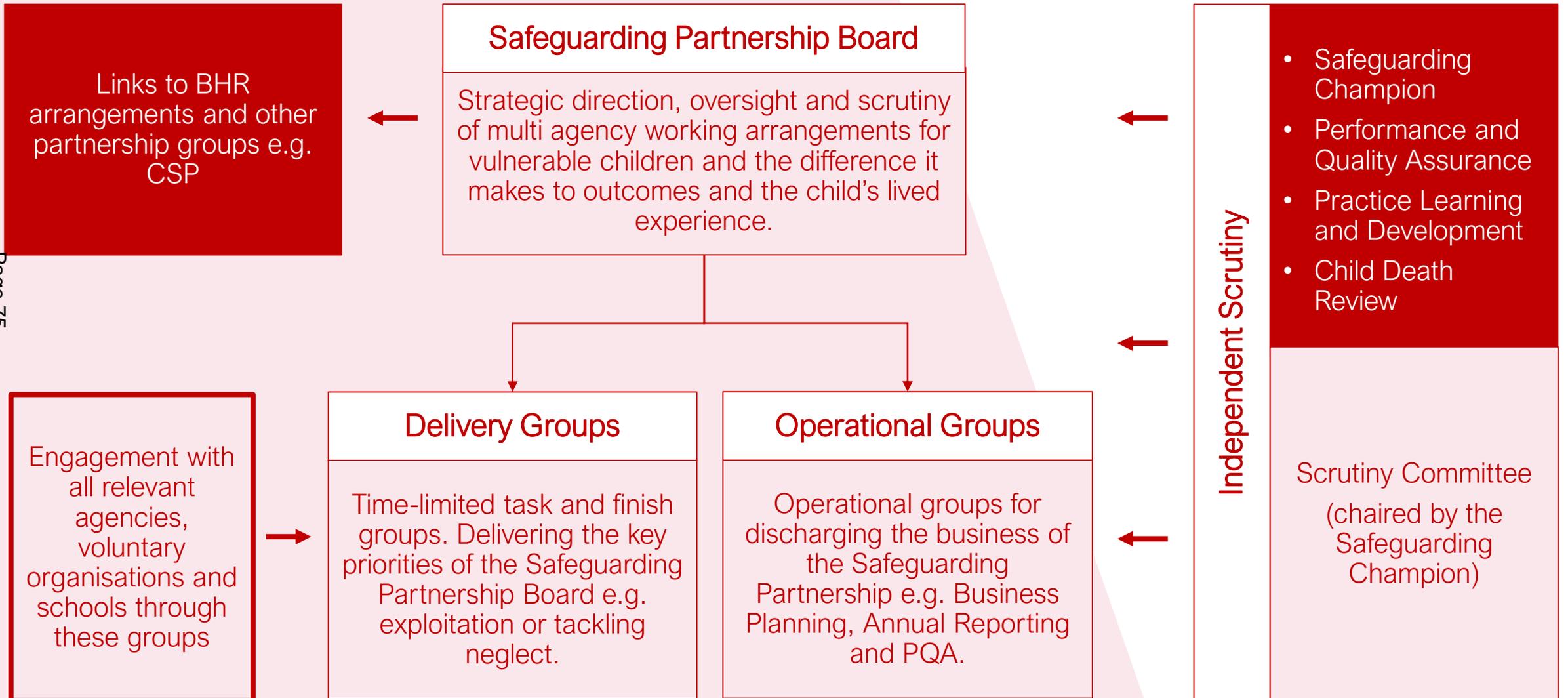
All the “relevant agencies” working in the Borough are vital to the success of our approach to Working Together. As well as engagement in the work and development activity, we will ensure at least 2 annual “Listen, Learn, Challenge” sessions to give

focus and impetus to the work and an opportunity for the partnership to showcase their work and learning. There will also be new staff fora developed that tie together strategic priorities, practice challenges and learning from reviews using seminar, show and tell and reflective sessions. We will also commission an independent review of our safeguarding arrangements after 12 months to test how effectively our plans are working.

Independent Scrutiny Arrangements	The bulk of the ‘independent’ scrutiny will be provided by the Safeguarding Champion. However, there are other components of scrutiny and challenge that will also test the efficacy of our safeguarding systems, tell us what is and is not working and help identify areas of learning and require improvement
	The Safeguarding Champion – providing the voice of the community.
	Performance, intelligence and quality assurance (incl. MA auditing)
	Practice Development and Training (incl. Local Practice Learning Reviews)
	Child Death Review (incl. Rapid Reviews and learning from child deaths)
	The Principal Social Worker

The organisation of the Safeguarding Partnership

Page 75



The Barking and Dagenham, Havering and Redbridge Partnership

As part of the development, Safeguarding Partners have considered the opportunities for working together, whilst maintaining the integrity of local arrangements. The BHR Safeguarding Partners Group will:

- Develop cross borough responses where it makes sense to do so
- Ensure local arrangements are focussed on local issues and that local learning is made available across the BHR area
- Identify themes and activities that require independent scrutiny and commission scrutiny providers to provide challenge and guidance
- Resolve any inter-agency conflict as might arise
- Maintain an overview of the new arrangements as they develop

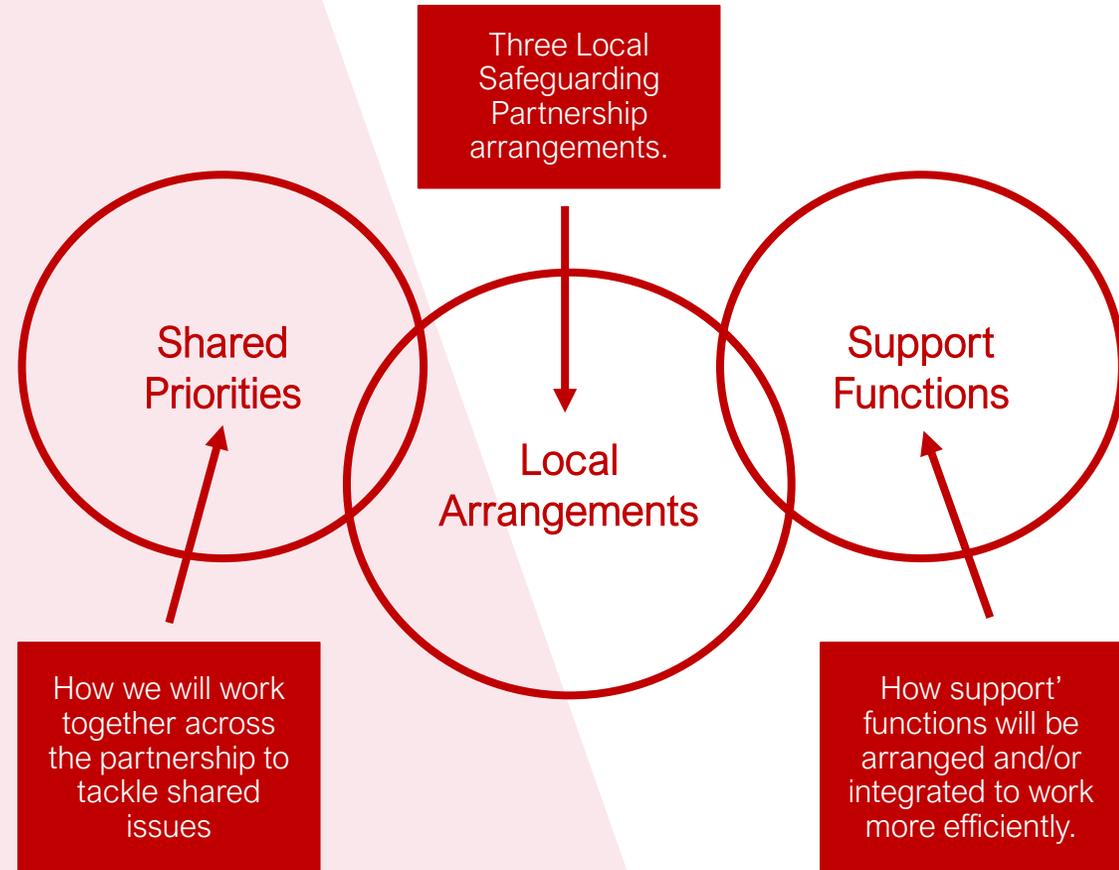
When developing our arrangements careful consideration was given to how the shared priorities across the Barking, Havering and Redbridge footprint could be met in a more integrated way, whilst maintaining the integrity of local arrangements in each Local Authority area.

These arrangements describe how the three statutory partners across Barking and Dagenham, Havering and Redbridge will better work together across the footprint to meet shared safeguarding challenges. This naturally includes how we shape our strategic and commissioning responses, but also considers other significant positive arguments already put forward for more efficient use of time and resources such as Performance, Multi-Agency Auditing, Learning and Development, MACE arrangements and Workforce Development.

We intend to establish a BHR Safeguarding Partners Group who come together at set points, but not in a formally constituted way. In accordance with the five themes set out previously, this group will grapple primarily with how the three areas may come together to meet common challenges. Will also play a role in paving the way for streamlining similar activities e.g. Quality Assurance and Training. The group will not formally govern the local operations, but will seek to ensure opportunities for mutually advantageous alignment, and more prosaically where we can more efficiently work together.

BHR Safeguarding Partners Group

3x Directors of Children's Services
East BCU Commander
Clinical Commissioning Group Chief Nurse



Next steps and timeline for implementation

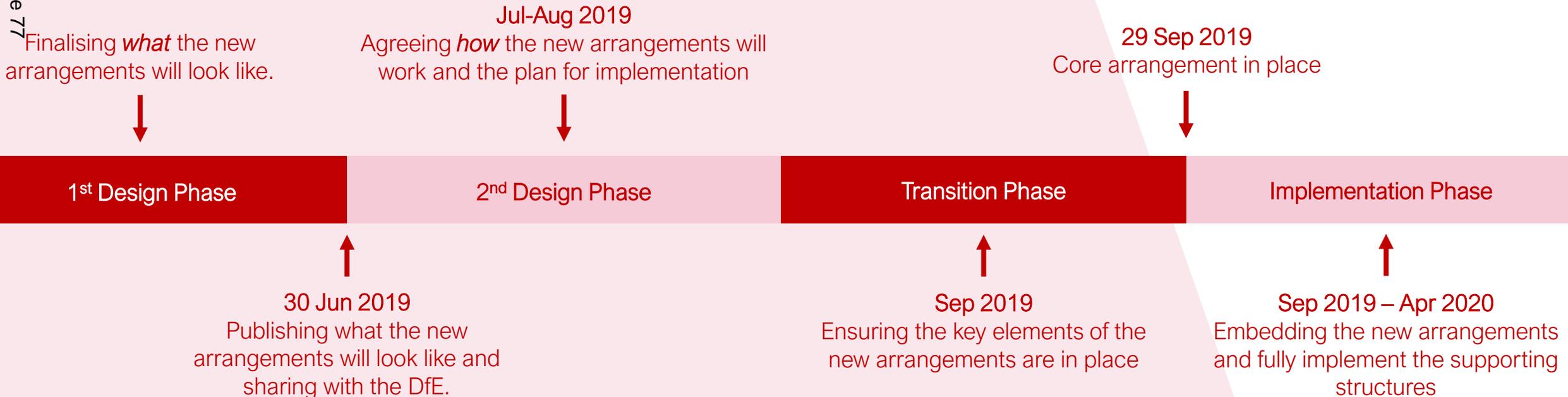
These plans represent the conclusion of the first design-phase setting out, as they do, *what* the new safeguarding arrangements will look like. This is only the beginning of the process.

Between July and August of 2019 we will work to develop the detailed plans of how our new arrangements will work. This will be phased plan. To begin there are the arrangements that we must have in place by 29 September 2019, and beginning to put those in place will be a priority. This will include a detailed transition plan of how we will move from the current set of arrangements to the new, and how we will make the organisational and structural changes required.

Once we are satisfied that we have a plan in place to deliver what we must by 29 September, and the nature of the transitional arrangements are confirmed – including agreeing the nature of the resources and infrastructure that will underpin much of what we propose to do - planning will begin for the next phase.

This phase – referred to as the Implementation Phase below – will set out how we will mobilise and embed the new arrangements post-September 2019. This will include elements such as establishing the Delivery and Operational Groups as well as implementing the support arrangements and bringing our plans for independent scrutiny to life.

Page 77



End

Authors:

Mark Gurrey; Consultant to the Barking, Havering and Redbridge Safeguarding Partnerships
(on behalf of the Barking and Dagenham Safeguarding Children's Board)

May 2019

CABINET**18 June 2019**

Title: OFSTED Inspection of Children's Services and Improvement Plan	
Report of the Cabinet Member for Social Care and Health Integration	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Chris Bush; Commissioning Director, Children's Care and Support	Contact Details Tel 020 227 3188 Email: christopher.bush@lbbd.gov.uk
Accountable Director: Chris Bush; Commissioning Director, Children's Care & Support	
Accountable Strategic Director: Elaine Allegretti; Director of People and Resilience	
Summary	
<p>In February the Council was subject to a Standard Inspection under the OFSTED Inspection of Local Authority Children's Service (ILACS) framework. Following initial feedback provided at the conclusion of the inspection the final 'OFSTED Letter' formally setting-out OFSTED's findings was published on 1 April 2019.</p> <p>This report sets out the headlines from the published findings, including, but not limited to, the 6 named recommendations that OFSTED have made.</p> <p>In response to these recommendations the Council is required to develop and publish an improvement plan by 9 July 2019. This report introduces the plan and describes how it will be delivered as part of the wider improvement programme.</p> <p>The wider Children's Improvement Programme that sets out how the full gamut of improvement activity will be delivered, and includes detailed financial implications, will be presented to July Cabinet.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
<ul style="list-style-type: none"> (i) Note the findings of the OFSTED Inspection of Children's Services in February 2019, as set out in Appendix A to the report; (ii) Agree to the publication of the Council's Improvement Plan in response to the OFSTED ILACS by 9 July 2019, as set out at Appendix B to the report; and (iii) Note that a report shall be presented to the Cabinet in July outlining proposals for a full Children's Improvement Programme. 	

Reasons

The OFSTED Improvement Plan is a key plank of the Council's plans to deliver the required improvement to Children's Social Care and secure an improved inspection outcome in 2021. The Council is required to publish the OFSTED Improvement Plan by 9 July 2019.

1. Introduction and Background

- 1.1 Between 18 February 2019 and the 1 March 2019, the Council was subject to a Standard Inspection under the OFSTED Inspection of Local Authority Children's Service (ILACS) framework.
- 1.2 During this two-week period inspectors met with key officers, including the Chief Executive and Director of Children's Services, as well as the Lead Member for Children's Services. In a welcome contrast to the previous inspection regime, inspectors spent considerably less time in formal, pre-arranged meetings with a wide range of officers, and much more time observing the direct work and practice of frontline Social Workers.
- 1.3 Following initial feedback provided at the conclusion of the inspection the final 'OFSTED Letter' formally setting-out OFSTED's findings was published on 1 April 2019. This report sets out the headlines from the published findings, including, but not limited to, the 6 named recommendations that OFSTED have made.
- 1.4 In response to these recommendations the Council is required to develop and publish an improvement plan by 9 July 2019. The proposed plan is appended to this document. How we will deliver the wider programme of improvements – including those directly in response to OFSTED recommendations - is also described.

2. Summary of Findings

- 2.1 The judgement from the OFSTED inspection is that services for children in Barking and Dagenham 'requires improvement to be good', as was the case in 2014. This judgement was consistent with our Annual Self-evaluation submitted to OFSTED.

Judgement	Grade
The impact of leaders on social work practice with children and families	Requires improvement
The experiences and progress of children who need help and protection	Requires improvement
The experiences and progress of children in care and care leavers	Requires improvement
Overall effectiveness	Requires improvement

- 2.2 Although services for children requires improvement to be good, OFSTED inspectors reported that strong and effective senior leadership was now in place under the recently appointed Director of Children's Services (DCS). The inspection letter states that the DCS and senior leadership team are creating a "culture of

mutual esteem and respectful challenge, holding heads of service and managers to account for the quality of practice in their teams”.

- 2.3 Inspectors reported accelerated progress in the last 6 months and that this is leading to improvements in the quality and impact of social work practice. However, the quality and impact of social work practice remains inconsistent and children’s health needs are not being met.
- 2.4 Senior leaders were found to know the service well, as shown by our recent extensive self-evaluation and had taken decisive action in the last 6 months to address concerns and risks. Inspectors reported that the improved rigorous performance management is now making a real difference and leading to improvements in the quality and impact of social work practice.
- 2.5 Overall, inspectors reported that leaders are highly aspirational for children and families and that corporate parenting arrangements had been improved in the last 6 months. They found that morale is good and that investment in training and development is impacting positively on recruitment and retention.
- 2.6 Although strategic partnerships were found to mostly well established, the provision and access to health services for children in care and for care leavers were judged as “poor” and a significant concern.

Areas of strengths and positive practice

- 2.7 Within the inspection report, there are many areas of strength and examples of positive practice. Our Multi-Agency Safeguarding Hub (MASH) was found to be strong and robust; working effectively to safeguard children in need or at risk. Contacts and referrals were found to be managed well, and strategy discussions and child protection enquiries were also timely, well received and management decisions clear.
- 2.8 The emergency duty team was praised in the inspection and judged as well resourced, experienced and effective.
- 2.9 Overall, our work with vulnerable adolescents and children at risk of exploitation and radicalisation was judged as positive with knowledgeable and skilled workers in this area. Inspectors felt that the effectiveness of the MASH had been further strengthened by the establishment and colocation of our new vulnerable adolescent and youth offending service. The risks of radicalisation among vulnerable children and direct work were also judged as effective in helping to protect children.
- 2.10 Inspectors reported that in many cases social workers have strong relationships with children, and “understand their lived experiences and take action to make changes that help and protect [them] and their families”.
- 2.11 The Access to Resources team was also seen as a strength comprising of skilled and experienced workers making a real difference to vulnerable children; including those on the edge of care and children returning home from care.
- 2.12 Inspectors found that disabled children were being well supported by the all-age disability service, and this was enabling effective transitions into adult services. In addition, Local Authority Designated Officer (LADO) arrangements were robust

and well managed, as was the arrangements for managing children missing education and children electively home educated.

- 2.13 For children in care, inspectors noted the improvement made on the reduction of children coming into care on police protection and reported that social workers know their children well and had good trusting relationships overall. Contact with family was noted as well planned and positive.
- 2.14 Fostering and adoption were noted as strengths by inspectors with the Mockingbird model and adoption support both highlighted and praised in this inspection report letter.
- 2.15 Inspectors found evidence of strong relationships between staff and care leavers and that “most care leavers are in touch with the service”.

Areas of improvement including the 6 key Ofsted recommendations

- 2.16 Inspectors concluded that the quality, management oversight and impact of early help services require improvement, as those services were not targeted or coordinated sufficiently to meet the needs of some groups of children and young people in the borough.
- 2.17 The assessment teams were raised as an area of concern during the on-site inspection due to high caseloads and inconsistent management oversight. The DCS and senior leadership team, however, took decisive action and capacity increased and management oversight strengthened. Overall, assessments still vary in depth and quality and need to improve on assessing culture and identity in assessments.
- 2.18 Inspectors found that management oversight was not robust or challenging enough in assessment and care management teams, resulting in managers not identifying drift and delay.
- 2.19 Public Law Outline (PLO) thresholds were found to be inconsistent and children subject to pre-proceedings were found to spend long periods of time in pre-proceedings without effective review.
- 2.20 Inspectors concluded that the Local Authority has a lack of specific domestic abuse perpetrator programmes given the high number of children living in families with domestic abuse.
- 2.21 Inspectors reported that early permanence planning is underdeveloped. They also found that the quality of viability and special guardianship assessments was far too variable, lacking rigour and were mostly descriptive and analytical.
- 2.22 Our planning for children placed with parents on a care order requires improvement, as plans were judged to lack clarity and not reviewed sufficiently.
- 2.23 Inspectors reported significant health concerns for children in care and care leavers. The timeliness of initial health assessments was found to be very poor, resulting immediate health needs not being identified, while access to CAMHS for children in care was reported as “insufficient”.

- 2.24 Health arrangements for care leavers were also reported as “weak” and a “significant concern”. Health histories for care leavers were not available and inspectors found that care leavers are not provided with a health passport.

What needs to improve

- 2.25 In addition to the above, OFSTED identified 6 key recommendations where they felt improvement was most strongly required. These are:
- The quality, management oversight and impact of early help services.
 - The quality and effectiveness of management oversight and supervision to ensure that children’s circumstances improve within their timeframes.
 - The timeliness and effectiveness of public law outline (PLO) arrangements.
 - Planning for children placed with parents.
 - The strategic relationship with health services, and operational delivery across a range of health functions.
 - The provision of help for children living with domestic abuse, or in neglectful circumstances.

3. Next Steps: Improvement Plan

- 3.1 We are required to publish an Improvement Plan by 9 July 2019. This plan should outline our response to the recommendations made by OFSTED, and progress against delivery will be reflected in our Annual Self-Evaluation and monitored by OFSTED at the Annual Engagement Meeting.
- 3.2 Our Improvement Plan has been produced. This includes work already underway, augmented by refocusing as a result of the findings from OFSTED. The headline improvement themes for our plan – with the corresponding observations and recommendations made by OFSTED that each will address highlighted beneath each – are as follows:

Improve the quality, management oversight and impact of Early Help services

- Early help services are not sufficiently targeted or coordinated with partners to meet the needs for specific groups of children.
- Referral pathways for homeless 16- and 17-year-olds are not understood by partners, resulting in an inconsistent response.
- Early help QA is not fully embedded so difficult for managers to measure whether neglected children and those living with domestic abuse receive interventions that make a sustainable difference.

Strengthen the quality and effectiveness of management oversight and supervision to ensure that children’s circumstances improve within their timeframes.

- High caseloads in the assessment teams and inconsistent management oversight mean that some children do not receive help and protection quickly.
- Social workers are allocated additional work as they are also responsible for going on duty so pick up more cases every 4 weeks (this was escalated during inspection and action plan was developed. This is a significant area for improvement given current events).
- Records of assessment visits vary in depth and quality of detail.
- Need to improve the exploration of culture and identity in assessments.
- Some children subject to multiple and ineffective assessments and interventions, sometimes over many years.
- Management oversight in both the assessment and care management teams is not enough or challenging enough and this leads to drift and delay.

- Supervision is not analytical and lacks clarity.
- Managers do not consistently identify drift and delay, and, consequently, some children who have experienced neglect wait too long for a service.

Increase the timeliness and effectiveness of public law outline (PLO) arrangements.

- Inconsistent thresholds for instigating PLO.
- Children spend too long in pre-proceedings without effective review.
- A lack of robust tracking and delays in commissioning assessments have hampered timely decision-making about applications for family court orders.
- Inspectors identified some children now in care who had been left in neglectful circumstances for too long.

Improve planning for children placed with parents.

- Plans for children placed at home with parents on a care order are insufficiently reviewed, and limited consideration is given to the early discharge of care orders.
- Overall, there is a lack of clarity around planning for children placed with parents.
- IROs are not proactive in escalating concerns about the quality of care being provided for these children.

Strengthen the strategic relationship with health services, and operational delivery across a range of health functions.

- The timeliness of initial health assessments is extremely poor. Many of these children have experienced abuse and neglect. The poor timeliness of assessments means that children's immediate health needs are not understood quickly enough.
- Children in care do not have enough access to CAMHS.
- Social workers and their managers described situations where children who have suffered serious childhood trauma wait too long for services. This is unacceptable.
- Health arrangements for care leavers are weak. Health histories for young people are not available. Care leavers are not provided with a health passport or with specific targeted support to address mental health or emotional concerns.
- Effective action has not been taken to ensure timely initial health assessments when children come into care and the provision of health passports for care leavers.

Increase the provision of help for children living with domestic abuse, or in neglectful circumstances.

- Early help QA is not fully embedded so difficult for managers to measure whether neglected children and those living with domestic abuse receive interventions that make a sustainable difference.
- High levels of domestic abuse, but specific domestic abuse perpetrator programmes are not available. This means that risks posed by perpetrators are not fully understood or addressed quickly enough.
- Targeted parent support classes like Caring Dads are available but insufficient to address persistent domestic abuse.

3.3 The full version of the OFSTED Improvement Plan is attached as Appendix B.

3.4 In addition, there are several specific areas for improvement are made in the OFSTED report that require a corporate response although not formally a key recommendation. These are as follows:

- Insufficient focus by the virtual school to target young care leavers with more complex needs means that some do not access employment or training.
- Leaders have not yet evaluated the effectiveness and impact of the virtual school.
- Care Leavers told inspectors that staff are not consistently ambitious on their behalf. Senior leaders agree that they need to do more improve the local offer and to increase opportunities for employment and training.

- Corporate parenting work is being re-invigorated, as leaders recognise that it is not as effective as it needs to be. Some key issues have not been addressed quickly enough, for example the limited range of opportunities for accessing education, training and employment for care leavers.
- Some key issues have not been addressed quickly enough, for example the limited range of opportunities for accessing education, training and employment for care leavers.

4. Next Steps: Delivery (and the Children's Improvement Programme)

- 4.1 Whilst we have a set deadline within which to respond to OFSTED, the requirement – and need – to improve is, of course, wider than the delivery of a single action plan. It is, naturally, equally focused upon improving outcomes and ensuring that we have a sustainable care service. To this end a wider programme of improvement (the Children's Improvement Programme) is being developed, of which responding to the recommendations made by OFSTED will be but one strand.
- 4.2 The programme itself will comprise four strands of improvement activity woven together into a single, over-arching body of work and formally constituted as a programme within the wider Council Transformation Programme. The methodology and approach will be consistent with the approach taken for all Council transformation activity to ensure that governance, oversight and accountability is clear and transparent.
- 4.3 A formal Project Definition Document has been developed and considered by Corporate Strategy Group. It is proposed that a dedicated Programme Manager will be appointed to support the DCS in leading such a significant body of work that will have wide-ranging impacts across the Council, and that significant project resources will be required.
- 4.4 Given the need to respond to OFSTED by 9 July, the OFSTED Improvement Plan is presented to Cabinet to ensure this deadline is met. Approval is sought to publish *subject to the financial implications being resolved*. These are being finalised in tandem with the production of the proposed Medium-Term Financial Plan (MTFP).
- 4.5 The full Children's Improvement Programme – including financial implications – will be presented to June Cabinet.

5 Consultation

- 5.1 The OFSTED Improvement Plan was developed in conjunction with key stakeholders across the Council, including the Lead Member for Children's Services. This included colleagues outside of Children's Care and Support who will play a significant role in delivering the improved outcomes for our children and young people.
- 5.2 Colleagues from the Barking, Havering and Redbridge Clinical Commissioning Group were integral to responding to the specific OFSTE recommendation concerning the delivery of health provision in the borough.
- 5.3 Findings from the inspection have also been presented to the Local Safeguarding Children Board. Once published the LSCB will be briefed on the part they must play, both now and in future in the form of the new Multi-Agency Safeguarding Arrangements. This Improvement Plan will also be formally presented to the local Health and Wellbeing Board.

6 Financial Implications

Implications completed by Murad Khan (Group Accountant)

- 6.1 This report is largely for information and sets out the findings of the recent OFSTED inspection of our Children's services. The report seeks for approval for publication of the Ofsted inspection report and the improvement plan. Therefore, there are no direct financial implications to this report.
- 6.2 It must however be noted that there may be financial implications that arise in the delivery and implementation of the improvement plan highlighted in this report, in any such case finance will expect to have oversight of the financial implications for comments.

7 Legal Implications

Implications completed by Lindsey Marks, Deputy Head of Legal

- 7.1 The recent inspection was undertaken under the new Framework, Evaluation Criteria and Inspector Guidance for the Inspections of Local Authority Children's Services (ILACS). The Education and Inspections Act 2006 (Inspection of Local Authorities) Regulations 2007 requires, a Local Authority to prepare an improvement plan that responds to the findings in the report.

8. Other Implications

- 8.1 Risk Management – there is significant risk in failing to deliver a good Children's Service. There are considerable risks to the children and young people who we have a duty to safeguard, as well as the risks to the Council of failing to adequately discharge statutory duties. As part of our governance and programme management arrangements, risks are being identified and will be managed through this process.
- 8.2 Staffing Issues – any staffing issues will be outlined in the wider Children's Improvement Programme Cabinet report to be presented in July 2019.
- 8.3 Safeguarding – safeguarding children is a core focus of the OFSTED Improvement Plan.

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

List of Appendices

- Appendix A: *London Borough of Barking and Dagenham: Inspection of Children's Social Care Services (OFSTED Letter)*
- Appendix B: *Children's Care and Support OFSTED Improvement Plan*

London Borough of Barking and Dagenham

Inspection of children's social care services

Inspection dates: 18 February to 1 March 2019

Lead inspector: Brenda McLaughlin
Her Majesty's Inspector

Judgement	Grade
The impact of leaders on social work practice with children and families	Requires improvement
The experiences and progress of children who need help and protection	Requires improvement
The experiences and progress of children in care and care leavers	Requires improvement
Overall effectiveness	Requires improvement

Services for children in Barking and Dagenham require improvement, as was the case at the last inspection in 2014. The recently appointed director of children's services (DCS), together with her senior team, has appropriately prioritised services for children most at risk. Strong and effective senior leadership is resulting in tangible improvements to both the quality and impact of social work practice. Until recently, too many children had experienced delays and ineffective plans as a result of high caseloads and inconsistent management oversight of practice. Decisive action to address these concerns and reconfigure teams, underpinned by rigorous performance management, is now making a discernible difference. The pace of change in the last six months has accelerated, and corporate parenting arrangements are being reinvigorated. Leaders have high aspirations and are determined to do the right thing for children and their families. They have a thorough understanding of the improvements that are required to ensure that children and their families receive consistently effective services.

Strategic partnerships are mostly well established, but timely access to health services when children come into care and for children experiencing emotional and mental health problems is poor, and health provision for care leavers is a significant concern.

What needs to improve

- The quality, management oversight and impact of early help services.
- The quality and effectiveness of management oversight and supervision to ensure that children's circumstances improve within their timeframes.
- The timeliness and effectiveness of public law outline (PLO) arrangements.
- Planning for children placed with parents.
- The strategic relationship with health services, and operational delivery across a range of health functions.
- The provision of help for children living with domestic abuse, or in neglectful circumstances.

The experiences and progress of children who need help and protection: Requires improvement

1. Early help services are insufficiently targeted or coordinated with partners to meet the needs for specific groups of children. For instance, referral pathways for homeless 16- and 17-year-olds are not understood by partners, resulting in an inconsistent response. The recent implementation of daily triage meetings in the early help hub to consider thresholds is a positive development, but the quality assurance of the work is not yet fully embedded. It is difficult for managers to measure whether neglected children and those living with domestic abuse receive preventative services that make a sustainable difference.
2. Contacts and referrals for children in need or at risk are managed promptly in the multi-agency safeguarding hub (MASH). Actions taken by highly visible and appropriately challenging senior managers have resulted in stronger corporate collaboration. For example, joint work with the 'no recourse to public funds team', social housing providers, adults' services and the children's assessment team has resulted in more rapid action to identify and meet children's needs.
3. The large majority of child protection strategy meetings include key agencies involved with the child and are held within 24 hours of the referral. Meetings are recorded well and management decisions are clear. Consent for sharing information is obtained routinely or overridden if required. When children require further help and protection, cases are passed swiftly to the assessment service.
4. High caseloads in the assessment teams and inconsistent management oversight mean that some children do not receive help and protection quickly

enough. Committed staff strive to provide children with a good service, but social workers are routinely allocated additional work as they are also responsible for providing a duty service. In response to the concerns identified by inspectors, senior leaders carried out an immediate review and took decisive action to increase capacity and strengthen the management oversight of work across all teams.

5. Records of assessment visits vary in depth and quality of detail. Stronger cases include detailed observations of individual children and clearly record their views; others are very brief, and the contribution towards the assessment is more limited. Better assessments capture the lived experience of children and draw on the views of other professionals who have built trusting relationships, if children are reluctant to engage in direct work. Inspectors observed examples of sensitive and assiduous child-centred work that informs plans and makes a real difference to reducing risk. Senior managers have appropriately identified that more work is needed to strengthen the exploration of culture and identity in assessments.
6. In many cases, social workers have strong relationships with children. They see them regularly and alone, according to assessed needs. They understand their lived experiences and take action to make changes that help and protect children and their families. However, some children have been the subject of multiple and ineffective assessments and interventions, sometimes over many years. Insufficiently robust and challenging management oversight in both the assessment and care management teams contributes to delay. While social workers receive regular supervision, actions lack clarity. Managers do not consistently identify drift and delay, and, consequently, some children who have experienced neglect wait too long for a service.
7. Thresholds for instigating the PLO are inconsistent. Until recently, children subject to pre-proceedings letters spent extensive periods of time at this stage without effective review. A lack of robust tracking and delays in commissioning assessments have hampered timely decision-making about applications for family court orders. Recent action by the operational director has changed this process. PLO cases are now allocated to solicitors. The judiciary and Cafcass are positive about the quality of assessment and recommendations to court; nevertheless, there is a legacy of some children remaining in harmful situations for too long.
8. Initial child protection conferences are timely and are well attended by relevant professionals. Records are comprehensive and clear, and identify appropriate actions for the professional network. However, child protection plans vary in quality. More effective plans include specific actions, with updates by multi-agency core groups that demonstrate progress. Strong professional networks support parents to change entrenched patterns of behaviour as well as providing individual help for children.

9. Children and their families benefit from bespoke and skilled work undertaken by the access to resources team. Experienced workers diligently deliver intensive direct work to children who have experienced neglect, and those living with parental substance misuse, poor mental health and domestic abuse. These workers are making a real difference to vulnerable children, helping some children on the edge of care to remain safely at home, and providing substantial support to children returning home from care.
10. Many children in Barking and Dagenham live in families where there are high levels of domestic abuse, but specific domestic abuse perpetrator programmes are not available. This means that risks posed by perpetrators are not fully understood or addressed quickly enough. Targeted parenting support classes are available, for example a 17-week programme called 'Caring dads', that helps fathers to care safely for their children. However, this is insufficient in addressing persistent domestic abuse. Access to family group conference services is helping some children to remain within the wider family or to receive additional support to live safely with their parents.
11. Vulnerable adolescents and children at risk of exploitation and radicalisation receive a timely and well-coordinated response when risks are first identified and when they escalate. Social workers are knowledgeable and confident in recognising the signs of exploitation and the impact of neglect, domestic abuse and absent fathers, which increase vulnerability to exploitation. Skilful child-focused practice ensures that social workers build strong relationships with children. For that reason, children feel safe enough to share sensitive information about the harm and risks that they experience outside the family. As a result, children benefit from carefully tailored interventions which reduce risks and identify how relationships can be strengthened and environments made safer. Strong partnership work with schools, health and police services, including cross-borough information-sharing, supports the effectiveness of the response to contextual safeguarding. The recent appointment of two dedicated missing children coordinators is positive and is intended to improve the response to children missing from home and care.
12. Good awareness of the heightened risks of radicalisation among vulnerable children and direct work are effective in helping to protect children. An external evaluation commissioned in 2017 to assess the critical success factors, challenges and barriers to effectiveness identified several key learning points. These have been taken forward into continuing engagement with local communities and faith groups, as well as work in schools.
13. The co-location of adults' and children's disability services since May 2018 has improved communication and joint work to assess the mental capacity of young people who will need lifelong support. Social workers sometimes find it difficult to access CAMHS for these children. Disabled children are well supported by the all-age disability service managed in adults' services, enabling effective transitions into adult services.

14. A well-resourced and experienced emergency duty team ensures that effective arrangements are in place and that protective action is taken to safeguard children out-of-hours. The team operates across four boroughs, with a dedicated social work team. Communication with day services is swift and effective.
15. Allegations made against professionals and the associated risks to children are managed well by the designated officer. Children who are privately fostered are visited regularly and live in suitable and sustainable care arrangements.
16. Managers maintain an up-to-date database of children missing education and those electively home educated. Managers are actively involved in multi-agency groups that consider missing and vulnerable children. They receive good information on children at nursery who do not start school and they check if children missing education are in households where domestic abuse has occurred. In most cases sampled, staff undertake routine checks and take appropriate action to safeguard children if required.

The experiences and progress of children in care and care leavers: Requires improvement

17. Appropriate and planned decisions are made for most children who come into care. This is an improvement since the previous inspection in 2014, when too many children came into care as a result of emergency police protection. Most decisions are informed by timely and comprehensive assessments, with risks clearly identified and suitable plans in place. Nonetheless, inspectors identified some children now in care who had been left in neglectful circumstances for too long.
18. The timeliness of initial health assessments is extremely poor. Many of these children have experienced abuse and neglect. The poor timeliness of assessments means that children's immediate health needs are not understood quickly enough. The DCS has escalated this matter via the Local Safeguarding Children Board to the local clinical commissioning group, but effective action is still awaited. Children in care do not have sufficient access to CAMHS. Inspectors saw examples of the pupil premium being used to compensate for the lack of therapeutic services available from health providers. Social workers and their managers described situations where children who have suffered serious childhood trauma wait too long for services. This is unacceptable.
19. Early permanence planning is underdeveloped. Insufficient management oversight of the planning process to track children means that all options for permanence are not considered simultaneously. This leads to sequential assessments and prolongs uncertainty for some children. Family finding for children who cannot live safely with their birth parents is not considered at an

early stage. The pace of progress in this area since the last inspection in 2014 has been slow. Senior leaders acknowledge that more work is required to change the culture. A recently implemented system to track progress, led by the senior independent reviewing officer (IRO), is a positive initiative, but it is insufficient by itself.

20. The quality of viability and special guardianship assessments of family members to care for children who cannot live with their birth parents is highly variable. The assessments lack rigour and are overly optimistic in considering the capacity of carers to meet the range of children's long-term needs. Most assessments are descriptive and lack critical analysis.
21. Long-term placement stability is beginning to improve. Most children in care live with long-term approved foster carers who meet their needs. Many are making good progress. Children told inspectors that their foster carers were fun and took them on holiday, and that they can tell their carers about their worries. Children spoke positively about their IROs, but some said that they had had too many changes in social worker. Care plans are comprehensive, and most are well matched to children's individual assessed needs.
22. Social workers know children well, and most children are able to build trusting relationships with the same worker. Inspectors found good examples of effective, sensitive and imaginative direct work to help children to understand their experiences. Children are also visited at home by their IROs between reviews. They are helped and encouraged to participate in their statutory reviews via an electronic platform, which is used well by children in care to help to inform their care planning. The voice of the child is consistently evident in children's records and reviews. Children are encouraged to pursue their talents and interests, and their achievements are celebrated regularly.
23. Children benefit from well-planned and supported contact with family members. These arrangements are regularly reviewed with children to ensure that their experiences of spending time with family and friends are positive and feel safe.
24. Plans for children placed at home with parents on a care order are insufficiently reviewed, and limited consideration is given to the early discharge of care orders. Overall, there is a lack of clarity around planning for children placed with parents. IROs are not proactive in escalating concerns about the quality of care being provided for these children.
25. Unaccompanied asylum-seeking children are promptly safeguarded and placed in independent accommodation or foster care according to their assessed needs. Clear planning ensures that these children make progress in all areas of their lives.
26. Strong and motivated fostering and adoption practice managers know their service well and are working hard on the areas that they need to improve.

Detailed assessments by a specialist therapist of whether a child can live safely with their brothers or sisters are informing good decision-making. Approaches such as restorative intervention work with brothers and sisters are helping to support the stability of children's long-term placements. The Mockingbird model of intervention is well established and supports the long-term stability of children with more complex needs. This excellent work provides children with a wider support network, allowing them to remain or be reunited with their brothers and sisters. Four further hubs are planned to become operational over the next few months.

27. Prospective adopters say that they felt welcomed at their first enquiry and overall gave very positive feedback about the recruitment process. The preparation and assessment process is consistently thorough and helps adopters to feel well prepared for the task of adoptive parenting. High priority is given to family finding and to seeking suitable matches for children. As a result, in the past year, more children have been adopted more quickly. The timeliness of matching is variable. However, positive matches for brothers and sisters to stay together, and for children with complex needs, are evident. Adoption support is a strength and has promoted placement stability, with no placement breakdowns recorded over several years.
28. Most children in care achieve well and make good educational progress relative to their starting points. The timeliness and quality of personal education plans have improved, although there is still inconsistency in assessing older children's progress. Children in care achieve better at each key stage when compared to both statistical neighbours and nationally. Progress between Key Stage 2 and Key Stage 4 is strong. A relatively high proportion are in education, training and employment in years 12 and 13. Most children in care attend school regularly. Insufficient focus by the virtual school to target young care leavers with more complex needs means that some do not access employment or training. Leaders have not yet evaluated the effectiveness and impact of the virtual school.
29. Strong relationships formed between staff and care leavers mean that most care leavers are in touch with the service, but contact is not always recorded. Care leavers told inspectors that they benefit from the support and independent training provided by personal advisers. They spoke warmly about the children's rights officer, saying that she was like a 'Nan'. Pathway plans are comprehensive but repetitive. They are perceived by young people to be overly long and boring. A revised aspirational version, 'It's All About You!', has been introduced, which allows young people to write about themselves, including their aspirations for the future. However, some pathway plans are not thorough enough or updated after significant changes in young people's circumstances, and actions are not progressed in a timely way. Some young people have not received a copy of their plan.

30. There is a range of suitable accommodation available for young people, including 'staying put'. Young people told inspectors that they feel safe in their accommodation but would welcome more help and support when they move from care to their new homes. Care leavers have participated in the recently refreshed Pledge. They told inspectors that staff are not consistently ambitious on their behalf. Senior leaders agree that they need to do more improve the local offer and to increase opportunities for employment and training.
31. Health arrangements for care leavers are weak. Health histories for young people are not available. Care leavers are not provided with a health passport or with specific targeted support to address mental health or emotional concerns.

The impact of leaders on social work practice with children and families: Requires improvement

32. More recent strong and effective senior leadership is leading to tangible improvements in both the quality and impact of social work practice. The new DCS, together with her senior team, has taken well-considered and essential action to address key weaknesses in the quality and impact of services for vulnerable children. They have worked extremely hard, in one of the most deprived boroughs in London, to implement changes quickly.
33. Leaders know their communities well. They have high aspirations and are determined to do the right thing for children and their families. An extensive and accurate self-evaluation and external analysis of frontline social work practice found many strengths, as well as significant areas for improvement. They found that, despite highly committed staff, basic safeguarding practice was too variable across children's services. They accurately identified serious safeguarding deficits and appropriately prioritised children most at risk, including services for safeguarding vulnerable adolescents, neglected children living in harmful situations and pre-birth risk assessments and plans for babies. Decisive action to address concerns, reconfigure teams, and rigorous performance management are making a discernible difference. The pace of change has accelerated dramatically in the last six months.
34. Leaders have aligned and strengthened services effectively to address the broad range of risks experienced by vulnerable adolescents and exploited children. The recently redesigned vulnerable adolescent and youth offending service, which is co-located alongside the MASH, is improving communication and responses to these children at the 'front door'. Effective relationships with key partners have resulted in the location in Barking of the three-borough police-led integrated gangs' unit and have helped to retain a strong health resource within the youth offending service. Extended funding from the Mayor's Office for Policing and Crime (MOPAC) for the youth at risk matrix and the successful bid to develop contextual safeguarding are evidence of the

impact of thoughtful and influential leadership responding to the needs of the children in Barking and Dagenham.

35. Performance management has been significantly strengthened and is helping to drive improvement. Managers now use weekly performance scorecard information, which has led to improvements in the timeliness of visits to children and of initial child protection conferences. Senior managers recognise that they have more work to do to move to a culture of measuring impact and outcomes, rather than processes. A revised quality assurance framework and findings from enhanced and rigorous audit activity have informed the redesign of services. These include the development of a multi-agency hub to assess risks pre-birth, and targeted recruitment of staff to work specifically with trafficked children. A comprehensive action plan and a tracker help to ensure that recommendations and learning from audits are disseminated.
36. Sound governance arrangements ensure that members of the senior leadership team communicate regularly and effectively. A formal cycle of weekly and monthly meetings between the chief executive officer, the DCS, elected members and corporate directors, supported by 'real time' performance information, makes sure that they are well informed on matters for which they hold strategic responsibility. Elected members work purposefully to prioritise resources to meet the widespread and complex needs of their constantly changing community. Services for children are protected and have increased in times of austerity, with ongoing political financial commitment.
37. Elected leaders listen carefully to children and young people and are passionately committed to improving their futures. Corporate parenting work is being re-invigorated, as leaders recognise that it is not as effective as it needs to be. Some key issues have not been addressed quickly enough, for example the limited range of opportunities for accessing education, training and employment for care leavers. In addition, effective action has not been taken to ensure timely initial health assessments when children come into care and the provision of health passports for care leavers.
38. Senior leaders recognise that competent managers are vital to continuous improvement. Successful action to tackle poor performance and the creation of additional posts are beginning to make a difference to the quality of practice. The operational director of children's services is creating a culture of mutual esteem and respectful challenge, holding heads of service and managers to account for the quality of practice in their teams. The senior management team, including the DCS, interacts well with frontline services. They know individual children and social workers well. Morale is good and a persistent focus on and an investment in training and development are increasing the number of permanent managers and frontline staff. Social workers told inspectors that they enjoy working in Barking and Dagenham, and that they feel listened to and supported.



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Children's Care and Support

OFSTED Improvement Plan

Our plan for improving Children's Social Care Services in Barking and Dagenham in response to OFSTED ILACS Inspection findings and recommendations

One borough; one community; no one left behind

Introduction

The Ofsted inspection of Barking and Dagenham's Children's Social Care Services took place between 18th February and 1st March 2019. The final OFSTED report formally setting out their findings was published on 1 April 2019.

The inspection judged services in Barking and Dagenham to be 'requires improvement to be good'. This judgement was consistent with our self-evaluation submitted to OFSTED as part of the new inspection framework pre-inspection activity.

The Improvement Plan for Children's Care and Support Services has been developed in response to the Ofsted report findings, covering the 6 specific recommendations set out below, but also addressing all areas for improvement highlighted in our letter from OFSTED.

This high-level plan sets out the key actions we will take over the next 18 months to address those recommendations and areas for improvement and to ensure outcomes improve for vulnerable children, young people and families in Barking and Dagenham. Ultimately,

We aim to deliver consistently good services for children, young people and their families and our

ambition is to be good by the time of our next inspection.

This plan forms just part of a wider programme of improvement for Children's Services that the Council is embarking upon. The Children's Improvement Programme, described in this document, sets out our intentions for improvement beyond simply responding to inspection recommendations. Our plan is to deliver real transformation that delivers improved outcomes for our most vulnerable children and young people built upon the foundation of a sustainable care system.

Our Children's Improvement Board, chaired by the DCS and multi-agency in its composition, will oversee the delivery of our plans. The Children's Improvement Board will be responsible for ensuring all recommendations are responded to and acted upon. The Board will report into the existing corporate governance mechanisms responsible for all Council transformation activity and programmes. It will meet monthly to provide oversight and challenge, and our progress will be formally monitored at all levels of the organisation.

The remainder of this document sets out the inspection findings, our high-level plan for responding to these and how we will organise ourselves to deliver upon our ambitious plans.

What did OFSTED find and what do they say we must do?

Page 99

The OFSTED letter contained 6 recommendations where improvement is required...

1. The quality, management oversight and impact of early help services.
2. The quality and effectiveness of management oversight and supervision to ensure that children's circumstances improve within their timeframe.
3. The timeliness and effectiveness of public law outline (PLO) arrangements.
4. Planning for children placed with parents.
5. The strategic relationship with health services, and operational delivery across a range of health functions.
6. The provision of help for children living with domestic abuse, or in neglectful circumstances.

- ✓ Strong and effective senior leadership
- ✓ Rapid progress being made – particularly in the last 6 months
- ✓ Accurate self-assessment – leaders know their organisation
- ✓ MASH and EDT found to be strong
- ✓ Work with vulnerable adolescents at risk of exploitation
- ✓ Social Workers have strong relationships with children
- ✓ Work with children on the edge of care
- ✓ Strong LADO arrangements and those for children missing education
- ✓ Strong fostering and adoption services

Page 100

- ❖ Consistency and quality of assessment and plans
- ❖ Planning for early permanence needs to be better
- ❖ Health arrangements for Children in Care and Care Leavers
- ❖ Tackling Domestic Abuse – particularly perpetrators
- ❖ Access to CAMHS
- ❖ Management oversight in the Assessment Service
- ❖ High caseloads – particularly in the Assessment Service
- ❖ Early Help and responding to children living with neglect
- ❖ Quality of Special Guardianship Assessments

...and the detail of the letter highlights other areas in need of improvement, as well as a number of strengths...

Improvement Plan

Ofsted Recommendation 1. Improve the quality, management oversight and impact of early help services.

Action Description		Operational Leads	By When	Outcome (Success Criteria)	Key Measures (how will we know we are making a difference?)
1.1	Commission independent best practice review of Early Help offer and services that looks at needs, thresholds, pathways and impact on vulnerable children outcomes and underpins local improvement plan for council and partnership early help services, in line with Ofsted and other key findings.	Director of Community Solutions Director of Commissioning, Children's Care and Support (CC&S)	December 2019	A fit for purpose early help services and offer that delivers preventable services that make a sustainable difference to children's outcomes More children and families are supported through targeted Early Help, and as result less children require statutory intervention.	Increase use of Early Help assessments. Increase in the percentage of children and families referred into children's social care with evidence of early help support or interventions previously. Repeat referrals and multiple assessments remain low and in line with London.
1.2	Extend the Children's Care and Support QA framework into early help and realign capacity with Safeguarding and Quality Assurance function in Children's Care and performance functions.	Director of Community Solutions Director of Commissioning (CC&S)	December 2019	Children and families receive timely support underpinned by a robust assessment and plan, with a named lead professional and robust multi agency working arrangements (i.e. team around a family).	Step up and step-down measures: Cases that are stepped up are deemed appropriate and step-down cases result in timely and targeted Early Help intervention that supports sustained change.
1.3	Continue to monitor impact and effectiveness of MASH and Early Help services through enhanced local assurances arrangements such as scrutiny and new safeguarding board arrangements.	Director of Community Solutions	Ongoing	Improved pathways and joint assessments with housing and social care. A fully embedded quality assurance model which can evidence services and support is making a difference to children and families outcomes and experiences.	Dip sampling audit activity shows the partnership understands referral pathways for homeless 16-and-17-year olds. Increase the number of joint assessments with housing and social care for 16-17-year olds.
1.4	Revise, publish and adopt a new homeless 16 - 17-year old protocol in line with national guidance including clear referral pathways for partners and regular audit schedule for compliance.	Director of Community Solutions	September 2019	Multi agency early help	

1.5	To extend social care workforce and practice developments into early help services, such as reflective supervision, professional standards and improvements in child's led experience.	Director of Community Solutions	April 2020	services are underpinned by robust individual and cross cutting performance management frameworks, including more robust approaches to commissioning and monitoring of services.	Increase in Early Help audits graded as good or outstanding demonstrating effective support and interventions.
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Ofsted Recommendation 2: The quality and effectiveness of management oversight and supervision to ensure that children's circumstances improve within their timeframes

Action Description		Operational Lead	By When	Outcome (Success Criteria)	Key Measures (how will we know we are making a difference?)
2.1	Enhance capacity in line with the local plan in the Assessment Service to improve caseloads, allocations and increased management oversight.	Director of Operations (CC&S)	July 2019	Work is allocated, caseloads are lower and safer. Improved early permanence for new-borns and younger children.	Average Caseloads - weekly Caseload Dashboard to show number of children and families and case type per social worker, ASYE and student are within local authority average.
2.2	Implement revised TOM that includes strengthened and specialist capacity in line with practice improvement areas, such as pre-birth, targeted intervention hub and adolescents at risk.	Director of Operations (CC&S)	April 2020	More permanent, less turnover in both permanent and agency staff in a workforce where staff can progress and flourish. Staff report feeling supported to effectively deliver their roles.	Increase in permanent workers and reduction in turnover. Reduced repeat referrals and/or multiple assessments; A lower conversion of s.47 resulting in NFA; A higher proportion of cases going to ICPC resulting in plans; Data highlighting consistent application of threshold across all assessment teams.
2.3	Deliver an enhanced quality assurance framework and approaches that drive consistency in improving the child's lived experience, that is timely, meets their needs, and supported by good quality direct work, supervision and management oversight.	Director of Operations (CC&S) Chris Bush	Ongoing	Children and families support is delivered at a pace that best meets their needs and understands their lived experience, and what needs to change for them	Improvements in timeliness of S47s, strategy meetings, time open. Assessment timeliness.

2.4	New monthly front-line manager practice learning sessions, including practice observations, to focus on topics which include quality analysis, meaningful exploration of culture and identity, quality supervision and management oversight, understanding child's lived experience to ensure consistency of practice and effectiveness. (including compilation of exemplars of good practice).	Director of Operations (CC&S)	Ongoing	Audit and practice observation shows consistently that children and families are getting timely help, that the child's lived experience is improving, risks are reduced and that social workers are delivering good quality direct work, support by good quality management oversight and supervision	<p>Increase in the number of children seen, seen alone and without delay, where purposeful direct work is evident.</p> <p>Transfer dashboard shows no delay in cases moving through system including step up and step down.</p> <p>Increases in number and percentage of open cases with supervision in the month. 'Multiple entry matrix ' with all key measures.</p>
2.5	Introduce new formalised checkpoints to improve consistency for children within statutory process such as CIN and CP to monitor impact plan and reduce likeliness of drift and delay.	Director of Operations (CC&S)	September 2019	Better decision making resulting in fewer children subject to multiple episodes of intervention and more sustainable and permanent outcomes	Audits show management oversight increases and supervision is regular, timely and of good quality i.e. purposeful, reflective and analytical.
2.6	Improve the quality of child protection plans to ensure they are SMART and include clear actions multi agency core group updates showing progress.	Head of Quality Assurance (CC&S)	Quarterly from April 2019	<p>Feedback from staff, through annual survey of supervision shows improvements in them feeling supported and challenged.</p> <p>CIN and CP plans and decisions are SMART and influenced by multi agency core groups.</p>	<p>Length of time children and young people are subject to a Children in Need (CIN) and Child Protection (CP) plan is congruent with need and not influenced by lack of provision of services.</p> <p>Reduction in children on a CiN plan - better step down process.</p> <p>Increase in audits demonstrating CP plan quality good or better with clear actions. Compliance monitored by IROs and performance management meeting.</p> <p>Increase in CP core groups in timescale.</p>

Ofsted Recommendation 3. The timeliness and effectiveness of public law outline (PLO) arrangements.

Action Description		Operational Lead	By When	Outcome (Success Criteria)	Key Measures (how will we know we are making a difference?)
3.1	Establish a monthly Permanence Taskforce to drive systematic improvements and robust single oversight of permanence arrangements and commissioned services for children at every stage of their journey, ensure critical challenge, monitor progress and ensure consistent application of thresholds.	Director of Operations (CC&S)	May 2019	<p>Consistent and timely application of PLO thresholds in line with child's lived experiences.</p> <p>All staff can articulate what permanence means for a child and how we support and manage this in Barking and Dagenham.</p>	<p>Data reporting shows all cases in pre-proceedings PLO process are subject to CP plan.</p> <p>Reduction in number of pre-proceedings cases going over 16 weeks and care proceedings going over 26 weeks.</p> <p>A reduction in number of Supervision Orders.</p>
3.2	Produce a PLO performance dashboard to track and report on timeliness and outcomes for both pre-proceedings and care proceedings activity for Legal SMT and for the Permanence Taskforce.	Head of Performance and Intelligence (CC&S)	June 2019	<p>Overall improvement in timeliness and oversight in PLO work i.e. reduction in average time taken to complete an assessment.</p>	<p>Reduction in the number of children going through proceedings more than once.</p> <p>Audit shows evidence that pre-proceedings was purposeful supporting "front loading" for care proceedings, driving more timely conclusions in proceedings.</p>
3.3	Develop, train and roll out the Business Processes and Workflows of the 'Legal Workspace' in Liquid Logic to support greater management oversight for Heads of Service to monitor pace of progress.	Head of Performance and Intelligence (CC&S)	December 2019	<p>Children are safe and achieve stability in their 'forever after home' in a more timely way.</p> <p>Improvements in early permanence work underpinned by parallel planning so as not to delay children being placed in their 'forever after home'.</p>	<p>Audits demonstrate consistently that quality of supervision is better and managers are listening to social workers.</p>
3.4	CAFCASS to attend legal SMT ensuring stronger links with the Courts.	Director of Operations (CC&S)	May 2019	<p>Consistently improved quality of viability and SGO assessments so that family members are assessed well and in a timely way and less</p>	<p>Reduction in the number and percentage of children entering care via police protection.</p>
3.6	Commence an urgent independent and systematic review of all current PLO - pre-proceedings cases	Head of Quality Assurance (CC&S)	April 2019		<p>All children have a clear permanence plan recorded on LiquidLogic LCS.</p>

	focusing on progress, quality of practice and thresholds.			breakdowns of SGO placements .	Senior IRO leading on tracking and monitoring permanence. Fewer IRO escalations demonstrating drive in achieving permanence. Placement stability performance measures. Audits demonstrate consistently good or better viability and SGO assessments. Audits highlight comprehensive genograms at outset of assessments with outcome of family members being assessed in a timely way to ensure permanence is not delayed. PLO is not slowed down due to delay in commissioning assessments.
3.7	Revise local process to ensure all cases in pre-proceedings PLO are also subject to a CP plan.	Head of Safeguarding (CC&S)	July 2019		
3.9	Improve the quality of viability and SGO assessments through workforce development and strengthening the tools and processes of the SGO team to deliver assessments that are analytical and SMART.	Head of Service for Looked After Children, Adoption & Prevention Services (CC&S)	December 2019		
3.10	Embed the new permanence policy setting out standards, expectations and support for all social workers and managers to improve permanence practice.	Director of Operations (CC&S)	April 2020		

Ofsted Recommendation 4. Planning for children placed with parents.

Action Description		Operational Lead	By When	Outcome (Success Criteria)	Key Measures (how will we know we are making a difference?)
4.1	Increase oversight through the Permanence Taskforce of children placed with parents and plans for revocation of care orders. This will lead to timely consideration of discharge of care orders.	Head of Service for Looked After Children, Adoption & Prevention Services (CC&S)	Ongoing	Improved planning and reviews for children placed at home with parents. Timely applications and disposal of revocation orders supporting children and young people to achieve permanence.	Overview of number and % of children placed with parents. Audits highlight timely and effective reviews of children placed with parents with reduced re-entries into care.
4.2	IROs to chair disruption meetings to improve planning for children reducing risk of children drifting home.	Head of Quality Assurance (CC&S)	July 2019		Audit activity highlights children are returning home in a planned way.

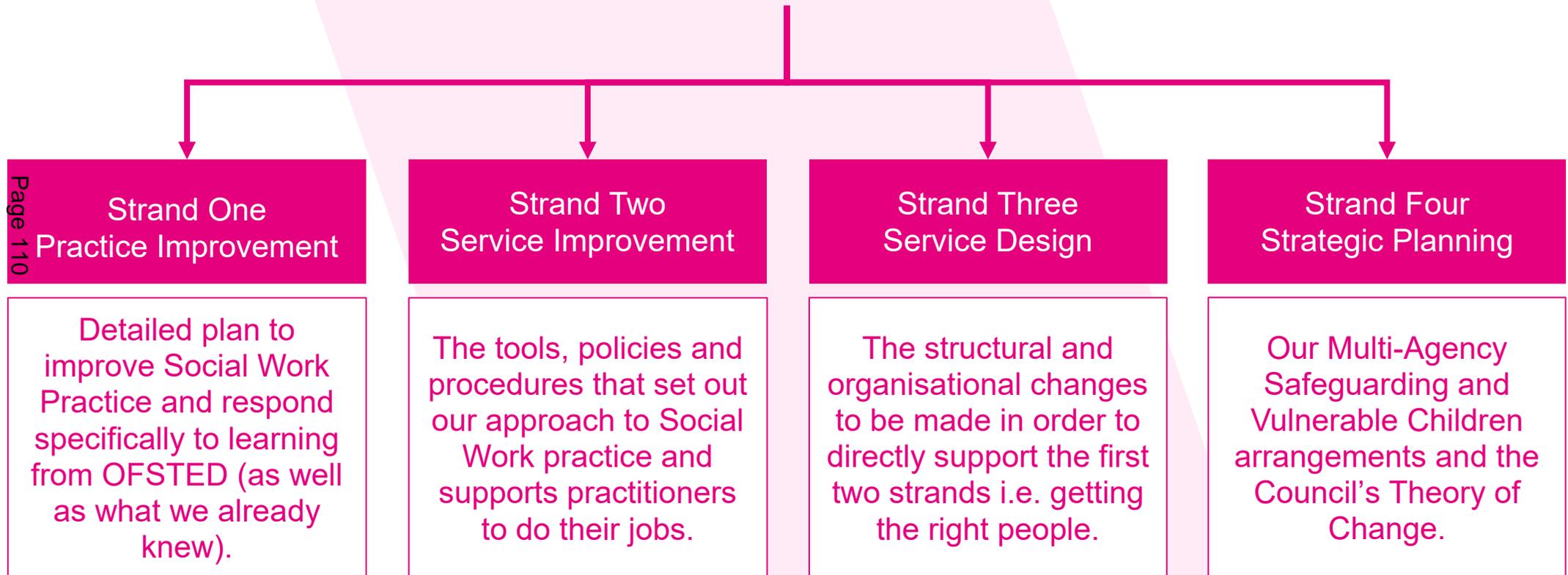
4.3	Improve compliance through workforce training on placement with parents' regulations.	Director of Operations (CC&S)	December 2019		Data report indicating timescales for achieving revocation orders.
Ofsted Recommendation 5. The strategic relationship with health services, and operational delivery across a range of health functions.					
Action Description		Operational Lead	By When	Outcome (Success Criteria)	Key Measures (how will we know we are making a difference?)
5.1	Extend senior health leaders from CCG and provider to attend Children's Care and Support monthly Improvement Board chaired by DCS	DCS	July 2019	Children and families receive timely and effective CAMHS support and interventions Increased CAMHS provision	Higher percentage of Initial Health and Review Health assessments completed in timescales. Higher percentage of notifications and sending paperwork from social care to health completed in timescales (within 5 working days of the child becoming looked after).
5.2	Ensure new opportunities presented by new working together embed local strategic and operational partnership working arrangements, underpinned by robust governance, quality and performance frameworks across CCG, LA and shared bodies such as safeguarding and health and wellbeing boards	Executive Director Integrated Care and Transformation, North East London NHS Foundation Trust DCS Managing Director BHR CCGs	September 2019	More disabled young people and LAC benefit from CAMHS support. Children and young people have timely access to health services and this will lead to improved health outcomes. More LAC benefit from CAMHS support. Improved therapies (esp. Speech and Language Therapy).	Reduction in the number of missed health assessment appointments for looked after children. Improved emotional wellbeing - SDQ scores for looked after children. Audits demonstrate improved access for disabled young people (CiN, CP and LAC)
5.3	Extend Children's Care and Support QA framework and audit to health activity and impact, where possible through joint audits and agreed standards.	Nurse Director, Barking & Dagenham, Havering and Redbridge CCGs.	September 2019	More care leavers to have a full health history. Improved health provision for care leavers, including mental	Access to CAMHS - waiting times performance measures. Increase in care leavers with a health passport and evidence that they receive a copy.

5.4	Co-locate health and social care staff to improve the timeliness of IHAs.	Designated Nurse Safeguarding and Looked After Children BHR CCG Director of Operations (CC&S)	June 2019	health service. All care leavers to have a health passport. Stronger challenging Corporate Parenting Group with a clear focus on EET and health particularly.	IRO to check compliance and escalate as required.
5.5	Develop and implement new IHA process, pathways and performance dashboard to improve timeliness.	Head of Performance and Intelligence (CC&S)	June 2019		
5.6	Assess and review the CAMHS demand and capacity as part of CAMHS transformation with a particular focus of looked after children and care leavers.	Director of Transformation and Planned Care CCG	October 2019		
5.7	Ensure that all Social Care teams involved with LAC are aware of specific LAC role in the local CAMHS service and that staff members know how self/professional referral can be made, or advice sought if YP declines a CAMHS referral	Director of Transformation and Planned Care CCG	May 2019		
5.8	Redesign and modernise the health passport with care leavers, underpinned by a robust audit to understand variation and compliance, led jointly with health (commissioning and provider) and the Local Authority.	Designated Nurse Safeguarding and Looked After Children BHR CCG Director of Operations (CC&S)	December 2019		

5.9	Undertake a Public Health Needs Assessment on vulnerable looked after children and care leavers and implement recommendations.	Director of Public Health	November 2019		
Ofsted Recommendation 6. The provision of help for children living with domestic abuse, or in neglectful circumstances.					
Action Description		Operational Lead	By When	Outcome (Success Criteria)	Key Measures (how will we know we are making a difference?)
6.1	Implement the Graded Care Profile 2 to support better risk identification and assessment in cases of neglect – supporting the social worker to fully understand the impact of the neglect on the child and their lived experience.	Head of Quality Assurance (CC&S) LSCB	September 2019	Strengthened quality assurance and independent oversight of early help audit and scrutiny	Improved Quality Assurance framework Audits demonstrate children living with neglect and domestic abuse are improving. Reduction in children and families requiring high risk domestic abuse support. Perpetrators report they have stopped using abusive behaviours.
6.2	Implement New Targeted Intervention Hub to focus on tackling Domestic Abuse, neglect and edge of care e.g. Father's Matters, FSW provision and refocus of edge of care of SIB.	Director of Operations (CC&S)	April 2020	Stronger performance management arrangements in Early Help. Children and families receive targeted and specific domestic abuse support and interventions.	
6.3	Review and agree with statutory partners the local approach to neglect and domestic abuse, and in conjunction with other local developments including DV commission and tender for new DA strategic partner in order that local offer best meets the needs of vulnerable children and their families and includes perpetrator programmes.	Safeguarding Partners	April 2020	Improved Domestic Abuse provision to match the level of need. Increase in number of perpetrators completing specific Domestic Abuse programmes.	
6.4	Improve pathway and joint working between DV, adult mental health, and substance misuse services.	Commissioning Director Adults Care & Support	December 2019		

The OFSTED Plan and the Children's Improvement Programme

The Children's Improvement Programme brings together our published response to OFSTED (the OFSTED Improvement Plan) together with all elements of improvement activity into a single



End

Authors:

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May 2019

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CABINET**18 June 2019**

Title: Barking and Dagenham Local Plan – Local Development Scheme 2019 and Statement of Community Involvement Refresh 2019	
Report of the Cabinet Member for Regeneration and Social Housing	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Linda Beard, Principal Planning Policy Officer, Be First	Contact Details: Tel: 020 8227 3947 E-mail: linda.beard@befirst.london
Accountable Director: Caroline Harper, Chief Planning Director, Be First	
Accountable Strategic Leadership Director: Graeme Cooke, Director of Inclusive Growth	
<p>Summary</p> <p>Be First, the Council's regeneration company has prepared both the Local Development Scheme (LDS) and the Statement of Community Involvement Refresh (SCI) documents alongside the development of a new Local Plan for the borough. The new Local Plan will take forward the Council's Vision and Priorities for growth. It is currently scheduled for consultation in autumn 2019. Once adopted, the new Local Plan will cover the period 2019 to 2034.</p> <p>Local Development Scheme (LDS)</p> <p>The LDS sets out the timescales for preparing the new Local Plan. The LDS adopted in 2015 requires updating to reflect the preparation of the new Local Plan and will ensure local communities and interested parties can monitor the progress of Local Plan documents. An update LDS will also ensure the new Local Plan is legally compliant with section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011).</p> <p>Statement of Community Involvement Refresh (SCI)</p> <p>The Statement of Community Involvement (SCI) sets out how the Council will engage with local and statutory stakeholders on planning matters in the borough. This version of the SCI is an interim document, which updates the current SCI to reflect the updated legislation, national policies and local circumstances. A full review is proposed to take place following the submission of the Local Plan. Detailed timetable of the full review will be set out in the LDS 2020.</p>	
Recommendation(s)	
The Cabinet is recommended to:	

- (i) Approve the Local Development Scheme 2019 for publication; and
- (ii) Approve the Statement of Community Involvement 2019 refresh for consultation and note that a full review of the document shall take place following the submission of the Local Plan.

Reason(s)

Local Planning Authorities are required to prepare an LDS under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011). Local Planning Authorities are also required to produce a Statement of Community Involvement (SCI) and to review the SCI within five years of the adoption of the last statement (Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017).

The LDS and the SCI will facilitate the engagement of stakeholders in the development of the Local Plan and help deliver the Council's priorities for Inclusive Growth and Citizenship and Participation.

1. Introduction and Background

- 1.1 The Local Plan sets out how the borough and its partners want the borough to develop over the next fifteen years and the policies which will deliver this change. It was adopted in 2010 and is now being reviewed to focus on delivering the Council's Vision "One borough; One community; London's growth opportunity" over the next 15 years.
- 1.2 The Council previously consulted on the Issues and Options document between October 2015 and January 2016. The consultation document can be found via <https://www.lbbd.gov.uk/residents/planning-and-building-control/planning-guidance-and-policies/local-plan-review/one-borough-one-community-one-plan/>
- 1.3 Since the consultation concluded, the Council has established a new regeneration company – Be First, on 1st October 2017. Be First is engaged by the council, to undertake, inter alia, the preparation of planning policy documentation. The Council continues to exercise its statutory duties and powers as a Local Planning Authority (LPA), including the approval of all planning policy documentation.
- 1.4 Local Planning Authorities are required to prepare a Local Development Scheme (LDS) under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011). The LDS sets out the timescales for preparing the new Local Plan. The LDS adopted in 2015 requires updating to reflect the preparation of the new Local Plan and will ensure local communities and interested parties can monitor the progress of Local Plan documents.
- 1.5 Local Planning Authorities are also required to produce a Statement of Community Involvement (SCI) and to review the SCI within five years of the adoption of the last statement (Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017). The current SCI was adopted in July 2015.

- 1.6 The Statement of Community Involvement (SCI) sets out how the Council will engage with local and statutory stakeholders in the borough. This includes the preparation of the Local Plan as well as assessing planning applications and making decisions on new developments. Through the SCI it will ensure that the planning processes of the Council are clearly set out and enable more people to be involved in shaping plans and planning decisions.

2. Proposal and Issues

Local Development Scheme

- 2.1 The purpose of the 2019 review of the LDS is to amend the timetable for the preparation of the new Local Plan. It replaces the LDS adopted in 2015 and will be kept up to date as frequently as is necessary so that local communities and interested parties can keep track of progress of the documents which, when prepared, will comprise the Local Plan for the Borough. The revised LDS has been provided in Appendix 1 to this report.
- 2.2 Along with the London Plan, the statutory Development Plan for the Borough is currently made up of the following documents for the purposes of the Town and Country Planning (Local Planning) (England) Regulations 2012:

Core Strategy

Site Specific Allocations

Barking Town Centre Area Action Plan

Borough Wide Development Policies

Proposals Map

Joint Waste Development Plan

Adopted Supplementary Planning Documents:

- Hot Food Takeaways
- Biodiversity
- Trees and Development
- Residential Extensions and Alterations
- Barking Station Masterplan
- Last Orders? Preserving public houses

- 2.3 Once the new Local Plan is adopted the Development Plan will consist of the new Local Plan, the London Plan and the Joint Waste Plan. Guidance currently set out in most of the supplementary planning documents will be incorporated into the new Local Plan.

- 2.4 The new Local Plan will be mainly supported by the following documents:

- Evidence Base Documents – The Local Plan will need to be based on a sound and reasonable evidence base including the Authority Monitoring Reports (AMR).
- Statement of Community Involvement (SCI) - This document demonstrates how the Council is engaging with the community and other stakeholders in preparing its LDP.
- Sustainability Appraisal (SA) and Habitats Regulation Assessment - This appraises the environmental, economic and social aspects of the Local Plan.
- Infrastructure Plan - Sets out the infrastructure requirements required to support the Local Plan.

- 2.5 The emerging Local Plan will be a single document, including a strategic vision and strategic objectives, as well as planning policies and site allocations. Once published for pre-submission consultation (Regulation 19), it will be given increasing weight as a material planning consideration as it progresses to submission and adoption. Material weight to emerging policies will be applied in accordance with the National Planning Policy Framework and its Guidance.
- 2.6 The key milestones in the production of the new Local Plan are set in Appendix 1 of the revised LDS.

Statement of Community Involvement

- 2.7 This Statement of Community Involvement (SCI) explains how the Council will involve the community in the planning of the local area. This includes the preparation of the Local Plan as well as assessing planning applications and making decisions on new developments. Through the SCI it will ensure that the planning processes of the Council are clearly set out and enable more people to get involved in shaping plans and planning decisions.
- 2.8 The revised SCI is provided in Appendix 2 to this report. It is a refresh to the existing SCI and the key purpose of this version is to support the Local Plan Regulation 19 consultation in Autumn 2019.
- 2.9 All local authorities are required to produce an SCI and to keep it updated. In July 2015, the Council adopted the SCI. This 2019 revision is part of the review of the Local Plan and takes account of a few matters, which relate to:
- Changes to the planning legislation and regulations:
 - Neighbourhood plans
 - Duty-to Co-operate and General Consultees
 - Community Infrastructure Levy (CIL)
 - Equalities Impact Assessment (EIA)
 - General Permitted Development Order
 - Assets of Community Value
 - Local changes, including updated details of publications, inclusion of social media as a public engagement tool; and
 - Out-dated terminology
- 2.10 The SCI sets out:
- What the Council will consult and engage the community on;
 - When the Council will consult and engage the community;
 - How the Council will consult and engage the community; and
 - Who within the community the Council will consult and engage with.
- 2.11 The updated SCI update has been prepared under the following legislation:
- The Town and Country Planning (Local Planning) (England) Regulations 2012;
 - The Town and Country Planning (Development Management) (Procedure)(England) Order 2015;
 - Equality Act 2010;
 - The Localism Act 2011;
 - The Amendments to the General Permitted Development Order 2015;

- The Community Infrastructure Regulations 2010 (as amended).

3. Options Appraisal

3.1 The options considered were:

- Do not revise the LDS and rely instead on the adopted version
- Do not revise the SCI and rely instead on the adopted version

3.2 These options were not considered viable as Local Planning Authorities are required to prepare an LDS under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) and an updated SCI in accordance with the Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017.

4. Consultation

4.1 Internal consultation has taken place with key officers in Inclusive Growth and within Be First, whose work areas are most likely to be affected by the revised milestones, and the revised report has been circulated to them for comment. No external consultee is required to be engaged on preparing these two documents.

4.2 The proposals in this report were considered and endorsed by Be First Management Board and Coby Tomlins, Head of Place Shaping & Infrastructure Strategy, Inclusive Growth.

5. Financial Implications

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

5.1 This report seeks Cabinet approval of the Local Development Scheme and Statement of Community Involvement refresh. These have been produced to support the ongoing development of the new Local Plan. This work is being undertaken from within existing resources across the Council and its regeneration company Be First and so there are no new financial implications directly arising from this report.

6. Legal Implications

Implications completed by: Dr. Paul Feild Senior Governance Lawyer

6.1 The Planning and Compulsory Purchase Act 2004 sets out specific matters to which the local planning authority must have regard when preparing a Local Plan. The Town and Country Planning (Local Planning) (England) Regulations 2012 prescribe the general form and content of Local Plans and adopted policies map, and states what additional matters local planning authorities must have regard to when drafting their plans.

6.2 It is essential that the Council can show with an evidenced audit trail in that developing the draft local plan it has observed the procedural steps and requirements set out in the relevant regulations. These include not only the Town and Country Planning (Local Planning) (England) Regulations 2012 as amended by

Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017, but also the Environmental Assessment of Plans and Programme Regulations 2004 and taking into account the riverside location also the Conservation of Habitats and Species Regulations 2010 (as amended) which requires a Habitats Regulation Assessment, if it is considered likely to have significant effects on European habitats or species, located in the local planning authority's area or in its vicinity.

- 6.3 The Council must show it has had due regard to the current NPPF and the NPPG, as well as creating and maintaining an up to date and proportionate evidence base to inform its policy decisions. The evidence base includes the documents that show objectively assessed need within the borough.
- 6.4 A Local Development Scheme is required under section 15 of the Planning and Compulsory Purchase Act (as amended). This must specify (among other matters) the development plan documents (i.e. local plans) which, when prepared, will comprise part of the development plan for the area. Local planning authorities are encouraged to include details of other documents which form (or will form) part of the development plan for the area, such as Neighbourhood Plans. The Local Development Scheme must be made available publicly and kept up-to-date. It is important that local communities and interested parties can keep track of progress. Local planning authorities should publish their Local Development Scheme on their website.
- 6.5 Every Local Plan must be informed and accompanied by a Sustainability Appraisal. This allows the potential environmental, economic and social impacts of the proposals to be systematically taken into account and should play a key role throughout the plan-making process. The Sustainability Appraisal plays an important part in demonstrating that the Local Plan reflects sustainability objectives and has considered reasonable alternatives. The Sustainability Appraisal should incorporate a Strategic Environmental Assessment to meet the statutory requirement for certain plans and programmes to be subject to a process of 'environmental assessment'.
- 6.6 Local planning authorities will need to identify and engage at an early stage with all those that may be interested in the development or content of the Local Plan, including those groups who may be affected by its proposals but who do not play an active part in most consultations. Those communities contemplating or pursuing a Neighbourhood plan will have a particular interest in the emerging strategy, which will provide the strategic framework for the neighbourhood plan policies.
- 6.7 Section 18 of the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017 requires local planning authorities to produce a Statement of Community Involvement, which should explain how they will engage local communities and other interested parties in producing their Local Plan and determining planning applications. The Statement of Community Involvement should be published on the local planning authority's website
- 6.8 Until we have adopted a revised Local Plan, Saved Policies from the current Local Plan will carry diminishing weight, as it will be increasingly out of date. There is also a risk that in the interim those applications not fitting with the revised plan could be

refused and allowed on appeal by Inspectors would apply the presumption in favour of sustainable development set out in the NPPF unless there are significant adverse impacts as provided in the NPPF.

- 6.9 If the Cabinet agrees to this proposal officers will then consider the various options. There is a duty to cooperate requires local planning authorities and certain other public bodies to cooperate with each other in preparing a Local Plan, where there are matters that would have a significant impact on the areas of two or more authorities which could include working with other authorities including the GLA and for example Havering Council. There is a minimum prescribe list of specific bodies or persons that a local planning authority must notify and invite representations from in developing its Local Plan. The local planning authority must take into account any representation made and will need to set out how the main issues raised have been taken into account. It must also consult the Strategic Environmental Assessment consultation bodies on the information and level of detail to include in the sustainability appraisal report.
- 6.10 While the process proceeds the Council should publish documents that form part of the evidence base as they are completed, rather than waiting until options are published or a Local Plan is published for representations. This will help local communities and other interests consider the issues and engage with the authority at an early stage in developing the Local Plan.

7. Other Implications

- 7.1 **Risk Management** - The Council is required to prepare an LDS under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011). It is also required to prepare an updated Statement of Community Involvement (SCI) and to review the SCI within five years of the adoption of the last statement (Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017).

The updated LDS and SCI will help ensure that the Council's emerging Local Plan is legally compliant. The publication of the revised LDS and SCI will ensure there is a realistic and achievable programme for the preparation of the Council's planning policy documents and that the community and stakeholders are fully consulted.

- 7.2 **Corporate Policy and Equality Impact** – There are no specific Corporate Policy and Equality Impacts for the LDS or the SCI. The planning policy team is undertaking a full Equality Impact Assessment for the new Local Plan Regulation 19 document.

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

List of appendices:

- Appendix 1 LDS Report
- Appendix 2 SCI Refresh Report

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LONDON BOROUGH OF BARKING & DAGENHAM

Local Development Scheme 2018/2019

June 2019

Table of Contents

1. Introduction	2
2. The Current Development Plan.....	2
3. The Emerging Local Plan	3
4. Evidence Base.....	4
5. Statement of Community Involvement.....	4
6. Sustainability Appraisal (SA) and Habitats Regulation Assessment (HRA)	5
7. Community Infrastructure Levy	5
8. Duty to Cooperate	5
9. Policies Map.....	6
10. Monitoring and Review	6
11. Project Management Resources	7
Appendices	8
Appendix 1 Local Plan Timetable.....	9
Appendix 2 Programme of Supplementary Planning Documents (SPD).....	10
Appendix 3 Local Plan Evidence Base	11

1. Introduction

- 1.1 A Local Development Scheme (LDS) is a ‘live’ project plan that sets out the timescales for preparing the new planning policy documents. Local planning authorities are required to prepare a LDS under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011)¹. The LDS sets out the documents that will be prepared by London Borough of Barking and Dagenham as part of the Development Plan for the borough.
- 1.2 The current Development Plan for the borough comprises of the London Plan, the adopted Local Development Framework (see table one below) and the Joint Waste Development Plan. In addition, the Council has also had its own Community Infrastructure Levy (CIL) Charging Schedule in addition to the Mayor of London’s CIL.
- 1.3 The purpose of this 2019 review of the LDS is to amend the timetable for the preparation of the new Local Plan. It replaces the LDS adopted in 2015 and will be kept up to date as frequently as is necessary so that local communities and interested parties can keep track of progress of the documents which, when prepared , will comprise the Local Plan for the borough.

2. The Current Development Plan

- 2.1 Along with the London Plan, the statutory Development Plan for the borough is currently made up of the following documents for the purposes of the Town and Country Planning (Local Planning) (England) Regulations 2012. All planning applications must be determined in accordance with the Development Plan unless material considerations indicate otherwise.

Table 1 The statutory Development Plan and Supplementary Planning Documents

	Adopted Development Plan Documents:	Adoption Date:
1	Core Strategy	July 2010
2	Site Specific Allocations	December 2010
3	Barking Town Centre Area Action Plan	February 2011
4	Borough Wide Development Policies	March 2011
5	Proposals Map	February 2012
6	Joint Waste Development Plan*	February 2012
	Adopted Supplementary Planning Documents:	
1	Hot Food Takeaways	July 2010
2	Biodiversity: How biodiversity can be protected and enhanced in the development process	February 2012
3	Trees and Development	February 2012
4	Residential Extensions and Alterations	February 2012
5	Barking Station Masterplan	February 2012
6	Last Orders? Preserving public houses	September 2014

¹ <http://www.legislation.gov.uk/ukpga/2011/20/section/111/enacted>

* A new Joint Waste Development Plan will be prepared in conjunction with neighbouring boroughs; timescales to be confirmed.

2.2 The existing Local Plan (formally the Local Development Framework) will continue to form the Development Plan alongside the London Plan and the Joint Waste Plan until the new Local Plan is adopted by the Council. Once it is adopted the Development Plan will consist of the new Local Plan, the London Plan and the Joint Waste Development Plan.

2.3 It will incorporate guidance currently set out in most of the supplementary planning documents. The guidance set within some of these documents will be incorporated into the Local Plan as listed in Table 2 below:

Table 2 Status of adopted Supplementary Planning Documents

Biodiversity SPD	Incorporate substance into the emerging Local Plan and cancel
Trees and Development SPD	Incorporate substance into the emerging Local Plan and cancel
Hot Food Takeaways SPD	Incorporate substance into the emerging Local Plan and cancel
Residential Extensions and Alterations SPD 2012	Retain and elaborate upon emerging Local Plan policies
Barking Station Masterplan SPD 2012	Incorporate substance into the emerging Local Plan and cancel
Last Orders? Preserving Public Houses SPD 2014	Incorporate substance into the emerging Local Plan and cancel

3. The Emerging Local Plan

3.1 Barking and Dagenham is preparing its emerging Local Plan to focus on delivering the Council’s Vision “One borough; One community; London’s growth opportunity” over the next 15 years.

3.2 The Council previously consulted on the Issues and Options document between October 2015 and January 2016. The consultation document can be found via the link below:

<https://www.lbbd.gov.uk/residents/planning-and-building-control/planning-guidance-and-policies/local-plan-review/one-borough-one-community-one-plan/>

3.3 Since the consultation concluded, the Council has established a new regeneration company – Be First, on 1st October 2017. Be First ² is engaged by the council, to undertake, inter alia, the preparation of planning policy documentation. The Council continues to exercise its statutory duties and powers as a Local Planning Authority (LPA), including the approval of all planning policy documentation. There have been changes to the Local Plan production timetable (See **Appendix 1**). The plan period has also been updated from “2015-2030” to “2019-2034” in order to be consistent with the emerging London Plan that is currently going through the examination in public until May 2019.

² Further details about Be First can be found via the web link: <http://befirst.london/about-us/>

3.3 The Local Plan will be mainly supported by the following documents:

- **Evidence Base Documents** – The Local Plan will need to be based on a sound and reasonable evidence base including the Authority Monitoring Reports (AMR).
- **Statement of Community Involvement (SCI)** - This document demonstrates how the Council is engaging with the community and other stakeholders in preparing its plan making and planning application process.
- **Sustainability Appraisal (SA) and Habitats Regulation Assessment** - This appraises the environmental, economic and social aspects of the Local Plan.
- **Infrastructure Delivery Plan** - Sets out the infrastructure requirements required to support the Local Plan.

3.4 The emerging Local Plan will be a single document, including a strategic vision and a number of objectives, as well as planning policies³. Once published for pre-submission consultation (Regulation 19⁴), it will be given increasing weight⁵ as a material planning consideration as it progresses to submission and adoption. Material weight to emerging policies will be applied in accordance with the National Planning Policy Framework and its Guidance.

4. Evidence Base

4.1 All planning policy documents should be underpinned by a strong and robust evidence base. For the Local Plan, the council has produced a number of studies in-house and through working jointly with external consultants. These will be published alongside the publication of the emerging Local Plan. A list of evidence produced by topics is set out in **Appendix 3**.

4.2 An SPD will also be prepared as soon as possible following the submission of the Local Plan, in respect of planning obligations and developer contributions. The Council is also committed to preparing several masterplans as supplementary planning documents. These documents have been, and are being, prepared in accordance with the Council's regeneration visions. A list of the emerging SPDs can be found in **Appendix 2⁶**.

5. Statement of Community Involvement

5.1 The Council will publish an updated Statement of Community Involvement (SCI) to replace the existing SCI that was adopted in 2017. The document sets out the Council's approach to involving local communities and stakeholders in the production of planning documents and on taking decisions on planning applications.

³ The Local Plan will also include site allocations. A new round of 'Call for Sites' is currently scheduled to run from April to May 2019, for four weeks.

⁴ Regulation 19 stage is the publication of a local plan before submitting to the Secretary of State under section 20 of the Localism Act.

⁵ The National Planning Policy Framework sets out that decision-takers may give weight to relevant policies in emerging plans according to their stage of preparation, the extent to which there are unresolved objections to relevant policies, and their degree of consistency with policies in the National Planning Policy Framework.

⁶ The Council may decide to prepare additional planning guidance to support the Local Plan, and the LDS will be updated to accommodate and reflect this.

The table below provides key milestones for the SCI refresh.

Key milestones	Timetable
Preparation of the document	March – April 2019
Be First/Council approval	May 2019
Publication	May/June 2019

6. Sustainability Appraisal (SA) and Habitats Regulation Assessment (HRA)

9.1 In accordance with European Union and national legislation and policy, Development Plan Documents will be subjected to a Sustainability Appraisal (SA). This entails assessing the potential social, environmental and economic effects of policies and proposals at key stages in the plan making process and informing their development.

9.2 The Local Plan will be subject to a Habitats Regulation Assessment to understand whether an appropriate assessment is required.

9.3 The relevant SA and HRA documents will be published alongside the publication of the emerging Local Plan.

7. Community Infrastructure Levy

6.1 The Council adopted its Community Infrastructure Levy (CIL) Charging Schedule on 25th November 2014. The CIL came into force on 3rd April 2015. Further details can be found via the link: <https://www.lbbd.gov.uk/developer-contributions-cil-and-s106>

6.2 The Council will undertake a review of the adopted CIL as soon as possible after the submission of the emerging Local Plan.

8. Duty to Cooperate

7.1 Local authorities are bound by a statutory duty to cooperate in accordance with the Localism Act 2011⁷. The Council has identified DtC partners for Barking and Dagenham's Local Plan preparation. A list of the DtC partners is provided below:

- Canal River Trust
- Civil Aviation Authority
- Department for Education
- Environment Agency (London)

⁷ Section 20(5)(c) of the PCPA 2004 amended by Section 33A of the Localism Act 2011.

- Essex County Council
- Historic England
- Highways Agency
- Homes & Communities Agency / Homes England
- London Borough of Havering
- London Borough of Redbridge
- London Borough of Newham
- London Borough of Greenwich
- London Borough of Bexley
- London Legacy Development Corporation
- Mayor of London / GLA
- Marine Planning Authority
- Natural England
- National Grid
- Network Rail
- NHS Property Services (London)
- NHS Trust (London)
- Office of Rail Regulation /
- Primary Care Trust
- Port of London Authority
- Sport England
- Thames Water
- Thurrock Council
- Transport for London
- The Coal Authority

9. Policies Map

8.1 In accordance with the relevant legislation⁸, the council will publish a new Proposals Map alongside the publication of the emerging Local Plan to replace the one that was adopted in 2012. The Proposals Map will illustrate geographically the application of the Local Plan policies.

10. Monitoring and Review

10.1 The policies within the Local Plan, once adopted, will be monitored and reviewed through the Monitoring Report, which is produced annually and monitors the performance of policies to ensure they remain effective.

⁸ Regulation 9 of the Town & Country Planning (Local Planning)(England) Regulation 2012

11. Project Management Resources

- 11.1 The main resource for the preparation of the Local Plan and supplementary planning documents will be the Planning Policy team along with specialist officers within the Be First and across the council's Directorate, as well as consultancy and legal advice as required. The team's top priority is the new Local Plan.

Appendices

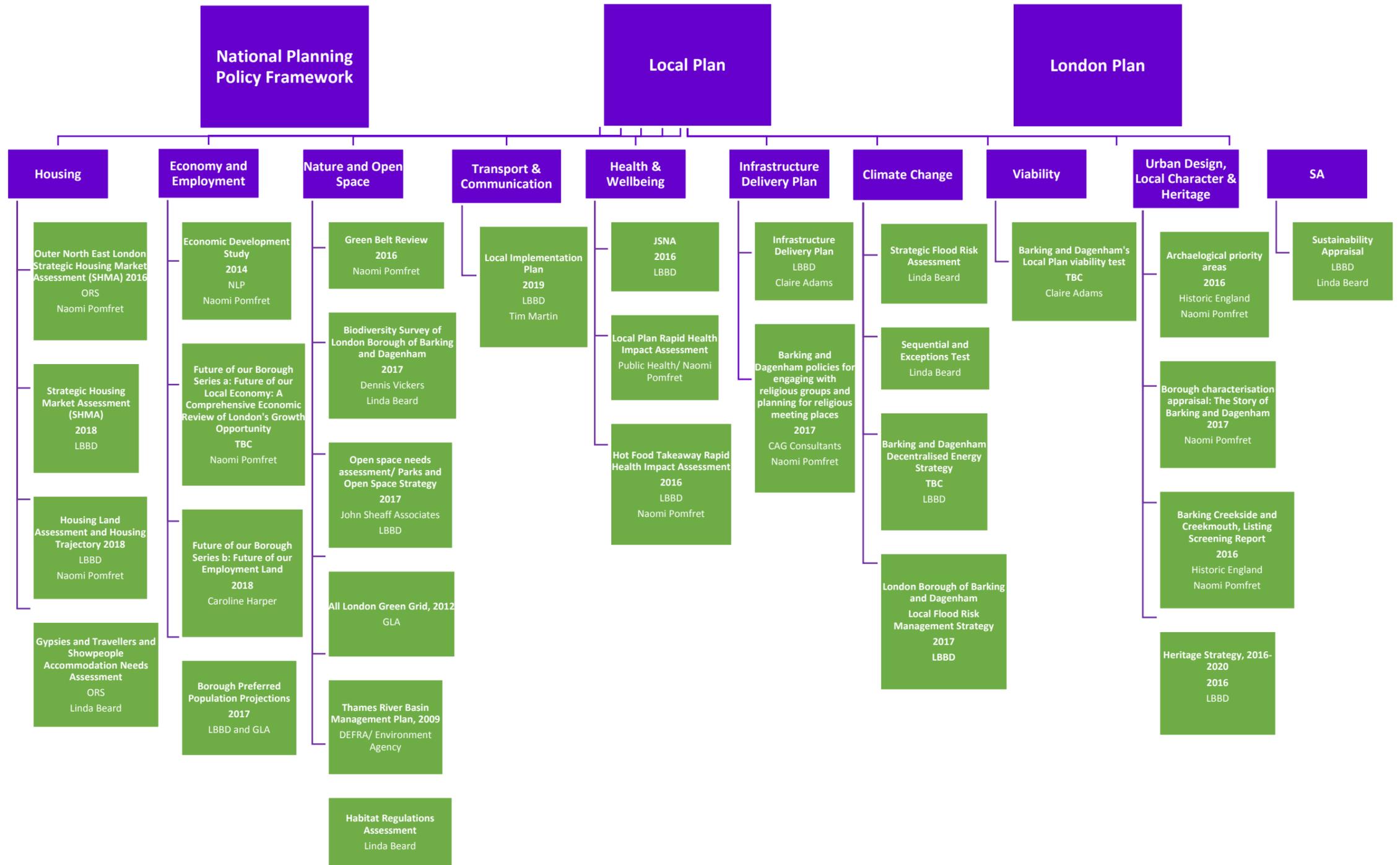
Appendix 1 Local Plan Timetable

Table 3 Key Milestones of Local Plan Production

Stage	2018/19	2019/20				2020/21			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Publish Local Development Scheme									
Publish Statement of Community Involvement Update									
Publish Reg.18 Consultation Summary Report									
Call for Sites									
Development the SA/HRA									
Refine existing evidence base and prepare additional evidence base where required									
Engage with Duty to Co-operate Partners									
Draft Local Plan Regulation 19 document									
Cabinet approval for Draft Local Plan Regulation 19 document									
Publication of the Draft Local Plan Regulation 19 document for formal consultation									
Request opinion from the Mayor of London (Regulation 21)									
Submission to the Secretary of State (Regulation 22)									
Examination (TBC)									
Receipt of Inspector's Report (TBC)									
Adoption (TBC)									

Appendix 2 Programme of Supplementary Planning Documents (SPD)

Emerging SPDs	Target for statutory public consultation	Comments
Castle Green Masterplan	Q4 2019	<p>Individual programmes for each masterplan will be published on LBBB's website.</p> <p>Local communities and key stakeholders will be invited to shape and participate in the masterplans in advance of formal statutory public consultation.</p> <p>Statutory public consultation for all masterplan SPDs anticipated to be underway by 31st March 2020.</p>
Marks Gate Masterplan	Q1 2020	
Thames Road Masterplan	Q4 2020	
River Roding Masterplan	Q4 2020	
Barking Town Centre Masterplan	Q1 2020	
East Street Masterplan	Q4 2019	
Chadwell Heath Masterplan	Q4 2019	
Dagenham Village Masterplan	Q1 2020	
Dagenham Heathway Masterplan	Q1 2020	
Dagenham Dock Masterplan	Q1 2020	
Planning Obligations Masterplan	Timeframe is to be confirmed post Local Plan submission.	
Residential Extensions and Alterations SPD 2012 update		



Statement of Community Involvement Refresh

June 2019

Executive Summary

What is the Statement of Community Involvement?

The Statement of Community Involvement (SCI) is a statutory document that explains how and when we will consult and engage the community in the planning of the local area. This applies to the preparation of the Local Plan and other associated planning policy documents, as well as assessing planning applications and making decisions on new developments in your neighbourhood.

Who is the 'community'?

Community refers to residents, resident associations, businesses, community and interest groups, neighbourhood planning forums, landowners, developers, neighbouring local planning authorities, government agencies and any other individuals, groups and organisations interested in, and affected by development and use of land in Barking and Dagenham.

Our principles of consultation and engagement

We are committed to continuous and meaningful engagement. Our principles of consultation and engagement focus on being clear about what we are consulting on, how it affects you, and how we will involve you to participate through various consultation methods.

Table of Contents

Executive Summary.....	1
1. Purpose of the Statement of Community Involvement.....	3
2. Our Principle	3
3. Policy and legislative context.....	4
4. The Barking and Dagenham Community	4
5. How we will consult and engage.....	6
6. Consultation of Supporting Documents.....	8
7. Consultation of neighbourhood development plans and Community Infrastructure Levy	11
8. Development Management.....	27
Appendix A: Statutory Consultees	32
Appendix B: General Consultees.....	33

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1. Purpose of the Statement of Community Involvement

1.1 This Statement of Community Involvement (SCI) explains how the council will involve the community in the planning of the local area. This includes the preparation of the Local Plan and other associated planning policy documents¹, as well as assessing planning applications and making decisions on new developments. Through the SCI it will ensure that the planning processes of the council are clearly set out and enable more people to get involved in shaping plans and planning decisions.

1.2 The SCI sets out:

- What the council will consult and engage the community on;
- When the council will consult and engage the community;
- How the council will consult and engage the community; and
- Who within the community the council will consult and engage with.

1.3 In July 2015, the council adopted its SCI. Be First², the council's regeneration company has prepared this 2019 revision as part of the review of the Local Plan. This is an interim document that takes account of a few matters, which relate to:

- Changes to the planning legislation and regulations:
 - Neighbourhood plans
 - Duty-to Co-operate and General Consultees
 - Community Infrastructure Levy (CIL)
 - Equalities Impact Assessment (EIA)
 - General Permitted Development Order
 - Assets of Community Value
- Local changes, including updated details of publications, inclusion of social media as a public engagement tool; and
- Out-dated terminology

1.4 This version of the SCI will be consulted alongside the Local Plan Regulation 19 consultation in autumn 2019. A full review of the SCI will be undertaken to consider any comments received throughout the Regulation 19 consultation following the submission of the Local Plan.

2. Our Principle

2.1 The council is committed to continuous and meaningful engagement throughout the development lifecycle and continuous feedback mechanisms in respect of consultation type/size linking to the scale of proposed development; transparency of planning process and decision making.

¹ The council publish a Local Development Scheme, which sets out the documents that will be prepared by London Borough of Barking and Dagenham as part of the Development Plan for the borough.

² Since the consultation concluded, the Council has established a new regeneration company – Be First, on 1st October 2017. Be First is engaged by the council, to undertake, inter alia, the preparation of planning policy documentation. The Council continues to exercise its statutory duties and powers as a Local Planning Authority (LPA), including the approval of all planning policy documentation.

- 2.2 Our principles of consultation and engagement are set out below:
- Being clear on what each consultation is about, how it affects you and how you can get involved
 - Making it as easy as possible for you to respond to consultations by thinking about what method is best for you, not what is most convenient for the council, for example, public engagement sessions for a planning policy document. All relevant information will be published on the council's website
 - Giving you enough time to respond to both planning applications and planning policy consultation
 - Keeping the process as simple as possible and writing in plain English. If technical words are required, we will make sure these are explained

3. Policy and legislative context

3.1 The SCI update has been prepared under the following legislation:

- The Town and Country Planning (Local Planning) (England) Regulations 2012
- The Town and Country Planning (Development Management) (Procedure)(England) Order 2015
- Equality Act 2010
- The Localism Act 2011
- The Amendments to the General Permitted Development Order 2015
- The Community Infrastructure Regulations 2010 (as Amended)

3.2 To find out more information about the above legislation, please visit:

<https://www.planningportal.co.uk>

3.3 The government has published a guide "Plain English guide to the planning system", which provides an explanation of how the planning system in England works. To access the guide, please visit: <https://www.gov.uk/government/publications/plain-english-guide-to-the-planning-system>

4. The Barking and Dagenham Community

The Barking and Dagenham Community

- 4.1 Barking and Dagenham has seen rapid population growth since 2001 by 13.4 per cent overall compared to 7 per cent for England according to the 2011 Census. There has been a large increase in the number of younger people (particularly children aged 0-4 years) living in the borough due to high birth rates.
- 4.2 Barking and Dagenham is an ethnically diverse borough. Of local authorities in England and Wales, the borough had the fifth largest growth in residents born outside the United Kingdom and Ireland between the 2001 and 2011 censuses. This has brought up social

and cultural diversity, for instance, 72 different non-English languages were recorded in the 2011 census as the main language in the household.

- 4.3 The borough has also experienced a shift in ethnic group proportions with a larger decrease in the White British ethnic group and a large increase in the Black African ethnic group. The White British group are almost 10 per cent lower in Barking and Dagenham than the rest of London, whilst the Black African ethnic group is substantially higher than the rest of London.
- 4.4 Barking is the home for an extraordinary range of businesses, shops and restaurants. The current trends show that new businesses are growing at a rate substantially faster than both eastern London and London in general, but they tend to be less successful in the long run.
- 4.5 The council recognises the challenges and opportunities to engage with the planning system due to various reasons such as language barriers, cultural perceptions, traditions or social expectations etc. In order to overcome these barriers, we will continuous to explore interactive ways of involving community, apply more modern consultation tools, select accessible venues and facilities and provide documents in accessible formats on request etc. We also recognise that some individuals, groups and businesses may have a greater capacity to get involved in planning matters than others and so, where appropriate, we will support those who find it difficult to get involved with planning issues.

Specific and General Consultation Bodies

- 4.6 The council has a legal requirement to make information available to residents and organisations, and it also has a legal duty to consult Specific and General consultation bodies. Moreover, the council is committed to involving existing residents and workers in shaping planning policies. The Duty to Co-operate set out in the Planning and Compulsory Purchase Act 2004 (as Amended) and by the Localism Act 2011 establishes legal principles of co-operation with neighbouring boroughs, the Mayor of London and other authorities, public bodies and agencies when reviewing planning policies. See Appendix A and B for a list of these bodies.
- 4.7 In addition to Specific and General Consultees, the council maintains a Local Plan consultation database which contains information of individuals, landowners, developers, and businesses that have taken part in past consultations or wish to be involved in future planning policy consultation events. The consultation database is kept under review from time to time.

Monitoring

- 4.8 Equalities monitoring forms will accompany all planning policy consultations. This will enable us to analyse data collected and identify specific issues relating to any individual groups should this arise.

- 4.9 Consultation methods will reflect the council's most up to date Participation and Engagement strategy³, and will be assessed for effectiveness through ongoing feedback and monitoring.

5. How we will consult and engage

Channels of communication

- 5.1 One of the council's consultation principles is that it will make it as easy as possible for the community to engage with and respond to consultations. Therefore, where appropriate, the council will apply different methods and learn from other good practice (including translation services, short summary documents of the consultation material etc.) to make sure that we engage with as many people and organisations when required in both plan making and assessing planning applications:

Digital platform

- Emails – Where we have email addresses of consultees, we will email them details regarding planning consultations
- Social media - We will use popular social media sites to promote consultation events before, during and after the consultation
- Surveys and information gathering exercise via the council's online consultation portal e.g. Engagement HQ
- Planning application search facility – Information of planning applications can be found via the planning search facility on the council's website
- Website – We will keep the relevant webpages up to date, publishing all consultation material, forthcoming consultation events on the council's Local Plan website and strategic development projects on the council's regeneration company – Be First's website.

Non-digital platform

- Consultation letters – We will post consultation letters to neighbouring and nearby properties to inform regarding nearby development proposals
- Press notices – We will post press notices in the local newspaper for key development proposals and Local Plan consultation events
- Site notices – We will display notices near and around the development site
- Public consultation events – We work with applicants to make sure that appropriate public consultation events are undertaken for major development schemes
- Make effective use of libraries and other community buildings - We will continue to ensure libraries are provided with consultation material

³ The council is preparing a Participation and Engagement Strategy, anticipated for public consultation in autumn 2019.

- Group meetings – We will engage with communities (particularly, hard-to-reach groups) by attending community meetings where appropriate to discuss what we are consulting on and listen to feedback
- Public exhibitions –We will present the information in accessible locations and show a summary of consultation material which outlines what we are consulting on; the council officers will also listen to feedback from individuals who come to the event.

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6. Consultation of Supporting Documents

- 6.1 The planning policy documents will be mainly supported by several documents listed below. Details about the emerging Local Plan and supplementary planning documents can be found in the latest Local Development Scheme published on the council's website.
- 6.2 Figure 1 and 2 illustrate the consultation processes for both the Local Plan and Supplementary Planning Documents. Table 1 and 2 explain how the council will undertake the consultation and engagement at different stages of the process.

Figure 1: Local Plan Process

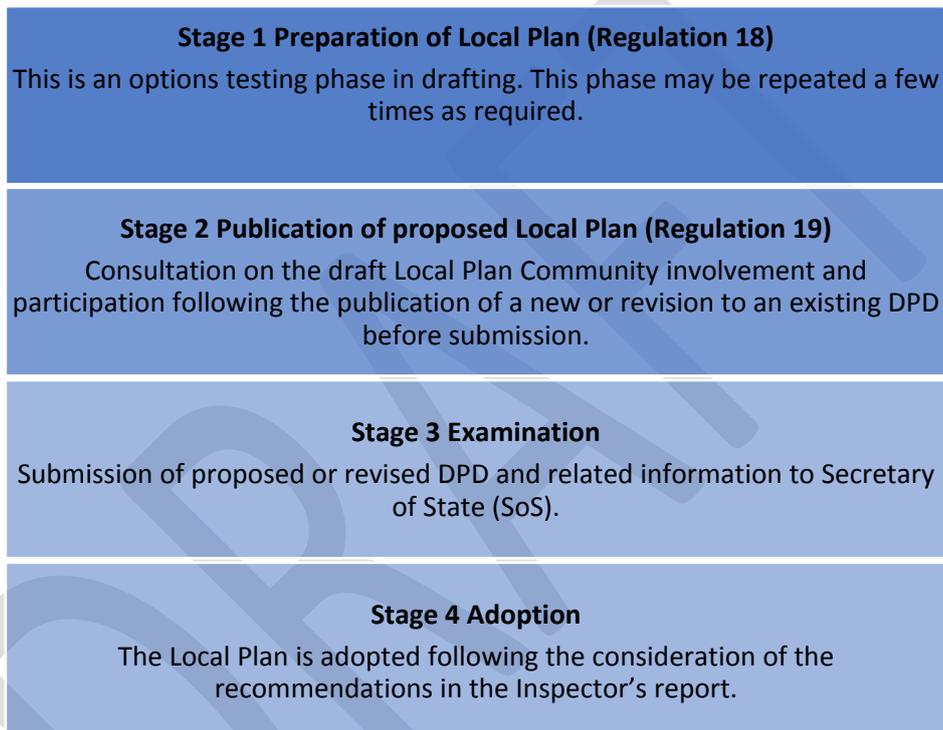
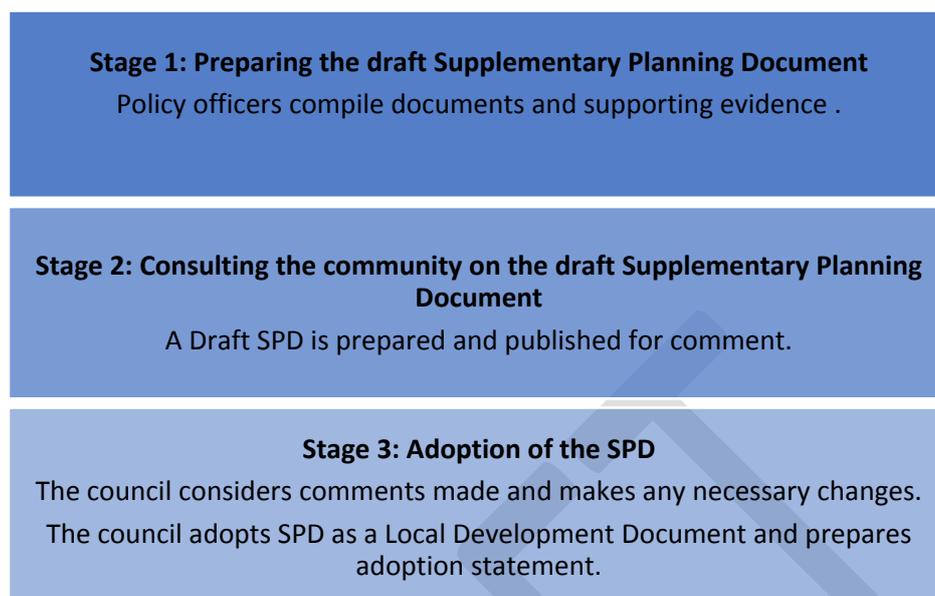


Figure 2: Supplementary Planning Document Process



Sustainability Appraisal

- 6.3 As part of the preparation of the Local Plan Review, the council must assess the social, environmental and economic impacts of Local Plan policies. The Sustainability Appraisal needs to be prepared alongside the development of the Local Plan. This is the purpose of a Sustainability Appraisal. To begin with, the council must consult on a draft Scoping Report, but this only involves Natural England, Historic England and the Environment Agency. Its purpose is to make sure the council has identified the right sustainability issues and indicators to assess draft policies and allocations against. When the draft Local Plan is consulted on a Sustainability Appraisal report will be published alongside it.

Equalities Impact Assessment (EIA)

- 6.4 An Equality Impact Assessment (EIA) is an essential tool that demonstrates whether planning policies have negative impacts on equality target groups and ensures that any adverse impacts identified are appropriately mitigated and where possible equalities are promoted. All Planning documents are subject to an initial EIA screening stage. This screening takes place during the initial stage of development of a policy or strategy and is designed to look at positive and negative/adverse impacts. A Full Impact Assessment is undertaken for all policies, projects and strategies that have identified an adverse/negative impact during the Initial Screening stage. Further information relating to EIA can be found on the [council's website](#).

Conservation Area Appraisal (CAA)

- 6.5 CAAs identify the important characteristics of an area as well as provide residents with an idea of what alterations could be made. This document is used as a material consideration in planning application decisions. The preparation of CAAs includes a public consultation where properties within the conservation area are notified of the consultation event by letter, notice or in the local press. Other relevant parties such as Historic England, amenity societies and local area heritage associations and societies will also be consulted on the draft CAA. Comments made during the consultation period will

be considered when finalising the CAA. The council will notify key consultation participants of the adoption of the CAA.

Article 4 (1) Directions

- 6.6 Article 4 (1) Directions can be used by an LPA to remove permitted development (PD) rights. More information can be found in the [Town and Country Planning \(General Permitted Development\) Order 2015](#). PD rights allow certain building works and changes of use to occur without the submission of a planning application.
- 6.7 Following the creation of a draft Article 4 (1) Direction the council will:
- Publish a notice of direction in the local press
 - Display site notices in at least two locations for at least six weeks
 - Notify landowners and occupiers of affected properties and land
 - Publish a notice of Article 4 (1) Direction on the council's website
 - Sent a copy of Article 4 (1) Direction to the Secretary of State
- 6.8 The council will accept representations regarding Article 4 (1) Direction for at least 21 days. Once the Secretary of State gives approval the direction is then confirmed. Once Article 4 (1) is confirmed, the council will inform affected land owners and occupiers through local press and websites.

Tree preservation orders

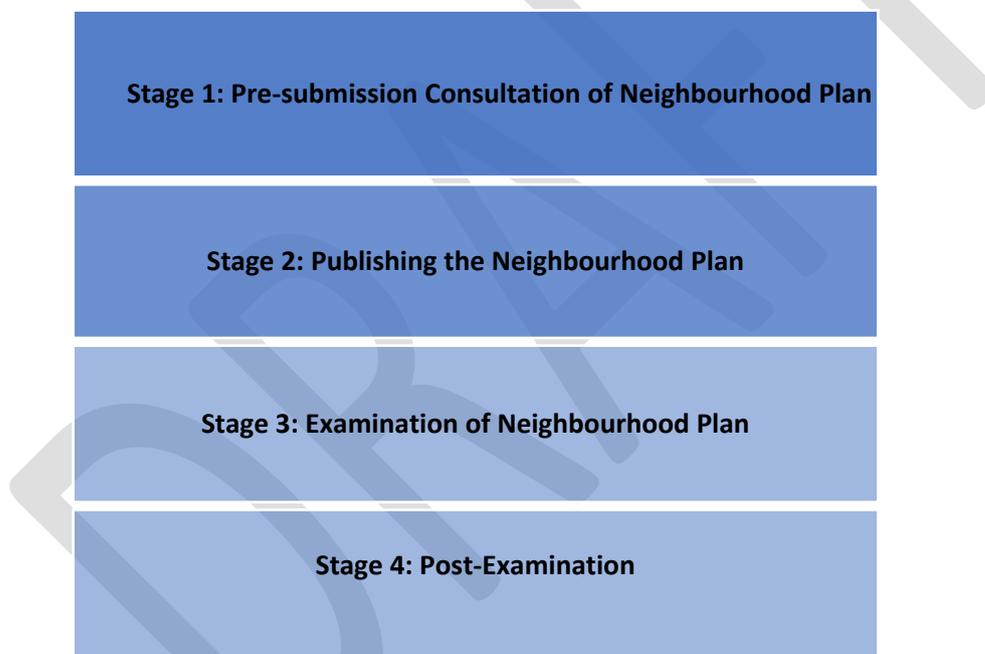
- 6.9 Local Planning Authorities (LPA) issue Tree Preservation Orders (TPOs) to protect specific trees or all trees within a defined area or woodland. A TPO makes the cutting down, topping, lopping, uprooting or wilful damage or destruction of a protected tree without the LPA's permission a criminal offence. The council will notify the landowner and any affected neighbours by letter about the placement of a provisional TPO. Where it is not possible to identify all landowners or occupiers, the council will post a site notice.
- 6.10 Landowners have the right to object to the TPOs. The council will consider the objections to see if they can be resolved by making acceptable changes to the TPO. If this is achievable and the objector is satisfied with the changed TPO, the delegated officer will approve confirmation of the TPO. If this is not achievable, the Planning Committee needs to make the decision on whether the TPO should be confirmed (made permanent), within six months of the provisional TPO being made.
- 6.11 Trees in Conservation Areas that are not protected by a TPOs are protected by section 211 of the Town and Country Planning Act 1990 and the council must be given six weeks' notice of proposed works. Applications for Tree Works and Notices for works on trees in Conservation Areas can be viewed on the [council's website](#).

7. Consultation of neighbourhood development plans and Community Infrastructure Levy

Neighbourhood Development Plan /Neighbourhood Development Orders

- 7.1 The Localism Act 2011 includes statutory policies that enable communities to create a Neighbourhood Plan⁴ for their area. Neighbourhood Planning enables communities to shape the development and growth of their local area. Neighbourhood Planning can include the production of a Neighbourhood Plan or a Neighbourhood Development Order (NDO). The Neighbourhood Planning consultation process is illustrated in Figure 3 and the consultation requirements are outlined in Table 3 of this document as well in the Neighbourhood Planning (General) Regulations 2012⁵.

Figure 3: Neighbourhood Plan Process



Community Infrastructure Levy (CIL)

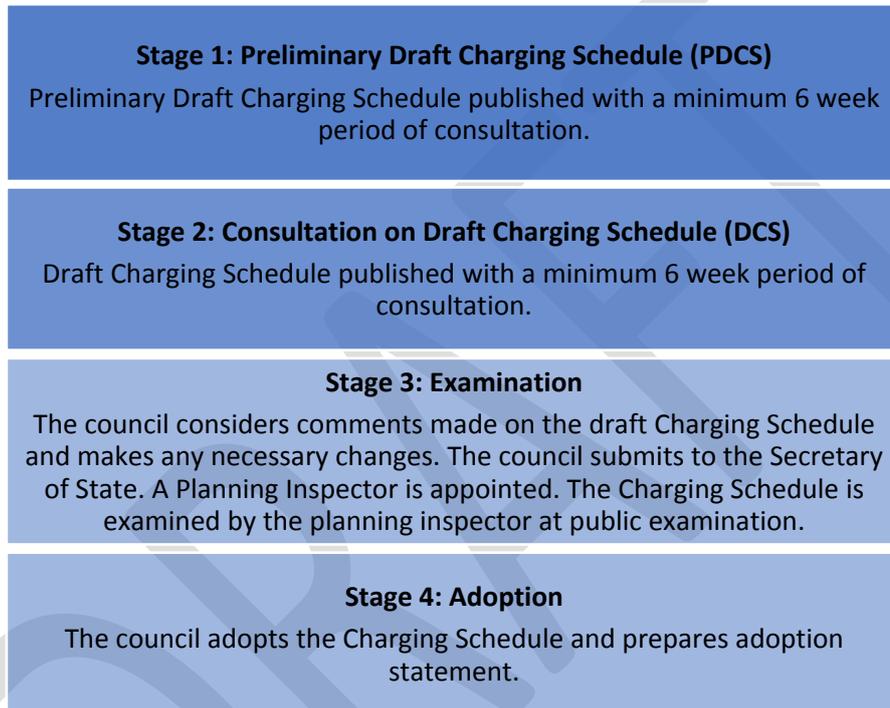
- 7.2 The Community Infrastructure Levy (CIL) is a charge on most types of new developments over a certain size. Figure 4 illustrates the CIL consultation process. The consultation requirements for a CIL charging schedule are set out under the CIL Regulations 2010 (as amended) and are in accordance with the consultation process for the Development Plan Documents (as shown in Table 1 of this document).

⁴ Communities can prepare Neighbourhood Development Plans, which set out policies for the development and use of the area concerned. Neighbourhood Plans must be consistent with national policies and Development Plans adopted by the Local Planning Authority including the London Plan and Local Plan. Once adopted the Neighbourhood Plan becomes part of the statutory development plan and will be used in determining planning applications in the area. Neighbourhood Development Orders grant planning permission without the need to submit a planning application.

⁵ Neighbourhood Planning (General) Regulations: <http://www.legislation.gov.uk/ukxi/2012/637/contents/made>

- 7.3 The CIL money collected should be spent on infrastructure to support growth in the borough. There are opportunities for community groups to bid for Neighbourhood CIL funding (NCIL) to fund local neighbourhood schemes, such as community projects and environmental improvements, with projects being assessed against the themes of the Borough Manifesto⁶. This version of the SCI does not include the consultation approach to NCIL. For details of how to apply for the NCIL, please contact: community@lbbd.gov.uk.

Figure 4: Community Infrastructure Levy Process



⁶ <https://www.lbbd.gov.uk/sites/default/files/attachments/Barking-and-Dagenham-Together-Borough-Manifesto.pdf>

Table 1: Consultation on Development Plan Documents

Key Stages	What we will consult on	How we will inform you	Regulatory Requirements
All DPD documents including the Local Plan and Area Action Plans as well as CIL			
Stage 1: Issues and Options Stage Preliminary Draft Charging Schedule (CIL)	<p>We will ask what you think are the most important planning issues facing the borough over the next 15 years and what you think of the options for addressing these.</p>	<p>We will inform you through:</p> <ul style="list-style-type: none"> • Publishing an Issues and Options report on the council's website along with the Sustainability Appraisal Scoping Report for a minimum of six weeks⁷ • Notifying all those people on the council's consultation database of the start of the consultation using their preferred method of contact. • Making hard copies of the Issue and Options report available in Barking and Dagenham libraries and main council buildings • Publicising the issues and options consultation on the council's Facebook and twitter. • Attending relevant existing community group meetings. • Undertaking a number of consultation events in accessible locations across the borough. 	<p>Before preparing a new DPD (Regulation 18), we will need to notify specific consultation bodies who have an interest in the subject of the proposed plan, appropriate general consultation bodies, residents, and businesses (from the Consultation Database) in the area which the LPA consider it appropriate to invite representations.</p>

⁷ A longer consultation period will be considered appropriate where the council is consulting on more than one document or where the majority of the supporting information (including evidence base studies) is published for the first time.

Key Stages	What we will consult on	How we will inform you	Regulatory Requirements
<p>Stage 2: Consulting the community on the draft Plan</p>	<p>We will ask you what you think of our draft Plan in accordance with a formal procedure. We will make it clear that members of the public have a right to comment at this stage. And if they comment they then have the right to be involved in the EIP.</p>	<p>We will consult on a draft Plan for a minimum of six weeks.</p> <p>We will inform you through:</p> <ul style="list-style-type: none"> • Publishing the draft Plan on the council's website along with: <ul style="list-style-type: none"> a) A Sustainability Appraisal Report b) A statement of the representations procedure and a copy of the official representations form you must use to provide your comments c) A consultation statement summarising all the feedback received on the issues and options consultation and how comments have been considered and considered in preparing the draft Plan d) The supporting documents that have been used to inform the draft Plan • Notifying people on the council's consultation database • Making hard copies of the draft Plan and representation forms available in Barking and Dagenham libraries and main council buildings • Publicising the draft Plan consultation on the council's Facebook and Twitter 	<p>Publication of a Local Plan (Regulation 19)</p> <ul style="list-style-type: none"> • Before submitting a Plan to the Secretary of State under Section 20 of the Planning and Compulsory Purchase Act 2004 the LPA must (a) make a copy of each of the proposed submission document and a statement of representation procedures in accordance with Regulation 35 and (b) ensure that a statement of the representations procedure (including, where and when for inspection) is sent to each of the general consultation bodies and each of the specific consultation bodies and each of the specific consultation bodies invited to make representation under Regulation 19. <p>Representations relating to a Local Plan (Regulation 20)</p> <ul style="list-style-type: none"> • Any person may make representations to an LPA about a local plan which the LPA proposes to submit to the Secretary of State. Any such representations must be received by the LPA by the date

Key Stages	What we will consult on	How we will inform you	Regulatory Requirements
			specified in the statement of the representations procedure.
Stage 3: Submission	N/A	<p>We will provide information on various media platforms where appropriate and notifying all the people registered on the council's consultation database. Please note that all your previous comments will be submitted to the Planning Inspectorate.</p>	<p>Submission of documents and information to the Secretary of State (Regulation 22)</p> <p>Following submission of the proposed or revised DPD to the SoS, as soon as reasonably practicable we need to:</p> <ul style="list-style-type: none"> • Make the DPD and all documents submitted to the SoS available at the places the DPD was made available during Stage 2. • Send to each of the specific consultation bodies mentioned in Stage 1 the DPD and other documents sent to the SoS, as well as a statement detailing where the DPD and information documents can be viewed. • Notify each of the general consultation bodies invited during Stage 1 details of where, when and how the DPD and other information can be viewed. • Advertise locally the submission of the DPD and details of where, when and how the DPD can be viewed.

Key Stages	What we will consult on	How we will inform you	Regulatory Requirements
			<ul style="list-style-type: none"> • Notify anyone who requested to be notified of the submission of the DPD. • Publish on the website the DPD and all related documents sent to the SoS including details of where, when and how the DPD and other information can be viewed. We will also publish a summary of the comments made in relation to the DPD on the website.
Stage 4: Examination of the Plan	N/A	<p>We will provide examination information on various media platforms where appropriate.</p> <p>If you commented on the draft Plan, you will be invited to attend the examination to make representations.</p>	<p>Independent Examination (Regulation 24)</p> <p>At least six (6) weeks before the examination starts, we need to:</p> <ul style="list-style-type: none"> • Make the DPD and all documents submitted to the SoS available at the places the DPD was made available during Stage 2. • Publish on our website as well as advertise the time and place of where the examination will be taking place and the name of the person carrying out the examination. • Notify anyone who has made comments under Stage 2 and has not withdrawn that comments of the time and date of the examination.

Key Stages	What we will consult on	How we will inform you	Regulatory Requirements
Stage 5: Adoption	N/A	We will provide information on various media platforms where appropriate and notify all the people registered on the council's consultation database.	<p>Adoption of a Local Plan (Regulation 26) Once the DPD has been adopted, as soon as practicable we need to:</p> <ul style="list-style-type: none"> • Make the DPD and an adoption statement available for viewing in the places where the proposed DPD was provided in Stage 2. • Publish the adoption statement on our website. • Advertise details of where and when the DPD and the adoption statement is available to view. • Send the adoption statement to anyone who has asked to be notified of the adoption of the DPD. • Send a copy of the adoption statement to the SoS

Table 2: Consultation on Supplementary Planning Documents

Key Stages	What we will consult on	How we will inform you	Regulations
Stage 1: Preparing the draft Supplementary Planning Document	Scope of the SPD, which could include high level discussions around what should be included in the document and what evidence base is required to support to formulate the document etc.	<p>We will inform you through:</p> <ul style="list-style-type: none"> Engaging interested parties in deciding the detail to be included in the SPD and we will identify key issues that need to be addressed. Consult Natural England, Historic England and the Environment Agency during the Sustainability Appraisal process; And where it is deemed necessary carrying out consultation prior to the publication of draft SPDs 	N/A
Stage 2: Consulting the community on the draft Supplementary Planning Document	We will consult you on the draft SPD and if you have any comments to make, we will take your views into account.	<p>We will inform you through:</p> <ul style="list-style-type: none"> Publishing the draft SPD and supporting documents on the council's website for a minimum of six weeks; Notifying all those people on the council's consultation database of the start of the consultation using their preferred method of contact. Making hard copies of the draft SPD available in Barking and Dagenham libraries and main council buildings 	<p>Public participation (Regulation 12)</p> <p>Before we can adopt an SPD we need to:</p> <ul style="list-style-type: none"> Prepare a statement that outlines the persons we consulted when preparing the SPD; a summary of the main issues raised by those persons; and how the issues have been addressed in the SPD.

Key Stages	What we will consult on	How we will inform you	Regulations
		<ul style="list-style-type: none"> Publicising the draft SPD on the council's Facebook and twitter 	<ul style="list-style-type: none"> Make copies of the statement and the SPD available with details regarding the date by which representations must be submitted and the address to which they must be sent.
Stage 3: Adoption of the SPD	N/A	<p>We will inform you through:</p> <ul style="list-style-type: none"> Publishing the adopted SPD and evidence base documents on the council's website. This will include a consultation statement summarising all the comments received from the previous stages and how the comments were considered and taken into account. Sending an adoption statement to those who commented on the draft and those who have asked to be notified of the adoption of the SPD. Making hard copies of the draft Local Plan and representation forms available in Barking and Dagenham libraries and main council buildings 	<p>Application and interpretation (Regulation 11) Once the SPD is adopted, we must publish an adoption statement that specifies:</p> <ul style="list-style-type: none"> The date that the SPD was adopted. Any modification made pursuant to section 23 (1) of the Act. That any person with sufficient interest in the decision to adopt the SPD may seek permission from the High Court for judicial review of that decision, and Such an application must be made no later than 3 months after the date on which the SPD was adopted. <p>Adoption of supplementary planning documents (Regulation 14) Once we adopt the SPD we must:</p>

Key Stages	What we will consult on	How we will inform you	Regulations
			<ul style="list-style-type: none">• Make the SPD and an adoption statement available in accordance with regulation 35.• Send a copy of the adoption statement to any person that has asked to be notified of the adoption of the SPD.

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Table 3: Consultation on Neighbourhood Development Plan and Local Development Orders

Key Stages	What we will consult on	How we will inform you	The Neighbourhood Planning (2012) Regulatory Requirements
Stage 1: Pre-submission Consultation⁸	We will consult on the Neighbourhood Development Plan/Local Development Orders and all supporting documents including evidence base studies.	The council will assist a designated Neighbourhood Forum to arrange for a formal consultation on the proposed document prior to submission. All the detailed information of the consultation will be published on the council's website.	Pre-submission consultation and publicity (Regulation 14) Prior to submitting a plan proposal to an LPA, a qualifying body must: <ul style="list-style-type: none"> • Publicise the plan and bring it to the attention of the people who live, work or carry on business in the neighbourhood area. • Provide details regarding: <ul style="list-style-type: none"> ○ the proposals for an NDP ○ where and when the proposals for an NDP may be inspected ○ how to make representations ○ the date by which representations must be received, not being less than 6 weeks from the date in which the draft proposal was first published

⁸ Following consultation, the Neighbourhood Forum must assess and take into consideration all comments received and make changes to the document if necessary. The Neighbourhood Forum will then use its findings to create a document called the 'Consultation Statement'. The document can then be finalised and submitted to the council.

Key Stages	What we will consult on	How we will inform you	The Neighbourhood Planning (2012) Regulatory Requirements
			<ul style="list-style-type: none"> • Consult any consultation body whose interests may be affected by the proposals for an NDP; and • Send a copy of the NDP proposal to the LPA
Stage 2: Publishing the document	All proposed documents prepared by the Neighbourhood Forum.	Once submitted the council will assist a designated Neighbourhood Forum to consult on the draft document for six weeks.	<p>Plan proposals (Regulation 15) When submitting a plan proposal to the LPA the qualifying body must include:</p> <ul style="list-style-type: none"> • A map or statement that identifies the areas to which the proposed NDP relates; • A consultation statement; • The proposed NDP; and • A statement explaining how the proposed NDP meets the requirements of paragraph 8 of Schedule 4B to the 1990 Act <p>Publicising a plan proposal (Regulation 16) After receiving an NDP proposal, the LPA must:</p> <ul style="list-style-type: none"> • Publicise the plan proposal on their website • Provide details about the plan proposal

Key Stages	What we will consult on	How we will inform you	The Neighbourhood Planning (2012) Regulatory Requirements
			<ul style="list-style-type: none"> • Provide details of where and when the plan proposal may be inspected • Provide details how to make representations • Issue a statement that any representations may include a request to be notified of the LPA's decision in relation to the NDP; and • the date by which representations must be received, not being less than 6 weeks from the date in which the draft proposal was first published.
Stage 3: Examination	N/A	The council will arrange for an independent examination of the document and notify those who are interested in the proposed plan of the examination process. An independent examiner will review the proposed plan, additional documents and representations made by consultees.	<p>Submission of plan proposal to examination (Regulation 17) As soon as a person to carry out the examination is appointed, the LPA must send the following to the examiner:</p> <ul style="list-style-type: none"> • the plan proposal • the documents referred to in regulation 15 and all other documents submitted to the LPA by the qualifying body regarding the plan proposal • if the Conservation of Habitats and Species Regulations 2010

Key Stages	What we will consult on	How we will inform you	The Neighbourhood Planning (2012) Regulatory Requirements
			<p>applies, the information submitted in accordance with regulation 102A of those Regulations</p> <ul style="list-style-type: none"> • a copy of any representations that have been made in accordance with Regulation 16
Stage 4: Post Examination	N/A	The council will publish a decision statement and notify those who work and live in the neighbourhood area.	<p>Publication of the examiner's report and plan proposals decisions (Regulation 18)</p> <p>Following examination of the plan, the examiner will write a report stating that:</p> <ul style="list-style-type: none"> • further modifications are required before the plan can proceed to the referendum stage; • the plan does not meet the basic conditions and therefore should not proceed to the referendum stage; • the plan can proceed to the referendum stage without any changes <p>Decision on a plan proposal (Regulation 19)</p>

Key Stages	What we will consult on	How we will inform you	The Neighbourhood Planning (2012) Regulatory Requirements
			<p>Once a decision is made, the LPA must:</p> <ul style="list-style-type: none"> • publish a statement outlining the decision and their reasons for making the decision on their website • provide details of where and when the decision statement may be inspected • A copy of the decision statement must also be sent to the qualifying body and any person who asked to be notified of the decision <p>Publicising a neighbourhood development plan (Regulation 20)</p> <p>Once the neighbourhood development plan is made the LPA must:</p> <ul style="list-style-type: none"> • Publish the neighbourhood development plan on their website • Provide details of where and when the NDP may be inspected • Notify any person who asked to be notified of the making of the NDP that is has been made

Key Stages	What we will consult on	How we will inform you	The Neighbourhood Planning (2012) Regulatory Requirements
			and where and when they can inspect it

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8. Development Management

What is development management?

- 8.1 Development Management is the implementation of plans, policies and legislation to achieve sustainable development. This incorporates the process and determination of planning applications.
- 8.2 The council is responsible for determining all the planning applications made in the borough. Obtaining feedback from those affected by the development proposal is regarded as an important part of the process of deciding whether to approve or refuse a planning application. In the case of a residential extension this can be a neighbour, and for larger developments, this can be people who live further away.
- 8.3 One of the council's consultation principles is that it will make it as easy as possible for the community to respond to planning notifications. Therefore, the council will use the following methods to make sure the community and other interested parties can respond to planning applications:
- We will continue to put all planning applications and supporting information on the council's website and encourage people to respond online
 - We will continue to seek electronic submission of all applications, to improve the quality of online submissions
 - In nearly all circumstances where there is a planning application next to your property, we will write to you to ask for your comments
 - Where necessary we will put up site notices to make sure that people are aware of major and strategic applications in their neighbourhood
 - Where required we will put newspaper notices up to make sure that people are aware of certain applications
 - As well as making planning applications available online members of the public will be able to view them at Be First, 9th Floor, Maritime House, 1 Linton Road, Barking IG11 8HG if they make an appointment.

Stages of Development Chart

i) Pre-application Stage

8.4 Pre-Application Consultation

Although not a legal requirement, developers are strongly encouraged to arrange for some form of engagement with residents, local stakeholders and relevant statutory bodies during the pre-application stage. During this stage, various consultations methods can be utilised depending on the size of the scheme. For example, for larger schemes, drop-in events with the local community generally should take place whereas for smaller schemes leaflets can be distributed. In addition, residents and local stakeholders can also discuss their concerns with local councillors. Early community involvement can help improve the efficiency and effectiveness of the planning application once submitted because local concerns can be resolved earlier on.

Pre-Application Advice

- 8.5 The council also encourages developers to discuss their development proposals with planning officers during the pre-application stage. There is a schedule of charges for pre-application guidance on [Be First's website](#). Fees are generally set depending on the size and type of development.

ii) Application Stage

- 8.6 In the application stage, the council organises a formal notification where residents can make comments on the submitted planning application. During this stage comments made by residents and local stakeholders will be taken into consideration and help inform the planning decision. Therefore, residents and local stakeholders are encouraged to read proposal documents and submit specific comments regarding whether the development should be approved.
- 8.7 Table 4 shows how the council will publicise different types of planning applications. Many of these are requirements set by law. The Statutory Period for consultation on planning applications is 21 days. This is clearly stated on all advertisements, site notices, and notification letters.
- 8.8 The easiest way to comment on a planning application is through the council's website⁹. Alternatively, you can submit your comments by email or failing that in writing to Planning Service via email: planning@befirst.london or postal address: 9th Floor, Maritime House, 1 Linton Road, Barking IG11 8HG.

iii) Decision Making Stage

- 8.9 Around 95% of planning applications are decided by officers. The remaining 5% of planning applications are decided at the council's planning committee. This includes any planning applications recommended for approval where five or more people have objected to in writing. If you object to a planning application which goes to the Planning Committee for a decision, the council will send you the details of how to register to speak at the council's Planning Committee if you wish.
- 8.10 The council has also held monthly's briefing sessions, including officer and developer presentations. These sessions seek to inform the Planning Committee and relevant Ward Members about planning applications which are likely to be determined at a future Planning Committee. Developers can get views from members early on, however, no pre-determination of planning applications prior to the Planning Committee and that all councillors must declare any interests.
- 8.11 Once the council has decided whether to approve or refuse a planning application under delegated authority it confirms this by publishing a decision notice on the council's website.
- 8.12 Where the council has refused planning permission an applicant has the right to appeal the decision. Where an appeal is lodged an inspector from the Planning Inspectorate is appointed. If you have objected to a planning application that is subsequently appealed

⁹ <https://www.lbbd.gov.uk/search-for-or-comment-on-a-planning-application>

against, the council will write to you via email or letter to explain the next steps. In some circumstances, the Inspector will instruct the council to begin a consultation with the public at the appeal stage. At this point, the Inspector will consider these comments alongside any comments which were submitted at the planning application stage.

- 8.13 Planning Aid for London is a registered charity, which can provide free and independent town planning related advice to individuals and groups unable to afford professional consultants. Planning Aid can assist people with their own planning applications or can help them to comment on planning applications or planning policy consultation documents. It can also advise groups on fundraising strategies, community development and consultation methods.

**Planning Aid for London, Planning Aid Resource Centre
Unit 3.01 Whitechapel Technology Centre
65/75 Whitechapel Road
London, E1 1DU
Tel: 020 7247 4900**

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Table 4: Consultation/ Publicity for Planning Applications

Type of Application	Publicity Normally undertaken for each type of application.			Notes
	Site Notice	Press Notice	Neighbour Notification Letters	
Major Planning Applications	Yes	Yes	Yes	Letters will be sent to properties adjoining the application site, where they can be identified, or/ and a site notice will be placed on or near the application site. The council may consult more widely if the application is likely to be controversial.
Other Applications Including Minor and Household	No	No	Yes	Letters will be sent to properties adjoining the application site, where they can be identified, or/ and a site notice will be placed on or near the application site. The council may consult more widely if the application is likely to be controversial.
Applications for Listed Building Consent and Conservation Area Consent	Yes	Yes	Yes	Site notices are not normally required if the proposed works only affect the interior of a Grade II listed building.
Application for Certificates of Lawfulness of Proposed Use or Development	No	No	No	There is no need to carry out publicity on applications for Certificated of Lawfulness of an existing use or development because the decision is a legal judgement.
Applications Required by a Condition Attached to a Grant of Planning Permission	No	No	No	No publicity is undertaken with regards to these types of application.
Prior Approval Applications – Telecommunications	No	No	No	In some very specific circumstances a press notice is required by law.
Prior Approval Applications Demolition	Yes	No	No	Publicity is undertaken by the applicant. The applicant shall display a site notice on or near the land on which the building to be demolished is sited. The notice should be in place for not less than 21 days in the period of 28 days beginning with the date on which the

				application was submitted by the LPA. Publicity is for information purposes only.
Application Accompanied by an Environmental Statement	See notes	See notes	See notes	Advertisement in the local newspaper and a site notice or neighbour notification.
Proposals departing from the Development Plan	See notes	See notes	See notes	Advertisement in the local newspaper and a site notice or neighbour notification.
Proposals affecting Public Right of Way	See notes	See notes	See notes	Advertisement in the local newspaper and a site notice or neighbour notification.

Appendix A: Statutory Consultees

- Canal River Trust
- Civil Aviation Authority
- Department for Education
- Environment Agency (London)
- Essex County Council
- Historic England
- Highways Agency
- Homes & Communities Agency /Homes England
- London Borough of Havering
- London Borough of Redbridge
- London Borough of Newham
- London Borough of Greenwich
- London Borough of Bexley
- London Legacy Development Corporation
- Mayor of London / GLA
- Marine Planning Authority
- Natural England
- National Grid
- Network Rail
- NHS Property Services (London)
- NHS Trust (London)
- Office of Rail Regulation
- Primary Care Trust
- Port of London Authority
- Sport England
- Thames Water
- Thurrock Council
- Transport for London
- Coal Authority

Appendix B: General Consultees

- Ward councillors
 - Resident associations
 - Housing associations
 - Police
 - Health trusts and emergency services;
 - Other borough-wide groups and developers (where appropriate)
 - Andersons Group (Developer)
 - Barking and Dagenham College
 - Barking Riverside Limited (BRL)
 - CPRE London Campaign to Protect Rural England
 - Estates and Agency Properties Limited (EAPL)
 - G & G Powder Coatings Ltd
 - G&S Tyre Services
 - AJS Group Services
 - Lagmar (Barking) Ltd
 - LBBD departments
 - Living Streets
 - Millennium Group
 - NHS Property Services (NHSPS)
 - Power Leisure Bookmakers Ltd
 - Perryman Properties Ltd
 - Persimmon Homes
 - Screwfix Direct Limited
 - SEGRO Plc
 - Sport England
 - St Margaret Church of Antioch
 - Thurrock Council
 - Trade Hire and Sales Ltd
 - Zero Zero Group
-

CABINET**18 June 2019**

Title: Treasury Management Annual Report 2018/19	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: David Dickinson, Investment Fund Manager	Contact Details: Tel: 020 8227 2722 E-mail: david.dickinson@lbbd.gov.uk
Accountable Director: Helen Seechurn, Interim Director of Finance	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>Changes in the regulatory environment now place a greater onus on Elected Members for the review and scrutiny of treasury management policy and activities. This report (the Treasury Management Annual Report) is important in that respect, as it provides details of the outturn position for treasury activities, significant new borrowing proposed, and highlights compliance with the Council's policies previously approved by the Assembly prior to the start of each financial year.</p> <p>This report presents the Council's outturn position in respect of its treasury management activities during 2018/19. The key points to note are as follows:</p> <ul style="list-style-type: none"> ➤ Interest income for the year was £8.9m (2017/18: £4.1m) compared to a budget of £4.3m; ➤ Investment Income resulting from the Council's Investment and Acquisition strategy totalled £2.7m for the year compared to a budget of £2.8m; ➤ The Council's average interest return of 1.50% for 2018/19 was 0.57% higher than the average London Peer Group return and 0.58% higher than the Local Authority average return; ➤ Interest payable for 2018/19 totalled £29.2m (£2017/18: £25.9m), with PFI and Finance leases totalling £9.8m, HRA totalling £9.7m and the General Fund totalling £9.7m. ➤ The Council borrowed £140.0m of long-term General Fund borrowing in 2018/19 to bring the total long-term General Fund borrowing to £475.7m. The total borrowing comprises market, Public Works Loan Board (PWLB), Local Authority, European Investment Bank and Green Investment Bank loans; ➤ The value of short term borrowing as at 31 March 2019 totalled £96.0m; 	

- Total HRA borrowing remained at £275.9m, with PFI and finance lease borrowing totalling £131.2m;
- Total Council borrowing as at 31 March 2019 was £978.8m;
- The Council did not breach its 2018/19 authorised borrowing limit of £1.102bn or its Operational Boundary limit of £1.002bn; and
- The Council complied with all other set treasury and prudential limits.

Recommendation(s)

The Cabinet is asked to recommend the Assembly to:

- (i) Note the Treasury Management Annual Report for 2018/19;
- (ii) Note that the Council complied with all 2018/19 treasury management indicators;
- (iii) Approve the actual Prudential and Treasury Indicators for 2018/19; and
- (iv) Note that the Council borrowed £140.0m from the Public Works Loan Board (PWLB) in 2018/19.

Reason(s)

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

1. Introduction and Background

1.1 This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2018/19. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

1.2 For the 2018/19 period Assembly received the following reports:

- an annual treasury strategy in advance of the year (Assembly 28/02/2018);
- a mid-year (minimum) treasury update report (Assembly 21/11/2018); and
- an annual review following the end of the year describing the activity compared to the strategy (this report).

1.3 This Annual Treasury Report covers:

- The Council's treasury position as at 31 March 2019;
- Economic Factors in 2018/19 and Interest rates Forecasts;
- Investment Strategy and Performance in 2018/19;

- Borrowing Outturn;
- Treasury Management costs in 2018/19;
- Compliance with Treasury limits and Prudential indicators;
- Lending to Commercial and External Organisations; and
- Prudential Indicators for 2018/19 (Appendix 1).

2. Treasury Position as at 31 March 2019

2.1 The Council's treasury position for 2017/18 and 2018/19 can be found in table 1:

Table 1: Council's treasury position at the start and end of 2018/19

	31-Mar-2018	Average Rate of interest	Average Life	31-Mar-2019	Average Rate of interest	Average Life
	£'000	%	Years	£'000	%	Years
Fixed Rate Debt - Long Term Borrowing						
Housing Revenue Account (HRA) – PWLB	265,912	3.51	37.67	265,912	3.51	36.81
HRA – Market	10,000	3.98	60.21	10,000	3.98	59.21
General Fund (GF) – PWLB	179,565	2.36	34.72	335,596	2.28	28.33
GF - Market	34,000	3.96	45.19	49,000	2.85	28.78
GF – EIB	86,669	2.21	26.02	86,669	2.21	26.02
Fixed Rate Debt - Short Term Borrowing						
GF - Local Authorities	65,000	0.67	0.65	115,000	0.88	0.10
Total Debt	641,146	2.75	32.32	847,613	2.56	27.85
Investments						
In-House*	247,905	1.37	1.22	316,681	1.50	1.21

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

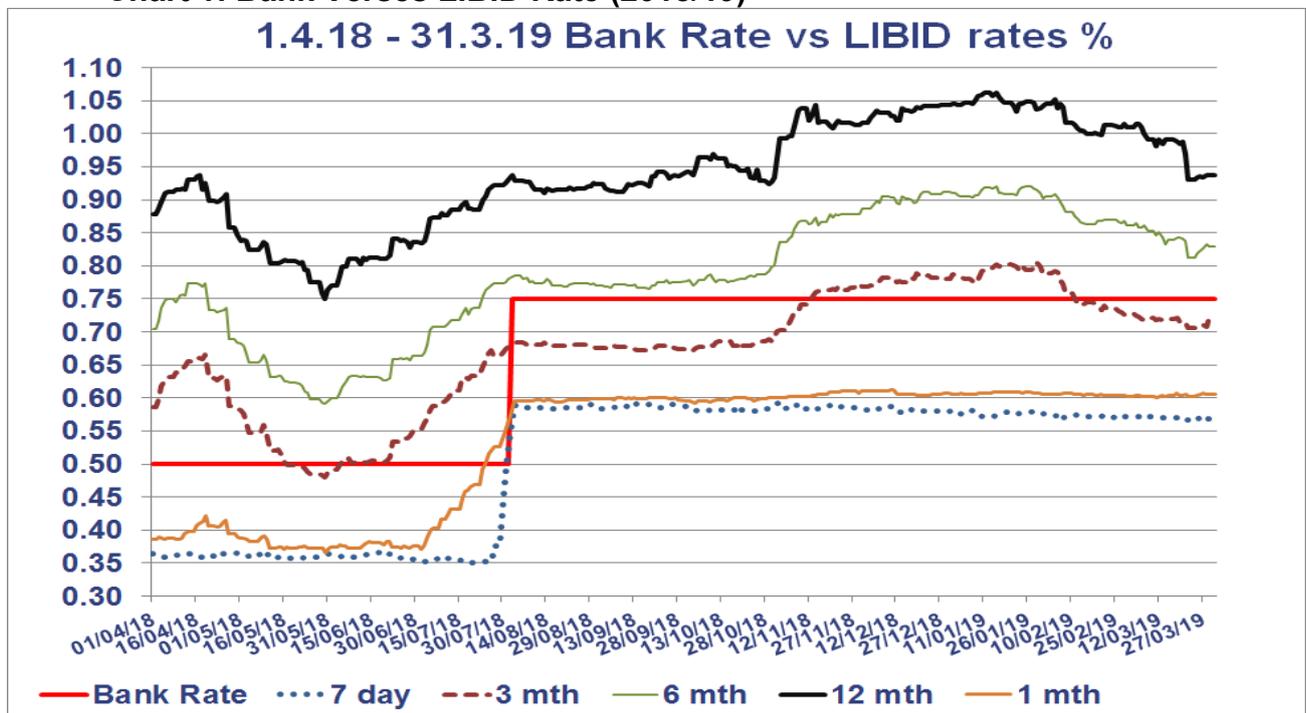
- 2.2 The Council manages its debt and investment positions through its in-house treasury section to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities.
- 2.3 Procedures and controls to achieve these objectives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

3. Economic Factors in 2018/19 and Interest Rate Forecasts

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

- 3.3 As a result of the uncertainty, PWLB 25 and 50-year rates have been volatile during the year with little consistent trend. However, shorter rates were on a rising trend during the second half of 2018 and reached peaks in February / March 2018.
- 3.4 Longer term investment rates were on a rising trend for most of the year until they started falling in Q1 of 2019. The graphs and tables for PWLB rates show, for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates at the start and the end of the financial year.

Chart 1: Bank Verses LIBID Rate (2018/19)



4. Investment Strategy and Performance in 2018/19

4.1 Annual Investment Strategy (AIS) 2018/19

- 4.1.1 All investments were managed in-house and were invested with institutions of high credit standing listed in the Council’s approved lending list and specified limits. The Council invested over a range of periods from overnight to three years.
- 4.1.2 Council officers met quarterly with Treasury Adviser to discuss financial performance, objectives, targets and risk in relation to the Council’s investments and borrowing. Monthly treasury meetings were held between the Section 151 Officer, the Group Manager – Treasury and Pensions and the Treasury Section to discuss strategy and to ensure close monitoring of investment decisions. The Cabinet Member for Finance, Performance and Core Services was briefed regularly on treasury activity by the Section 151 Officer.
- 4.1.3 During 2018/19 the Council’s investment policy was governed by CLG guidance, which was implemented in the 2018/19 Annual Investment Strategy. The policy sets out the Council’s approach for choosing investment counterparties.

4.2 Treasury Outturn

4.2.1 The Treasury Outturn position is in Table 2 Below.

Table 2: Treasury Outturn for 2018/19

Interest	2018/19 Actual	2018/19 Budget	Difference
HRA Borrowing Costs	9,690	9,690	0
GF Borrowing costs	9,744	8,198	1,546
GF Interest Income	(8,879)	(4,299)	(4,580)
GF Investment Income	(2,678)	(2,811)	133
GF Net Investment and Interest Cost	(1,813)	1,008	(2,901)

4.2.2 Overall the General Fund borrowing costs were higher than forecast due to an additional £60.0m of borrowing from the PWLB and Local Authorities. The borrowing was used to fund a number of property purchases as part of the Council's Investment and Acquisitions strategy. General Fund interest income was £4.6m more than budgeted due to good treasury investment returns and interest from a number of loans the Council made to Reside and to its trading partnerships.

4.2.3 General Fund Investment Income, predominantly from Reside, totalled £2.7m compared to a budget of £2.8m.

4.2.4 The Council deals with most of its counterparties directly but from time to time the Council will use the services of brokers to act as agents between the Council and its counterparties when lending or borrowing. However, no one broker will be favoured by the Council. The Council will ensure that sufficient quotes are obtained before investment or borrowing decisions are made via brokers. In 2018/19, brokerage costs of £145k were incurred from the short-term borrowing and costs from borrowing from the PWLB. These costs are not budgeted from but form part of the borrowing costs for the year in which they are incurred.

4.3 Investments decisions during 2018/19

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

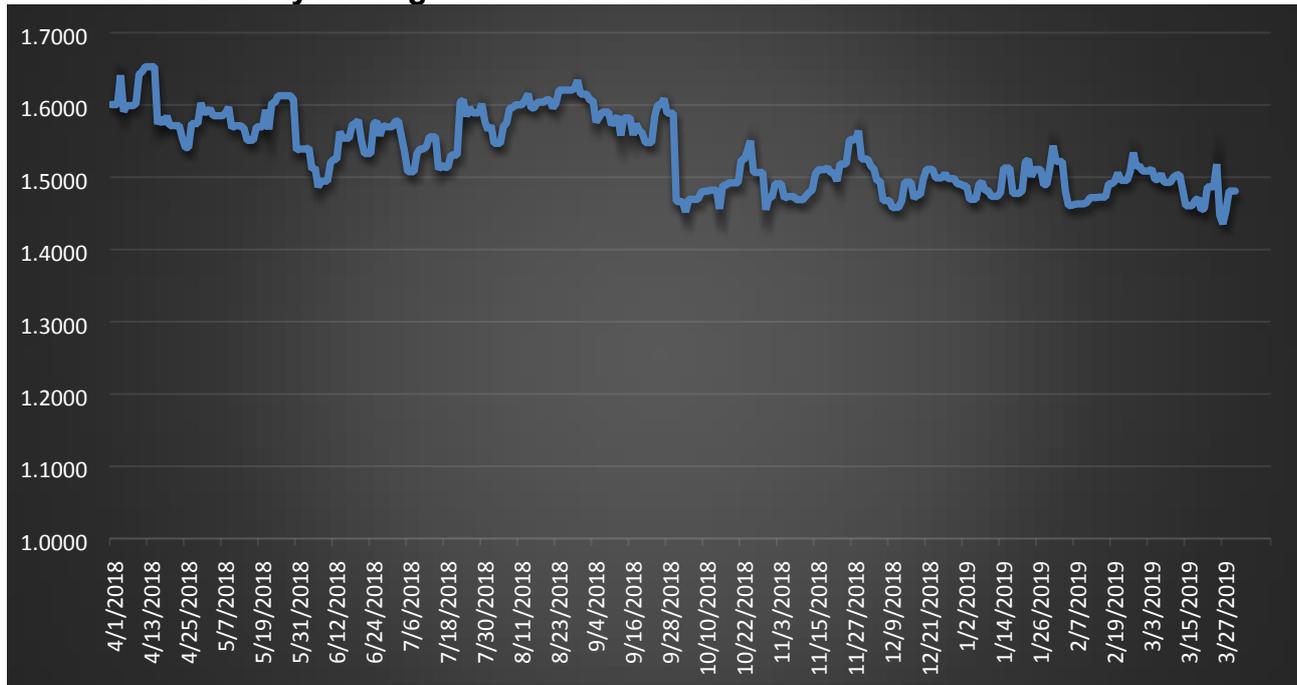
- (a) The **security** of capital;
- (b) The **liquidity** of its investments; and
- (c) **Yield** (after ensuring the above are met).

4.3.2 Using the above as the basis for investment decisions does mean that investment returns will be lower than would be possible were yield the only consideration. During 2018/19, the Council ensured that all investments were made with appropriately rated counterparties and that liquidity was maintained. On occasion, short term borrowing was also used to allow the Council to take advantage of investment opportunities.

4.3.3 During the year there were several opportunities for the Council to invest with credit worthy financial institutions as well as Local Authorities over a longer duration at much improved rates. As a result of these opportunities the Treasury Section was able to provide an average return of 1.50% for 2018/19 (1.37 for 2017/18). Chart 2 below

graphically illustrates the increase in the average daily return for the Council during the year

Chart 2: Daily Average Investment Return for 2018/19



4.3.4 The average cash balance held was £331.4m. The average cash balance was high as this included the use of short-term borrowing, which was used to cover some of the investment opportunities. Short-term borrowing was also used to smooth the cash flow fluctuations, allowing treasury to keep a considerable proportion of its investments invested over a longer duration.

4.4 Strategy Changes in 2018/19

4.4.1 The Council's investment policy was agreed in the AIS approved by the Assembly on 28 February 2018. Members agreed to delegate authority to the Section 151 officer in consultation with the Cabinet Member for Finance, Performance and Core Services to proportionally amend the counterparty lending limits agreed within the TMSS.

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

4.5 Performance Benchmark in 2018/19

4.5.1 As part of ensuring value for money and to monitor the Council's investment return, the Council's treasury performance is benchmarked by against a peer group of Local Authorities. Benchmarking date is provided by the Council's treasury advisors, Link Asset Services. Table 3 summarises the benchmarking data as at 31 March 2019.

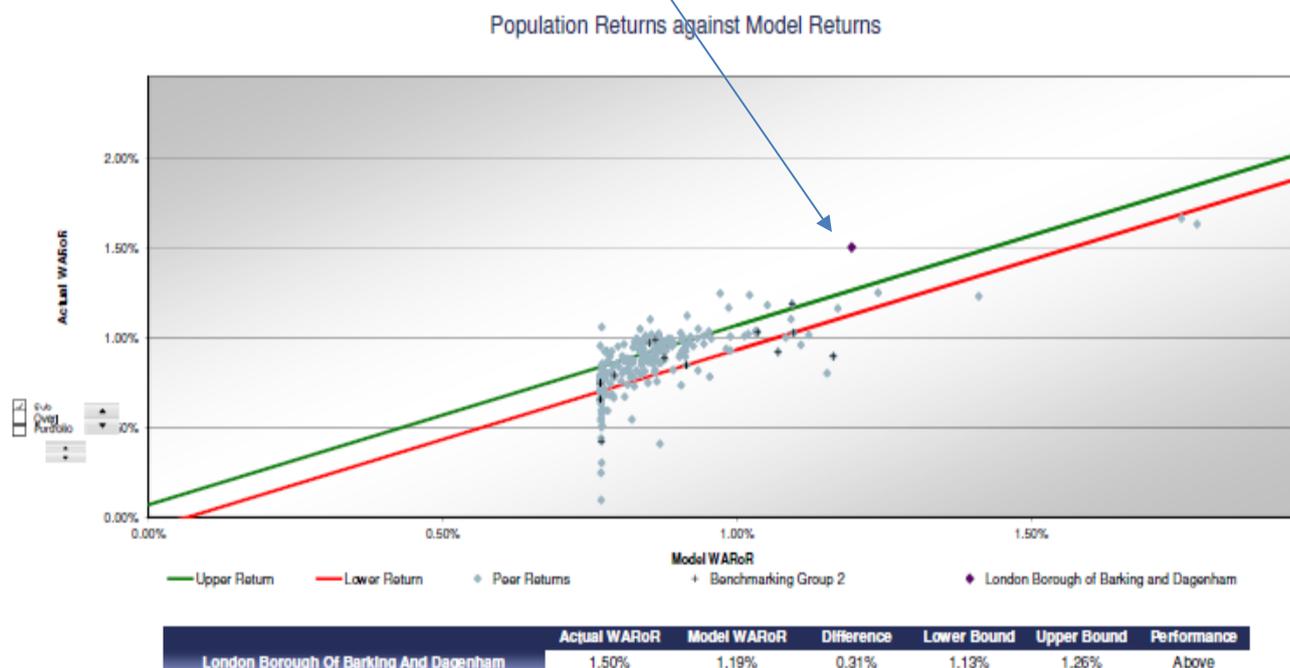
Table 3: Advisor's Benchmarking data as at 31 March 2019

Savings Proposal	LBBB	London Peer Group (20)	Total LA Group (223)
Weighted Average Rate of Return	1.49%	0.93%	0.92%
Weighted Average Maturity(days)	443	111	111
Credit Risk	2.26	2.71	2.41

4.5.2 The benchmarking data outlines the outperformance of the Council’s investment return compared to a group of 21 London Boroughs and 223 Local Authorities (LAs). The Council’s average return as at 31 March 2019 was 0.57% higher than the average London Peer Group return and 0.58% higher than the Local Authority average return. The Council’s credit risk, at 2.26 was lower (better) than the London Peer Group at 2.71 and lower than the Local Authority Group at 2.41.

4.5.3 Chart 3 illustrates the Council’s return against the upper and lower banding levels and shows the Council’s performance compared to a Local Authority benchmark.

Chart 3: Advisor’s benchmarking data as at 31 March 2019



4.6 Investments Held as at 31 March 2019

Table 4: Investments held by the Council at 31 March 2019

Investment Counterparty	Credit Rating	Interest Rate %	Principal £000s	Start Date	End Date
Barclays Bank Plc	A+	0.05	9,313	25/03/2011	//
Lloyds Deposit Account	A+	0.40	6,600,000	04/11/2013	//
Pension Fund	Pension Fund	0.65	561,556	N/A	N/A
Royal Bank Of Scotland	A+	0.21	8,793	31-Mar-15	//
Lloyds Bank Plc	A+	1.79	5,000,000	01/04/2016	01/04/2019
Lloyds Bank Plc	A+	1.00	5,000,000	05/04/2017	05/04/2019
Lloyds Bank Plc	A+	1.84	5,500,000	21/04/2016	18/04/2019
Goldman Sachs International	A	1.30	10,000,000	18/04/2018	18/04/2019
Goldman Sachs International	A	1.33	10,000,000	02/11/2018	01/11/2019
Lloyds Bank Plc	A+	1.25	10,000,000	05/02/2019	21/02/2020
Lloyds Bank Plc	A+	1.18	5,000,000	16/03/2017	16/03/2020
Lloyds Bank Plc	A+	1.15	5,000,000	05/04/2017	06/04/2020
Lloyds Bank Plc	A+	0.90	5,000,000	15/06/2017	15/06/2020
Lloyds Bank Plc	A+	1.10	5,000,000	30/06/2017	30/06/2020
Lloyds Bank Plc	A+	1.09	10,000,000	14/07/2017	14/07/2020
Lloyds Bank Plc	A+	1.14	5,000,000	19/09/2017	18/09/2020

Lloyds Bank Plc	A+	1.24	5,000,000	05/12/2017	07/12/2020
Lloyds Bank Plc	A+	1.16	4,500,000	19/12/2017	21/12/2020
Lloyds Bank Plc	A+	1.48	10,000,000	31/08/2018	31/08/2021
Barnsley MBC	Local Authority	0.94	3,000,000	21/09/2017	21/09/2020
Borough Of Poole	Local Authority	0.97	7,500,000	18/11/2016	18/11/2019
Cambridgeshire CC	Local Authority	1.35	5,000,000	04/04/2018	06/04/2020
Cambridgeshire CC	Local Authority	0.95	10,000,000	06/04/2018	06/04/2021
Darlington BC	Local Authority	1.45	5,000,000	20/12/2018	21/12/2020
Doncaster MBC	Local Authority	1.10	5,000,000	06/11/2017	06/11/2020
Dudley Metropolitan BC	Local Authority	1.30	5,000,000	27/04/2018	27/04/2020
Gascoigne Primary School	Local Authority	4.50	78,935	03/03/2016	03/03/2036
Grafton Primary School	Local Authority	4.50	81,221	03/03/2016	03/03/2026
L B Croydon	Local Authority	1.00	10,000,000	24/04/2018	23/04/2021
L B Newham	Local Authority	1.20	8,000,000	12/01/2018	12/01/2021
Lancashire CC	Local Authority	1.50	10,000,000	25/04/2018	24/04/2020
Lancashire CC	Local Authority	1.00	5,000,000	01/11/2017	21/09/2020
Lancashire CC	Local Authority	1.35	5,000,000	24/09/2018	24/09/2020
Lancashire CC	Local Authority	1.45	10,000,000	15/11/2018	16/11/2020
Lancashire CC	Local Authority	1.35	10,000,000	23/11/2018	23/11/2020
Lancashire CC	Local Authority	1.16	5,000,000	27/11/2017	27/11/2020
Medway Council	Local Authority	1.50	10,000,000	16/10/2018	16/04/2021
Northamptonshire CC	Local Authority	1.10	5,000,000	04/04/2018	03/04/2020
Northumberland CC	Local Authority	1.04	10,000,000	28/04/2017	28/10/2020
Plymouth City Council	Local Authority	1.40	5,000,000	03/04/2018	03/04/2020
Plymouth City Council	Local Authority	1.40	5,000,000	09/04/2018	09/04/2020
Rugby Borough Council	Local Authority	1.05	5,000,000	16/11/2018	15/11/2019
South Ayrshire Council	Local Authority	1.55	5,000,000	22/10/2018	22/04/2021
Southwood Primary	Local Authority	3.50	80,356	28/04/2017	28/04/2022
Valence Primary School	Local Authority	3.50	100,000	12/02/2015	01/08/2019
Warrington Borough Council	Local Authority	0.92	20,000,000	08/09/2017	08/09/2020
Woking Borough Council	Local Authority	1.55	10,000,000	30/01/2019	30/07/2021

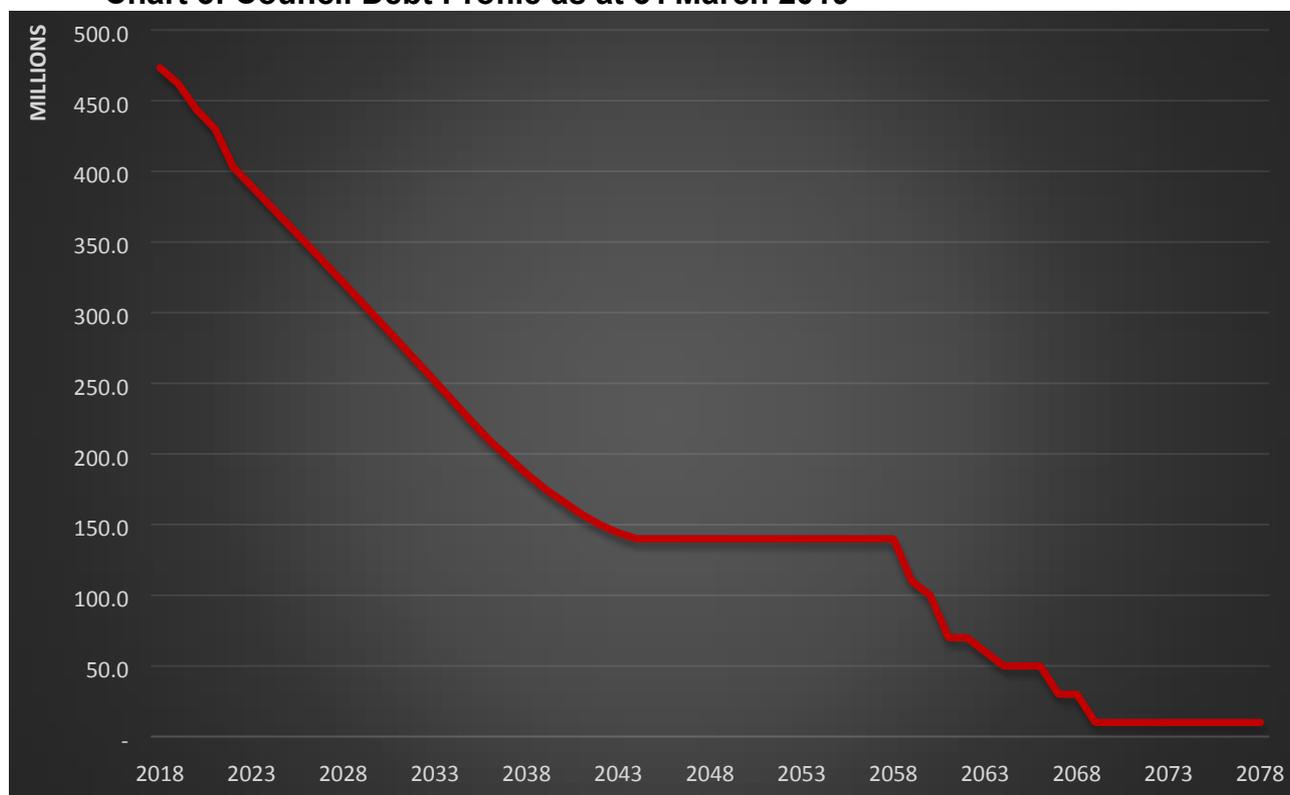
5. Borrowing in 2018/19

5.1 Council's Growth Strategy

- 5.1.1 In 2015, the Growth Commission Report – “No-one left behind: in pursuit of growth for the benefit of everyone”, recommended the establishment of a Borough-wide regeneration vehicle that would be an early statement of the Council's intent to increase the pace of regeneration of the borough.
- 5.1.2 Subsequently Be First was set up to deliver the Council's long-term strategic regeneration objectives, including enhancing economic growth and prosperity for the people of Barking and Dagenham. In addition, Be First has been charged with delivering significant financial benefits to the council by bringing forward returns in New Homes Bonus, Council Tax and NNDR, and delivering dividends to the Council.
- 5.1.3 In October 2016, Cabinet agreed an Investment and Acquisition Strategy (IAS) alongside an initial £250m investment budget and £100m land and property acquisition budget. An Investment Panel was also established and charged with managing an investment portfolio to deliver a net income of £5m per annum by 2020.

- 5.1.4 In 2017 the Council established a revised IAS, and in February 2018, Cabinet agreed the Be First Business Plan. A revised IAS was agreed at the October 2018 Cabinet.
- 5.1.5 During 2018/19 the Treasury Section, in consultation with the Section 151 officer, began a strategy of building up a debt portfolio to support the Council's investment. Although the Council has significantly increasing its long-term debt by £140m, officers have sought to ensure that the borrowing matches the relevant asset life and potential repayment profile of the Council's investment portfolio. Chart 3 below summarises the GF long term debt position as at 31 March 2019, indicating the repayment profile.

Chart 3: Council Debt Profile as at 31 March 2019



5.2 Borrowing Owed as at 31 March 2019

- 5.2.1 Table 5 outlines the borrowing owed by the Council as at 31 March 2019. The table also shows the interest rate charged and the repayment date for each loan. The loans are split between HRA, General Fund Long and Short-Term Loans:

Table 5: Loans as at 31 March 2019

Lender	Start Date	End Date	Amount	Rate %
HRA				
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2042	50,000	3.5
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2062	65,912	3.5
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2061	50,000	3.5
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2052	50,000	3.5
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2060	50,000	3.5
BARCLAYS BANK PLC	30/05/2008	30/05/2078	10,000	4.0
HRA Total LT Borrowing			275,912	
General Fund				
WYCOMBE DISTRICT COUNCIL	03/04/2017	09/12/2019	5,000	0.90

CORNWALL COUNTY COUNCIL	03/04/2017	03/04/2020	10,000	1.00
STEVENAGE BOROUGH COUNCIL	09/01/2017	09/04/2020	2,000	0.98
RUGBY BOROUGH COUNCIL	09/01/2017	09/04/2020	2,000	1.00
PUBLIC WORKS LOAN BOARD	07/03/2018	07/03/2035	9,412	2.20
PUBLIC WORKS LOAN BOARD	21/02/2018	21/02/2036	18,889	2.38
PUBLIC WORKS LOAN BOARD	30/10/2018	30/10/2036	20,000	2.14
PUBLIC WORKS LOAN BOARD	19/03/2018	19/03/2038	19,000	2.31
PUBLIC WORKS LOAN BOARD	01/10/2018	01/10/2039	40,000	2.38
PUBLIC WORKS LOAN BOARD	12/09/2017	12/09/2040	18,696	1.98
PUBLIC WORKS LOAN BOARD	04/02/2019	04/02/2042	20,000	2.17
PUBLIC WORKS LOAN BOARD	26/03/2019	26/03/2042	40,000	1.99
PUBLIC WORKS LOAN BOARD	31/05/2018	29/05/2043	19,600	2.27
PUBLIC WORKS LOAN BOARD	10/12/2018	10/12/2043	20,000	2.28
European Investment Bank	30/01/2015	31/03/2044	84,286	2.21
L1 RENEW	15/12/2016	01/10/2046	6,817	3.44
PUBLIC WORKS LOAN BOARD	19/12/2017	19/06/2058	30,000	2.36
RBS	26/03/2010	26/03/2059	10,000	4.05
PUBLIC WORKS LOAN BOARD	14/06/2016	15/12/2059	10,000	2.65
PUBLIC WORKS LOAN BOARD	28/06/2016	29/12/2059	10,000	2.49
RBS	26/03/2010	27/02/2060	10,000	4.07
PUBLIC WORKS LOAN BOARD	07/07/2016	06/01/2062	10,000	2.14
PUBLIC WORKS LOAN BOARD	29/06/2016	29/06/2062	10,000	2.38
PUBLIC WORKS LOAN BOARD	09/06/2016	09/06/2066	20,000	2.72
PUBLIC WORKS LOAN BOARD	05/04/2017	05/04/2067	20,000	2.36
DEXIA	30/06/2008	30/06/2077	10,000	3.98
	GF Total LT Borrowing		475,700	
DACORUM BOROUGH COUNCIL	07/01/2019	17/04/2019	5,000	0.73
VALE OF GLAMORGAN COUNCIL	17/01/2019	18/04/2019	2,000	0.80
SUFFOLK COASTAL DISTRICT COUNCIL	18/01/2019	08/05/2019	3,000	0.85
Police & Crime Commissioner Dyfed-Powys	21/01/2019	26/04/2019	2,000	0.80
CAMBRIDGE & PERTERBOROUGH CA	21/01/2019	30/04/2019	5,000	0.88
Essex CC	22/01/2019	23/04/2019	5,000	0.88
Neath Port Talbot County Borough Council	22/01/2019	23/04/2019	5,000	0.88
LB HAMMERSMITH & FULHAM	28/01/2019	30/04/2019	10,000	0.88
RLB KENSINGTON & CHELSEA	28/01/2019	30/04/2019	5,000	0.88
TYNE & WEAR PENSION FUND	25/01/2019	25/04/2019	5,000	0.85
Derbyshire Pension Fund	28/01/2019	01/04/2019	5,000	0.85
CITY & COUNTY OF SWANSEA PF	25/02/2019	25/04/2019	4,000	0.90
LANCASTER CITY COUNCIL	25/02/2019	28/05/2019	5,000	0.90
NORTHERN IRELAND HOUSING EXEC	25/02/2019	28/05/2019	5,000	0.90
OXFORDSHIRE COUNTY COUNCIL	26/02/2019	28/05/2019	5,000	0.95
SUFFOLK COASTAL DISTRICT COUNCIL	27/02/2019	24/05/2019	6,000	0.90
SOUTH GLOCESTERSHIRE COUNCIL	28/02/2019	31/05/2019	5,000	0.92
SLOUGH BOROUGH COUNCIL	14/03/2019	14/05/2019	10,000	0.90
CITY & COUNTY OF SWANSEA PF	25/03/2019	22/05/2019	4,000	0.90
	GF Total ST Borrowing		96,000	

6. Compliance with Treasury limits and Prudential Indicators

- 6.1 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators (affordable limits) are included in the approved Treasury Management Strategy (TMSS).
- 6.2 During the financial year to date the Council has operated within and complied with the treasury limits and Prudential Indicators set out in the Council's annual TMSS. The Council's prudential indicators are set out in Appendix A to this report. In 2018/19, the Council did not breach its authorised limit on borrowing of £1.102bn.
- 6.3 The Operational limit set in the 2018/19 TMSS was £1.002bn, which was also not breached. As at 31 March 2019 the total borrowing was £978.8m.

7. Lending to commercial and external organisations

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

8. Lending to Special Purpose Vehicles

- 8.1 At the 30 June 2014 Cabinet Meeting, Members agreed to the principle of establishing a Special Purpose Vehicle(s) to develop, own and be responsible for procuring the management of the units to be developed as part of the Gascoigne Estate (East) Regeneration.
- 8.2 Members also agreed:
1. that the Council shall grant a 252-year lease to the Special Purpose Vehicle(s) which shall terminate at the option of the Council at the end of the funding term and repayment of the loans made by the Council, with full ownership reverting to the Council;
 2. to the principle of establishing an independent charity which shall own and control the Special Purpose Vehicle(s) in accordance with the funding terms imposed by the Council;
 3. to the principle of borrowing £62.86m within the General Fund to finance the development and ownership of the following tenures:
 - i. Borrow £39.98m to fund development and ownership of 236 affordable rented units, social rent units and shared ownership units to be owned and managed by a Special Purpose Vehicle(s) controlled within the General Fund;
 - ii. Borrow £3.75m to fund 50% of 51 private for sale units to be developed and sold jointly by the Council and East Thames Group via a limited company, and

- iii. Borrow £19.13m to lend to East Thames Group to fund the development and ownership of 135 units shared ownership units which shall be owned by East Thames Group subject to agreement of satisfactory terms;
- 8.3 Cabinet also delegated authority to the Chief Executive, in consultation with the Director of Law and Governance, the Section 151 Officer and the Cabinet Member for Finance, Performance and Core Services, to negotiate terms and agree the contract documents to fully implement and effect the project and to authorise the Director of Law and Governance to execute all the legal agreements, contracts and other documents on behalf of the Council.
- 8.4 Following a significant period of legal discussions a number of SPV's were set up. As at 31 March 2019, the Council had lent Reside a total of £44.4m.
- 8.5 Actual payment will be made to the various SPV throughout the construction period, with interest added to the Loan amount. After the construction period has been completed and the properties are being rented out the loan and interest will be repaid over a 50-year period. Where properties are sold then the full loan, plus interest, will be paid back to the Council.

9. Council Transformation Programme

- 9.1 In addition to the Reside loan, the following loans have been agreed by Cabinet for the various companies set up as part of the Council's transformation programme:

£21.6m	Purchase LEUK	BD Trading Partnerships
£ 4.2m	Working Capital	Be First
£ 3.0m	Capital	BD Energy Limited*
£ 1.7m	Working Capital	BD Energy Limited
£ 0.7m	Working Capital	BD Trading Partnerships
£ 0.2m	Working Capital	BD Schools Improvement Partnership
£ 0.2m	Working Capital	BD Reside Regeneration Limited

**Potentially a total of £27.2m subject to receipt of HNIP grant*

10. Options Appraisal

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

11. Consultation

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

12. Financial Implications

Implications completed by: Katherine Heffernan, Finance Group Manager

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

13. Legal Implications

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

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

14. Risk Management

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

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

List of appendices:

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

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The Prudential Code for Capital Investment in Local Authorities

Treasury Management Outturn Report 2018/19

1. Introduction

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

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

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

2. **Net borrowing and the Capital Financing Requirement**

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

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

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

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

2.5 Total external borrowing, including PFI and Finance Leases as at 31 March 2019 was £978.8m, which is lower than the Approved Authorised Limit of £1.102bn and the Operational Boundary of £1.002bn, which were set in the Treasury Management Strategy Statement for 2018/19.

3. Limits for Fixed and Variable Interest Exposure

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

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

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

Interest Rate Exposures	2018/19 Actual %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %
Upper limit for fixed interest rate exposure	100.0	100.0	100.0	100.0
Upper limit for variable interest rate exposure	70.0	70.0	70.0	70.0

4. Maturity Structure of Fixed Rate Borrowing

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

Table 2: Borrowing as at 31 March 2019

Maturity structure of fixed interest rate borrowing 2018/19			
	Actual Position	Lower	Upper
Under 12 months	10.32%	0%	20%
12 months to 2 years	1.43%	0%	40%
2 years to 5 years	2.2%	0%	70%
5 years to 10 years	0.0%	0%	70%
10 years and above	88.25%	0%	100%

The fixed rate borrowing over 10 years was 88.25%, which is within the limits outlined below:

Table 3: Maturity Structure of Borrowing for 2018/19

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

5. Investments over 364 days

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

Maximum principal sums invested > 364 days £'000s	2018/19 £000's Actual	2019/20 £000's Estimate	2020/21 £000's Estimate	2021/22 £000's Estimate
Principal sums invested > 364 days	248,000	200,000	150,000	130,000

6. Summary Assessment

- 6.1 The outturn position is set out above in respect of the Prudential Indicators approved by Assembly in February 2018.
- 6.2 The outturn figures confirm that the limits and controls set for 2018/19 were applied throughout the year, and that the treasury management function adhered to the key principles of the CIPFA Prudential Code of prudence, affordability and sustainability. The treasury management indicators were regularly monitored throughout 2018/19.

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Glossary of Terms

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

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

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CABINET**18 June 2019**

Title: Contract for Adults' Home Care Services	
Report of the Cabinet Member for Social Care and Health Integration	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Michael Fenn – Senior Commissioning Manager, Adults' Care and Support	Contact Details: Tel: 0208 227 2619 E-mail: michael.Fenn@lbbd.gov.uk
Accountable Director: Mark Tyson, Commissioning Director, Adults' Care and Support	
Accountable Strategic Leadership Director: Elaine Allegretti, Director of People and Resilience	
Summary	
<p>Domiciliary care is a vital service which is needed to enable the local authority to fulfil its statutory duties under the Care Act 2014. The Council currently provides domiciliary care through two routes, Home Care and Crisis Intervention. Home Care is a long-term service which is provided through a 'managed personal budget' whereby the Local Authority arranges and pays for the care package on behalf of the service user. Crisis Intervention is a short-term non-chargeable care package which is usually provided following a hospital discharge for a period up to 6 weeks.</p> <p>In 2016, following a full and open tender process, the Council awarded contracts to 15 domiciliary providers, one for the provision of Home Care and another for Crisis Intervention. The contracts were for a period of 4 years and are due to come to an end on 10 January 2020.</p> <p>Undertaking a tender exercise for a framework agreement to replace the current contracts once they come to an end in January 2020 will enable the Council to award contracts to providers who can deliver high quality services for the residents of the borough while providing value for money for the local authority. It will also ensure that the Council is adhering to procurement legislations.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
<ul style="list-style-type: none"> (i) Agree that the Council proceeds with the procurement of a framework agreement contract for Home Care Services 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 Director of Law and 	

Governance and the Chief Operating Officer, to conduct the procurement, and award and enter into the contract(s) for the framework agreement and all other necessary or ancillary agreements with the successful bidder, in accordance with the strategy set out in the report.

Reason(s)

Undertaking the proposed tender exercise will help the council to work towards its vision of One borough; One community; No-one left behind in the following ways:

A new kind of council – having a good quality provision of domiciliary care in place helps the local authority to be a well-run organisation. It will support social care teams to ensure that service users are discharged from hospital in a timely manner, reducing the amount of delayed transfers of care due to the service not being ready in time for discharge. The tender process will result in contracts being awarded to providers who can evidence that they have experience of delivering high quality domiciliary care services in a professional and reliable way.

Empowering People – Domiciliary care is provided to some of the borough's most vulnerable residents. The service is used to support people in their own homes to enable them to live as independently as possible and to help remove or delay the need to move into a residential care setting.

Inclusive growth – Due to the nature of domiciliary care a large proportion of the workforce of the organisations delivering these services are from the local area. The service provides flexible employment opportunities to individuals who are unable to work the traditional 9 to 5 working week.

Citizenship and partnership – The service specification will require providers to, where possible, encourage service users to utilise their informal networks of friends and families, universal services as well as community-based organisations. It will also require them to ensure that their service users are maximising the benefit of local services. Providers will be expected to make effective use of community resources, encourage active involvement of the voluntary and community sector and maximise the use of and involvement of 'universal' community resources that are used by everyone

1. Introduction and Background

1.1 There are currently two types of domiciliary care being provided in the borough,:

- **Homecare** - A service provided to people in their homes to help them live their daily lives where they have need for care and support. Activities can include getting the service user up or helping them to bed, washing, dressing, meal preparation or prompting medication. Home care is arranged via managed personal budgets. A managed personal budget is where the local authority allocates a service user a personal budget amount which is sufficient to meet their care and support needs, the council will then use that personal budget to commission and pay for the services on the service users' behalf.
- **Crisis intervention** - A short-term service, for which the council cannot charge, that follows a service user's discharge from hospital. It is intended to stabilise their situation so that a social care assessment can form a reasonable view of their future care needs. Crisis intervention is intended to last for no more than 6

weeks but can take any period up to then dependent on the service user's recovery. It is provided by homecare agencies, and the result of the assessment process would generally be to see the service user move into a longer-term care arrangement with a personal budget and support from a personal assistant or other services.

- 1.2 The alternative to domiciliary care is for the service user to access their care via a direct payment. This option provides the service user with a lot more control over the services they receive, they will either receive their personal budget into a direct payment bank account managed by a payroll provider or in some cases they will receive the money directly into their own bank account. Direct payments enable the service user a greater flexibility over how they spend their personal budget however it also means they take on a greater level of responsibility which is not suitable or desirable for all service users.

Current position

- 1.3 In 2016 the council undertook a tender exercise to establish two domiciliary care frameworks, one for home care and another for crisis intervention. The tendering process was undertaken because the previous method of delivering these services fell outside of the Council's contract rules as the volume of activity with some providers took them over the thresholds requiring formal tendering.
- 1.4 A competitive tender exercise was undertaken to establish the Most Economically Advantageous Tender for the services. The result of this process was 15 providers being awarded contracts and being added onto the framework for both home care and crisis intervention services.
- 1.5 Shortly after the mobilisation of the contracts one provider withdrew from the framework as their organisation took the decision to leave the domiciliary care market nationwide.
- 1.6 As part of the tender exercise tenderers were asked to submit their own 30,45 and 60-minute rates on the understanding that these rates would be fixed for the life of the contract (4 years) with no uplifts given. During the tender process the National Living Wage was introduced, in response to this all tenderers were written to and given the opportunity to amend their rates if they felt the ones they had submitted were no longer sustainable.
- 1.7 Despite the stance in the contract of no uplifts for the duration of the contract an inflationary uplift was provided in September 2018. This uplift was given following a number of requests from the contracted providers stating that their rates were no longer sustainable due to a number of reasons, namely, the increases in the National Living Wage and the increasing employer pension contributions.
- 1.8 Although there are 14 providers on the frameworks the distribution of care packages is uneven. Five of the providers have approximately 70% of care packages and there are small number of providers on the framework who do not have any care packages in place and struggled to fully mobilise their services in the borough.
- 1.9 For the 2018-19 financial year the estimated spend on home care and crisis intervention within Adults' Care and Support is c£10m.

1.10 Along side the home care and crisis intervention service there is also the following support being provided to residents to ensure efficient discharges from hospital:

- **Next Steps Service** - The London Borough of Barking and Dagenham have a contract with the British Red Cross for the provision of a Next Steps service to help facilitate speedy hospital discharges. The contract began on the 1 April 2018 and will end on the 31 March 2020.

This service is generally for vulnerable, older people over 60 (but not exclusively) who have been identified, as being medically fit but require additional support settling at home post hospital discharge but do not meet the national criteria for social care services.

Support provided by the Next Steps Service include:

- Support with settling at home post discharge
 - Arranging for keys to be cut (and other pre-discharge activities as needed)
 - Light meal preparation
 - Reminding patients to drink fluids and rest
 - Escorting to the shops or shopping on their behalf
 - Light household tasks where important to a patient's health & well-being
 - Support to carers/families
 - Form filling e.g. benefits
 - Signposting for on-going support needs if required
 - Arranging appointments (i.e. GP appointments)
 - Accompanying to out-patient clinics (fracture/dressings)
 - Conversation, companionship, empathetic listening
 - Support with rebuilding confidence and independence
 - Collecting prescriptions
- **Support from Community Solutions** – for service users who are identified by the Joint Assessment and Discharge (JAD) Team as having short term domiciliary care needs to help them following their hospital Discharge Team they are provided with a Crisis Intervention service with an pre-determined end date, six weeks after the service begins. For these service users Community Solutions will make contact around four weeks after their crisis intervention service starts and will seek to build a support network around the individual to ensure that ongoing domiciliary care is not required.

Care Act 2014

1.11 The Care Act has a number of aspects directly relevant to the delivery of domiciliary care. These will need to be taken into consideration as the model and the specification for the future service is developed. This includes:

- **Wellbeing and prevention** - The promotion and maintaining of a person's wellbeing is now enshrined in law. As well as meeting the individual's wellbeing outcomes the service will be required to contribute to the prevention, reduction and delay of a person's needs.
- **Person-centred, person-led processes** - Central to the wellbeing principle is the ethos that the individual is best placed to make decisions about their care

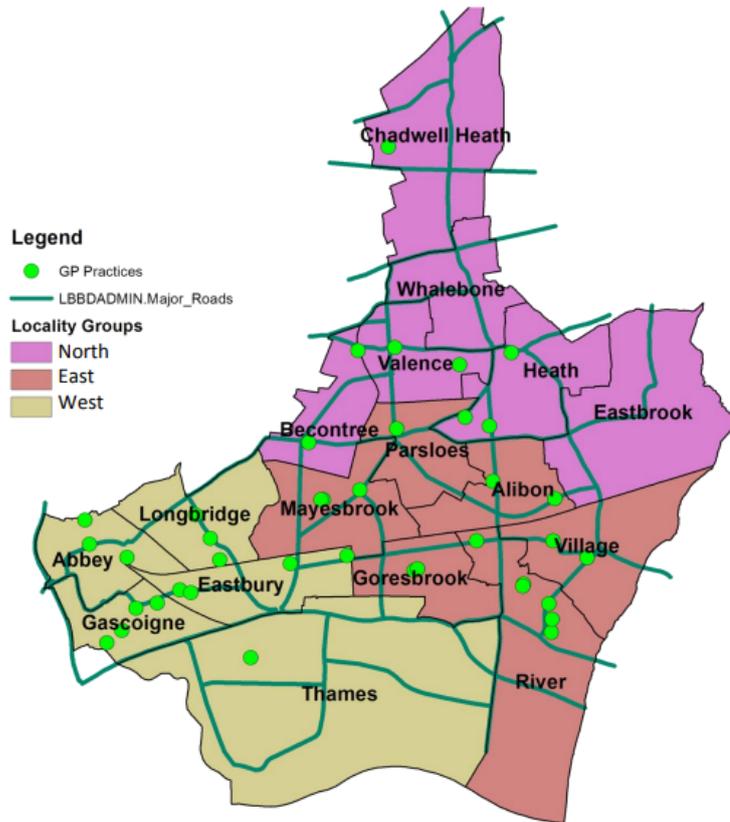
and support, and that a person-centred system takes account of the individual's views, wishes and beliefs. As part of the tender the successful provider will be required to involve the service user in all aspects of their care.

- **Personalisation** - Independence, choice and control are key themes of the Care Act which aims to complete the mainstreaming of personalisation and stimulate the proliferation of choice of services to meet different needs (and/or meet those needs differently).

2. Proposed Procurement Strategy

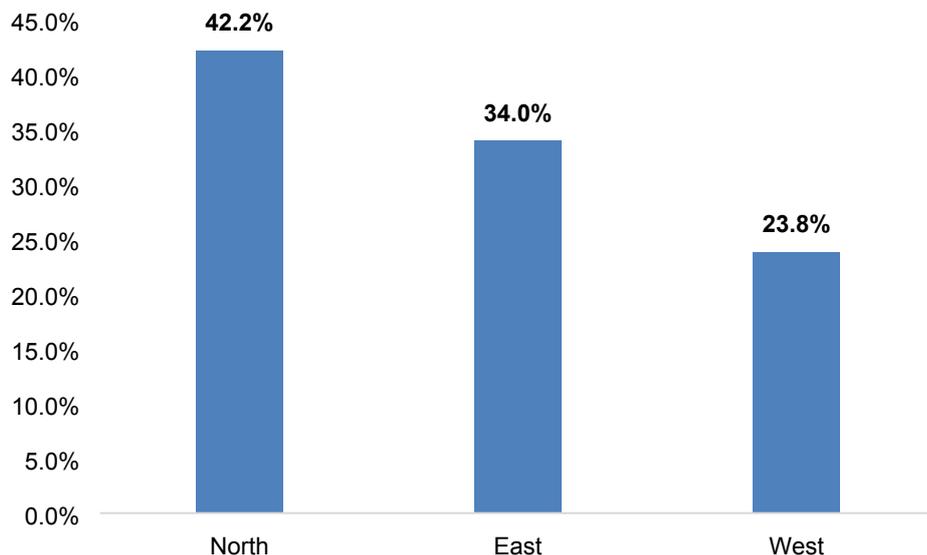
2.1 Outline specification of the works, goods or services being procured

- 2.1.1 It is proposed, for the reasons detailed in this report that domiciliary care services are recommissioned through a framework agreement once the current contracts come to an end in January 2020. However, the proposal is to only recommission home care services and not crisis intervention. The reasoning behind this is due to the fact that, in reality, there is very little difference between the two services and having both complicates the system for all parties, including service users and their families.
- 2.1.2 As crisis intervention is a short-term service (up to six weeks) ceasing the delivery of this service beyond January 2020 will not impact on the continuity of services people are in receipt of. The Care Act states that intermediate and reablement services should be provided free of charge, therefore once crisis intervention is decommissioned in Barking and Dagenham service users who would have been given a crisis intervention care package will be given the first 6 weeks of their home care service without being required to contribute towards the cost of their care package. Once the six weeks period comes to an end service users may be required to pay a contribution, if their financial assessment shows that they can afford to do so.
- 2.1.3 A full procurement exercise will be undertaken to establish a framework of providers for homecare services once the current contract comes to an end. The decision to commission a framework has been taken for reasons detailed in this report however, the model will be developed from the one the council currently operating to ensure that it better fits with the delivery of social care in the borough.
- 2.1.4 Adults' Care and Support is delivered in an Integrated Care Model which sees teams of social care and health representatives working together to deliver health and social care services. To facilitate the Integrated Care Model the borough has been divided into three localities, North, East and West which both the local authority and the Barking and Dagenham Clinical Commissioning Group (CCG) have aligned themselves to. It is anticipated that a forth locality will be created following the largescale development taking place at the Barking Riverside. The below diagram shows how the borough has been divided:



2.1.5 To ensure that the delivery of home care services mirrors the way the borough’s integrated care teams are operating the top 6 providers will be allocated a named locality (two providers per locality). Those providers will then be the default providers for that locality and will be offered the care packages in that location before any other providers.

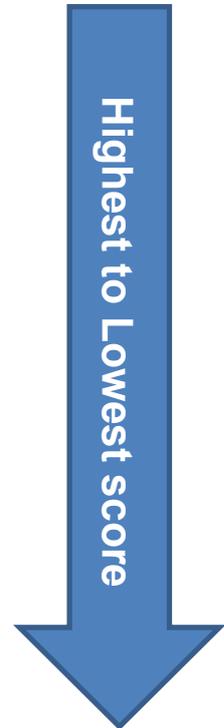
2.1.6 All of the other successful providers will be included on a general framework who will be allocated care packages should the named locality providers be unable to accept any care packages. The providers who are allocated a locality will also be included on the general framework for instances where the other providers with named localities are unable to accept a care package. The graph below shows how the current home care and crisis intervention care packages are spread across the 3 localities:



2.1.7 As can be seen above the North Locality have the highest number individuals with care packages of the three localities, almost double the amount that the West Locality have, in-light of this it is proposed that the following method is used to allocate the localities amongst the successful providers:

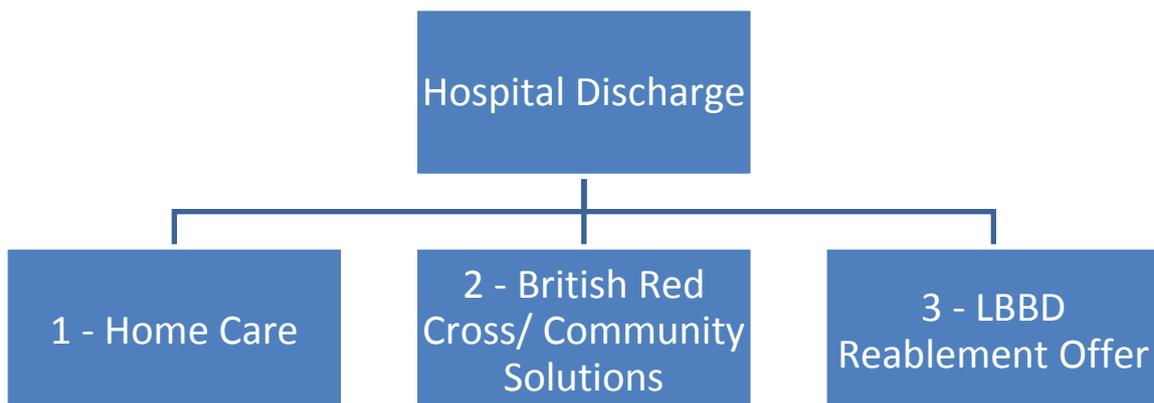
Named Locality Providers	
Provider 1	Locality North
Provider 2	Locality North
Provider 3	Locality East
Provider 4	Locality East
Provider 5	Locality West
Provider 6	Locality West

General Framework
Provider 1
Provider 2
Provider 3
Provider 4
Provider 5
Provider 6
Provider 7
Provider 8
Provider 9
Provider 10
Provider 11
Provider 12



2.1.8 This tender and the subsequent framework will only be for new packages of care. The council will not be moving existing service users from their current homecare providers following the outcome of this tender as they would have built relationships and moving them would cause unnecessary upheaval.

2.1.9 Recommissioning a framework for home care services and stopping the delivery of crisis intervention in the borough mean that it is envisaged that there will be three main options for people who required care and support in their own home following a discharge from hospital, they are:



Home care – where an individual is discharged from hospital with a need for a long-term care and support package in their own home (which cannot, or they do not want to be met via a direct payment) they will be provided with a home care package from a provider on the commissioned framework. The first six weeks of this service will be provided free of charge (where applicable), following this they may be required to contribute toward the cost of the care package if their financial assessment shows they have the means to do so.

British Red Cross/ Community Solutions – For individuals who require support but do not meet the national criteria for social care services they will be supported by the Next Steps Service which is delivered by the British Red Cross. For those that social care service but only for a short period of time they will receive a package of home care for a period of six weeks with a predefined end date, they will then be contact by community solutions at approximately four weeks to build a support network for them

LBBB Reablement Offer – The London Borough of Barking and Dagenham do not currently offer reablement services. Options are currently being explored for creating a reablement offer for residents based on the home care services from the framework being procured. This option would see the personal care being delivered by the home care providers and additional support e.g. occupational therapy and physiotherapy being coordinated by representative from the council.

2.1.10 The successful organisations will be added to the framework for home care services, they will be required to provide services which include:

- Support services capable of optimising independence and ‘self-care’.
- All aspects of personal care.
- Supporting people discharged from hospital, enabling their prompt discharge and effective support planning upon their return home.
- Assistance with accessing community and universal services.
- End of life care and support.
- Emotional and psychological support such as confidence building and motivation
- Skills to support people with dementia and complex needs
- Practical support to assist people who hoard and have an unsafe home environment and manage and reduce risks to themselves and others.

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

2.2.1 As the contracts offer no minimum guarantee of work to providers and the spend is dependent on the level of need it is not possible to have a set contract value. However, the spend on home care and crisis intervention in 2018/19 was c£10m. Therefore, total spend over the contract period is estimated to be in the region of £40m.

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

2.3.1 The contract period for the framework agreement is 4 years from January 2020.

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 The contract is subject to the (EU) Public Contracts Regulations 2015 and as a social care contract are subject to the Light Touch Regime. Because the estimated value of the contract is higher than the set threshold (currently EUR 750,000), it needs to be opened up to competition and be advertised in the Official Journal of the European Union (OJEU) as required by the Regulations.

2.5 Recommended procurement procedure and reasons for the recommendation

2.5.1 The framework for the home care services will be procured in line with the Public Contract Regulations 2015 through a 'light touch regime' taking into account the small number of specialist providers. The recommended procurement route is a competitive open tender procedure; the tender opportunity will be advertised on the OJEU, Contracts Finder, and the Council's website and e-tendering portal (Bravo). The process will widen the competition and ensure the Council gets best value for money for this service.

2.5.2 The Council will issue the contract in line with the Public Contract Regulations for the provision of the service with a break and variation clauses. The contracts will be further tightened with service specification requirements and expected outcomes. Key performance indicators will be outlined in the service specification and agreed with the providers. Performance management will be carried out by the Council.

2.6 The contract delivery methodology and documentation to be adopted

2.6.1 The tender process will be undertaken to establish a framework for home care services. Successful providers will be given no guarantee of work and the framework will only be for new care packages.

2.6.2 Home care services are arranged for via managed personal budgets which are paid from the Adults' Care and Support operational budgets. Council standard terms including special terms for adult social care will be used in the contracts. A break clause will be included in the contract allowing notice to be given the Council for termination. This allows increased flexibility should a significant change in service provision be required.

2.6.3 The procurement timetable is as follows:

Activities/ Tasks	Dates
Cabinet	18th June 2019
Prepare Tender Documents (Conditions, Specification, ITT, TUPE etc)	June 2019
Market Engagement Event	June 2019
Issue contract notice /ITT	1 st July 2019
Deadline for clarifications	23 rd August 2019

Return Tenders	30 th August 2019
Tender Evaluation	September 2019
Prepare award report/ get approval	Early October 2019
Provisional Award (notify successful/ unsuccessful Tenderer's)	Mid October 2019
Standstill Period	Mid October 2019 – end of October 2019
Final award	31 st October 2019
Mobilisation including potential TUPE transfers	1 st November 2019 – 10 th January 2020
Contract commencement	11 th January 2020

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

2.7.1 This tender process will not deliver financial savings for the local authority. It will however mean that it will be able to deliver high quality home care services which enable the council to fulfil its duties which are detailed in the Care Act 2014.

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

2.8.1 The price quality ratio upon which the contracts will be awarded will be 60% quality and 40% price. All providers who express an interest in the tender will be issued with a tender pack which will give clear details on the price/quality criteria and weightings. This will be a single stage tender using the Open Process, this will offer the opportunity and support to less experienced providers to submit a tender for this framework contract

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

2.9.1 The Council's social value responsibilities are taken through its vision: One borough; One community; London's growth opportunity.

2.9.2 Through the award of the contracts to the providers, the Council will ensure that home care services are provided to some of the boroughs most vulnerable adults.

2.9.3 Through the procurement process, tenderers will be asked to evidence how they will provide additional social value across the council through the delivery of these services.

2.10 **Contract Management methodology to be adopted**

2.10.1 The contract will contain specific service requirements and expected outcomes. Key performance indicators will be outlined in the service specification and agreed with

the providers. Commissioners will undertake performance management of the service.

- 2.10.2 In addition to the monitoring undertaken by the relevant Commissioning Manager home care providers are reviewed by the council's Quality Assurance Team. If there are any concerns with the quality of the service provided the Commissioning Manager and the Quality Assurance Team will work closely with the provider to address the issue and follow a robust improvement plan which addresses the issues.

3. Options Appraisal

- 3.1 The following options were considered when deciding what should be commissioned when the current contracts come to an end;

Option 1: Do nothing (REJECTED) – this option was considered and rejected as domiciliary care is a vital service in the Council discharging the duties as defined in the Care Act 2014. If no procurement process is undertaken then all home care would have to be purchased on a spot purchase basis and, due to the amount the council spends on these services, this would be in breach of the its contract rules. Spot purchasing these services would also mean that the council would be commissioning care from a large number of providers with lesser contractual control.

Option 2: Utilising a Dynamic Purchasing System (DPS) (Rejected) – A DPS is an electronic method of brokering care packages, it is similar to a framework however there is no limit to the amount of providers who can join the DPS and new providers can join at any time. Once a provider has joined the DPS, by fulfilling set criteria, they can bid on care packages which are awarded on the basis of quality and cost.

The option of purchasing software which would enable Barking and Dagenham to purchase all domiciliary care services via a DPS was explored but was ultimately rejected. Although using a DPS makes the allocation of care packages fairer there are concerns about the amount of time this process takes. Currently Barking and Dagenham broker care packages in a matter of hours however a DPS would see this increase dramatically. There has also been some negative press in recent years on the use of DPS systems for care with the perception that they can be used to drive down the cost of care.

Option 3: Commissioning a Locality Based Model (Rejected) – A Locality Based model would see one, or a small number of providers being awarded a contract to deliver domiciliary care in each of the boroughs three localities. Although this model would enable providers to work closely with the local authority and its partners by adopting the locality model it was rejected. The reason being that having a strict locality based model would remove any element of choice for service users as they would only be able to receive a service from their allocated provider(s), it also leaves the council vulnerable to having the vast majority of domiciliary care packages with as little a three providers which would place the local authority at risk should a provider fail or delivery a poor service.

Option 4: Commissioning a Lead Provider (Rejected) – The lead provider model would mean the council would commission one provider to deliver all domiciliary care, they would then be responsible for sub-contracting the care that they do not have the capacity to deliver. This model was rejected for a number of reasons, mainly, through consultation with our local provider market it was clear that very few felt they were equipped to deliver this service or felt comfortable in having the responsibility of sub-contracting with other providers.

Option 5: Re-commission Home Care and Crisis Intervention (Rejected) – Following an in-depth service review it was felt that re-commissioning crisis intervention was not required. In reality there is very little difference between the service and generic home care and it is currently delivered by the same providers. The spec for the re-commissioning of home care will include the same mobilisation requirements as crisis intervention to ensure that ceasing crisis intervention will not have a negative impact on the Council's ability to aid in the timely discharge of service users from hospital.

Option 6: Re-commission a Framework for Home Care (Recommended)

4. Waiver

4.1 Not applicable.

5. Consultation

5.1 in the development of the commissioning model discussed in this report operational colleagues from Adults' Care and Support were consulted to ensure that it meet their needs in supporting service users to remain in their own homes. The proposed model addresses some of the issues they currently experiencing with the current model, such as finding agencies to deliver care in Thamesview and Marks Gate. Having providers with names localities means that they will be able to build up their workforce in the traditionally hard to cover areas of the borough.

5.2 The current domiciliary care providers were also consulted on the options for the service moving forwards. Their feedback meant that some possible models were rejected, such as the lead provider model, as it was clear that this was not something they would currently be comfortable in delivering and could lead to a shortage in suitable applications.

6. Corporate Procurement

Implications completed by: Adebimpe Winjobi, Senior Procurement and Contracts Manager

6.1 The service being procured falls within the description of services covered by the Light Touch Regime (LTR) under the Public Contracts Regulations 2015. However, the value of this contract, is estimated to be above the LTR threshold for such services (currently set as £615,278) and as such need to be advertised in the Official Journal of the European Union (OJEU) as required by the Regulations. The Council's Contract Rules also require contracts with a value of £50,000 or more to be advertised and opened up to competition.

- 6.2 In keeping with the EU procurement principles, it is imperative that the contract is tendered in a competitive way and that the process undertaken is transparent, non-discriminatory and ensures the equal treatment of bidders. The proposed procurement route to competitively tender this service will widen the competition, provide best competition to get best value for money for the Council and will be compliant with the Council's Contract Rules and EU Regulations.
- 6.3 The use of call offs under a framework agreement for this service will allow the Council more flexibility around the services in terms of volume and extend of use and also select from a number of suppliers for its requirements, helping to ensure that each purchase represents best value.
- 6.4 It is imperative when setting up the framework agreement, the council should include in the contract documents as many of the terms as possible which will apply to the call-off contracts so that the suppliers are clear as to their risks in relation to the call-off terms
- 6.5 Corporate procurement will provide the required support to commissioners throughout the entire process

7. Financial Implications

Implications completed by: Abdul Kayoum, Finance Business Partner

- 7.1 The cost for home care and crisis intervention will be met from the existing budget provision. Even though the spend on home care is circa £10m, the base budget is £6m and the gap is funded from the overall pot available for Care & Support. The council are in the process of identifying growth needs for the service through the Medium Term Financial Strategy (MTFS).
- 7.2 Spend is likely increase year on year in line with growth pressure as well changes in complexity of care needs. Uplifts will also have to be considered in order to maintain market sustainability.
- 7.3 This is a statutory service that the council must provide therefore it is difficult controlling demand. However, the option is available to work with preferred suppliers offering better value for money.

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 establish a new four (4) year Framework Contract for Home Care Services to commence delivery in January 2020.
- 8.2 It is noted that Paragraph 2.2 suggests that the total value of the Framework Contract is likely to be £40 million over the contract period. As this is above the EU threshold of the Light Touch Regime, there is a legal requirement to competitively tender the contract via the Official Journal of the European Union (OJEU). The Council must also publish a contract award notice and comply with the relevant

provisions of the Council's Contract Rules and with the EU Treaty principles of equal treatment of bidders, non-discrimination and transparency in conducting the procurement exercise.

- 8.3 It is noted from paragraph 2.5 that the Council will use the Open procedure and advertise the opportunity in OJEU, Contracts Finder, the Council's website and e-tendering portal, Bravo. These processes will therefore satisfy the requirements of the Council's Contract Rule 28.5 which states that contracts with a value above £50,000 must be competitively tendered.
- 8.4 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.
- 8.5 The report author and responsible directorate are advised to keep the Law and Governance team fully informed who will be on hand and available to assist and advise.

9. Other Implications

9.1 Risk and Risk Management

Risk	Likelihood	Impact	Risk Category	Mitigation
Delay to/ failed procurement process	Low	Medium	Low	A realistic timetable has been set for this procurement process. Should there be a delay in the process the council has a number of established domiciliary care providers in the borough to ensure that there is service continuity.
No tender received	Low	High	Medium	Barking and Dagenham have a very high number of domiciliary care providers in the borough, so it is very unlikely that no tenders will be received. All providers registered in the borough will be notified of the upcoming tender.
Successful provider is unable to deliver the service	Low	Low	Low	The fact that the procurement process will result in a number of providers being awarded contracts it will mitigate the impact should a provider be unable to deliver a service or chose to withdraw from the contract.
Contract award decision challenged by unsuccessful provider(s)	Low	Low	Low	The procurement process will be carried out in line with Council's contract rules and EU Public Contracts Regulations. Legal and corporate procurement will be consulted, and documentation will be kept for the required amount of time.

- 9.2 **TUPE, other staffing and trade union implications** – As this procurement exercise is only for new packages of care there are no TUPE implications.
- 9.3 **Corporate Policy and Equality Impact** – The proposals detailed in this report align and support the boroughs overall vision and priorities, as shown in the reasons section of this report.

The domiciliary services which will be commissioned will be used to support some of the boroughs most vulnerable residents. Access to these services will be via a full assessment of an individuals needs which will be undertaken by the operational teams in Adults' Care and Support. Many of the recipients of these services will have protected characteristics and this support will help them to live as independently as possible.

- 9.4 **Safeguarding Adults and Children** – Domiciliary Care providers deliver care and support to some of the borough's most vulnerable adults. All successful providers will be required to train their staff in safeguarding and to have a robust safeguarding policy in place.
- 9.5 **Health Issues** – Domiciliary care supports individuals to remain healthy and independent in their own homes.

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

List of appendices: None

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CABINET**18 June 2019**

Title: Contract for Provision of Pest Control and Related Services in Council Premises	
Report of the Cabinet Member for Regeneration and Social Housing	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: Victoria Lawal Senior Contracts & Procurement Officer	Contact Details: Tel: 0208 7243492 E-mail: Victoria.lawal@lbbd.gov.uk
Accountable Director: Robert Overall, Director, My Place	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary:</p> <p>An agreement was originally reached between LBBD repairs and maintenance (Enterprise) and Armour Environmental Services Limited about 10 years ago to carry out the pest control, fumigation, heat treatment and pigeon and gull control, etc. The Agreement was reviewed and carried over to LBBD when Repairs and Maintenance services was brought back in-house.</p> <p>The supplier Armour Environmental agreed a 'Schedule of Rates' with LBBD repairs and maintenance and continue to provide their services without a formal agreement in place. The service includes the eradication of pests, removal of vermin, fumigation, heat treatment, pigeon and gull control in residential, void and commercial premises. This excludes the pest control service carried out by Public Realm.</p> <p>This report presents proposals to procure a three-year contract, with an option to extend for a further year, in accordance with the Public Contracts Regulations 2015 using the open procedure. The contract will include the prevention, control and eradication of pests, removal of vermin, fumigation, heat treatment, pigeon and gull control in residential and commercial premises and award of Contract over a three-year term covering the period with the possibility of one-year extension subject to satisfactory performance of the appointed contractor. This is linked to the four Council Priorities part of which is to have a well-run organisation thereby providing value for money and Enabling social responsibility.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
(i) Agree that the Council proceeds with the procurement of a contract for the provision of services covering the prevention, control and eradication of pests, removal of vermin, fumigation, heat treatment, pigeon and gull control from	

residential properties and commercial premises in accordance with the strategy set out in the report; and

- (ii) Authorise the Director of My Place, in consultation with the Cabinet Member for Regeneration and Social Housing, the Director of Law and Governance and the Chief Operating Officer, to conduct the procurement and award and enter into the contract(s) and all other necessary or ancillary agreements with the successful bidder.

Reason

To assist the Council to achieve its priority of “A New Kind of Council” through robust procurement arrangements and providing value for money.

1. Introduction and Background

- 1.1 An agreement was originally reached between LBBB repairs and maintenance (Enterprise) and Armour Environmental Services Limited about 10 years ago to carry out the pest control, removal of vermin, fumigation, heat treatment and pigeon and gull control, etc. The Agreement was reviewed and carried over to LBBB when Repairs and Maintenance was brought back in-house.
- 1.2 The supplier Armour Environmental agreed a ‘Schedule of Rates’ with LBBB repairs and maintenance service and continued to render the service until present. The service includes the eradication of pests, removal of vermin, fumigation, heat treatment, pigeon and gull control in residential, void and commercial premises. This excludes the pest control carried out by Public Realm.
- 1.3 The spend for Landlord Services Areas A, B C and Sales Leasing & Conveyancing team over four years (2015 -2018) is as follows:
- 2015 – approx. £100,000
2016 - £121,347.48
2017 - £219,132.00
2018 - £109,999.20
- Total spend is £550,479**
- 1.4 This service is not under a contract and will need to be tendered fully as per the Council’s own contract rules and the PCR 2015.
- 1.5 This service will exclude the aspects of pest control currently carried out by Public Realm, which are: eradication of rodents, wasps, fleas, cockroaches, squirrels, fleas and bedbugs.
- 1.6 The appointed supplier will carry out removal of garden ants, mosquitos, snakes, woodlice, earwigs, bees, foxes, pigeons, domestic pets, clover mites, silverfish and firebrat as well as bird-proofing and netting. They also do not carry out fumigation, heat and deep cleaning of properties as well as fumigation, heat treatment and pigeon and gull control, etc.

2. Proposed Procurement Strategy

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

2.1.1 This contract is for the prevention, control and eradication of pests, removal of vermin, fumigation, heat treatment, pigeon and gull control from residential properties and commercial premises. There will need to be schedules of rates/costs when the service is being tendered.

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

2.2.1 The contract value is approximately £550,000 based on the spend for the last 4 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 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 Yes. 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	7 th May 2019
Procurement Strategy Report to Procurement Board	20 th May
Report to Cabinet	18 th June
Publish tender opportunity in OJEU, BRAVO, Contracts Finder and the LBBB website	26 th June
Tenders returned (30 days)	29 th July
Tender Evaluation completed by	12 th August
Award Report approved	19 th August
Standstill period	30 th August
Draft Contract	9 th September
TUPE consultation	From June to Sept
Award of Contract	23 rd September
Contract Commencement	1 st October 2019

2.5 Recommended procurement procedure and reasons for the recommendation

2.5.1 A full OJEU open tender will be carried out and advertised in Bravo (e-tendering), Contracts Finder and the Council's website. The tender will be run via the Bravo Solution procurement portal. This satisfies the requirements of competitive tendering contained in the Regulations and the Council's Contract Rules, (Contract Rule 28.5), which specifies that contracts above £50,000 should be subject to a competitive tendering process.

2.5.2 The procurement will be let under the Open procedure. The open procedure will allow for the maximum number of suppliers to respond, 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.

2.6 The contract delivery methodology and documentation to be adopted

2.6.1 The Contract will be let using the Council's Standard terms and Conditions for Services. Schedule of rate will be completed for all required services, this should provide cost certainty

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

2.7.1 The outcome of this procurement will be to have a compliant contract services for pest prevention, control and eradication. A competitive tender process should deliver the best value for money that is available

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

2.8.1 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.

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

2.9.1 Local providers will be sourced and encouraged to apply to tender for the contract and if the provider isn't locally based then they will be encouraged to utilise local labour. This proposal will satisfy the Council's Public Services (Social Value) Act 2012 obligations including the consideration given to local businesses.

2.10 Contract Management methodology to be adopted

2.10.1 Monthly meetings will be held with contract owner and quarterly meetings will be held with the service provider to have formal contractual reviews

3. Options Appraisal

- 3.1 Do Nothing – This would not be legally compliant, due to the nature of the service, it would cause significant delays to the Service and failure to comply and failure to comply with legal requirement and agreed codes of practices.
- 3.2 To continue with current provider – There is currently no contract with the current service provider. If current supplier continues to render this service, it will not provide the best value for money.
- 3.3 To engage with Public Realm to see if they can expand their remit to fully support the deep clean, fumigation and pest control services required to fully support the Council's residential stock. Upon engaging with the Head of Service, this option is not viable due to cost and strain this would be put on existing resources - Public Realm are not able to support all the required areas of pest control, fumigation and deep cleaning of our residential and commercial properties. Please see link below for more detail: www.lbbd.gov.uk/pest-control-for-your-home

4. Waiver

- 4.1 Not applicable.

5. Consultation

- 5.1 Consultation has been held with the stakeholders representatives from My Place Also, approval has been sought from Corporate Procurement, Finance department and Legal services
- 5.2 Report has been submitted to the Director of My Place, Robert Overall and presented at DMT on 13th May. It was presented to Procurement Board sub-group on 6th May 2019 and to Procurement Board on 20th May 2019 and was approved

6. Corporate Procurement

Implications completed by Francis Parker – Senior Procurement Manager

- 6.1 The proposed strategy is compliant with the Councils contract rules and the PCR2015.
- 6.2 An open market tender is likely to provide the best value for money and allows us to tailor the contract to our requirements.
- 6.3 The price/quality split is suitable for this contract.

7. Financial Implications

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

- 7.1 This report is seeking approval to award the contract for the Pest Control prevention and detection service in residential and commercial premises based on a procurement exercise.

7.2 The total contract value is based on the expenditure for the past 4 years estimated at £462k, however charges will be predominantly to the HRA.

8. Legal Implications

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

8.1 This report is seeking approval to proceed with the procurement of a contract for the prevention, control and eradication of pests from residential properties and commercial premises in the Borough. The proposed procurement being considered is stated to be an estimated £550,000 over the lifetime of the contract, which is in excess of the threshold for services (currently set at £181,302) under the Public Contracts Regulations 2015 (“the Regulations”) and therefore a competitive tendering process will be required, which will be subject to the full application of the Regulations.

8.2 This report advises that it is the intention of officers to tender this contract in accordance with the Public Contracts Regulations 2015 (the ‘Regulations’) using the open procedure. The requirements for competitive tendering, 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.

8.3 In keeping with the EU procurement principles, it is imperative that the contract is tendered in a competitive way and that the process undertaken is transparent, non-discriminatory and ensures the equal treatment of bidders.

8.4 The report author and responsible Directorate are advised to keep Legal Services fully informed at every stage of the proposed tender exercise. Legal Services are on hand and available to assist and answer any questions that may arise.

9. Other 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 minimize the risk, we are seeking approval to conduct a tender exercise.

Risks are further mitigated by ensuring the correct levels of insurance and liability cover are held by the contractor and that Key performance indicators encourage good performance. Legal shall ensure the contract documents do not make the council liable for any issues that may arise from this service

9.2 **TUPE, other staffing and trade union implications** - Information has been sent to supplier to ascertain if TUPE applies

9.3 **Corporate Policy and Equality Impact** - As part of the procurement process, potential suppliers will be assessed for adherence to the necessary legislation and regulations. Their equality policies will be assessed to ensure they meet council requirements

9.4 **Health Issues** - The timely eradication and control of pest and vermin in both residential and commercial properties will reduce the chances of spread of diseases and mitigate the spread of such within the community.

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

List of appendices: None

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CABINET**18 June 2019**

Title: Contract for Provision of Security Services to Domestic Void and other Vacant Properties	
Report of the Cabinet Member for Regeneration and Social Housing	
Open Report	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: Victoria Lawal Senior Contracts & Procurement Officer	Contact Details: Tel: 0208 7243492 E-mail: Victoria.lawal@lbbd.gov.uk
Accountable Director: Robert Overall, Director, My Place	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary:</p> <p>The current contract for the provision of security services to domestic void properties and properties to be regenerated or demolished expired on 1 June 2019. That contract has been extended for three months up to 31 August 2019 and this report sets out proposals for the procurement of a new contract, to commence on 1 September 2019.</p> <p>The intention is to procure a three-year contract, with an option to extend for a further year subject to satisfactory performance of the appointed contractor, via the Fusion21 Framework.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree that the Council proceeds with the procurement of a contract for the provision of security services to domestic void properties and properties to be regenerated or demolished via the Fusion21 Empty Properties Security Framework, in accordance with the strategy set out in the report; and (ii) Authorise the Director of My Place, in consultation with the Cabinet Member for Regeneration and Social Housing, the Director of Law and Governance and the Chief Operating Officer, to conduct the procurement and award and enter into the contract(s) and all other necessary or ancillary agreements with the successful bidder. 	
<p>Reason(s)</p> <p>To assist the Council to achieve its priority of “A New Kind of Council” through robust procurement arrangements and improved value for money.</p>	

1. Introduction and Background

- 1.1 LBBB has approximately 19,000 domestic dwellings and at any given point a number may be empty which will require security or related measures. This also includes properties that are pending regeneration or due to be demolished.
- 1.2 The contract with Orbis Protect started on 1 June 2016 for duration of 3 years with it due to end on 1 June 2018. Since the report is due to be submitted to Cabinet for approval, there will be a delay in the procurement process therefore a three-month waiver has been approved to cover the spend during this time up to 31 August 2019.
- 1.3 The total spend for My Place for four years is approximately £400k and the spend for Be First for 2 years is approximately £200k. The spend for the two services averages £200k per year which totals approximately £800k for 4 years.
- 1.4 This contract for this service is due to end on 1st June 2019 and need to be tendered fully as per the Councils own contract rules and the PCR 2015

2. Proposed Procurement Strategy

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

- 2.1.1 The contract is for the provision of security services to domestic void properties and properties to be regenerated or demolished. They would be required to respond to call outs, both during and outside normal working hours that may require urgent attention to secure the property

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

- 2.2.1 The contract value is approximately £800k based on the spend for the last 4 years.

2.3 Duration of the contract, including any options for extension

- 2.3.1 4 years (3 + 1)

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 Yes

- 2.4.2 Outline Timetable:

Stage	Estimated Date
Procurement Strategy Report to Procurement Board Sub Group	7 th May 2019
Procurement Strategy Report to Procurement Board	20 th May
Report to Cabinet	18 th June
Tender through Fusion 21	26 th June
Tenders returned (14 days)	2 nd July
Tender Evaluation completed by	16 th July
Award Report approved	23 rd July
Draft Contract	2 nd August
TUPE consultation	From June to Aug
Award of Contract	19 th August
Contract Commencement	2 nd September 2019

2.5 Recommended procurement procedure and reasons for the recommendation

2.5.1 To continue to use the Fusion21 Framework as it offers a focus on social value alongside service delivery, quality performance and management, health and safety, collaborative working all with a clear drive in obtaining value for money.

2.6 The contract delivery methodology and documentation to be adopted

2.6.1 The Contract will be let using the Council's Standard terms and Conditions for Services.

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

2.7.1 The outcome of this procurement will be to have a compliant contract services to provide security services to domestic void properties and properties that are due to be regenerated or demolished. Using Fusion21 framework as they are accredited and would deliver the best value for money through the contracts awarded through the framework

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

2.8.1 The tenders will be evaluated through a Fusion21 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

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

2.9.1 It is established by sampling the market that only a few suppliers provide this service which means these few suppliers are registered on the framework. If the provider appointed isn't locally based, they will be encouraged to utilize local labour.

2.10 Contract Management methodology to be adopted

2.10.1 Monthly meetings will be held with contract owner and quarterly meetings will be held with the service provider to have formal contractual reviews

3. Options Appraisal

3.1 Do nothing – This would not be legally compliant, due to the nature of the service, it would cause significant delays to the Service and failure to comply and failure to comply with legal requirement and agreed codes of practices.

4. Waiver

4.1 As provided for in Contract Rule 6, a waiver has been approved from 1 June 2019 – 31 August 2019 (three months) to cover the delay encountered in the procurement process.

5. Consultation

5.1 Consultation has been held with the stakeholders representatives from My Place and Be First. Also, approval has been sought from Corporate Procurement, Finance department and Legal services

5.2 Report has been submitted to the Director of My Place, Robert Overall and presented at DMT on 13th May. It was presented to Procurement Board sub-group on 6th May 2019 and to Procurement Board on 20th May 2019 and was approved.

6. Corporate Procurement

Implications completed by: Francis Parker – Senior Procurement Manager

6.1 The proposed strategy is compliant with the Councils contract rules and the PCR2015.

6.2 The Fusion 21 framework was used previously for this service and the rates were benchmarked at the time and found to be significantly cheaper than could be found elsewhere.

6.3 The price/quality split is suitable for this contract.

7. Financial Implications

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

7.1 This report is seeking approval to enter into a procurement exercise for the award of contract for the provision of security services to domestic void properties and properties to be regenerated or demolished.

7.2 The expenditure relating to the provision of security services to domestic void properties and properties to be regenerated will be funded from the Housing Revenue Account (HRA). It's a call off contract and the value will be dependent

upon the activity of void properties awaiting works to be done or likely to be demolished.

8. Legal Implications

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

- 8.1 This report is seeking approval to proceed with a procurement for the provision of security services to domestic void properties to be regenerated or demolished through the use of the Fusion 21 framework.
- 8.2 This report states that the total value of the contract over the contract period of 4 years will be £800,000, which is in excess of the EU threshold for service contracts and will require competitive tendering via the Official Journal of the European Union (OJEU). The Public Contracts Regulations 2015 (the Regulations) permit contracting authorities to call off valid frameworks in order to procure goods, services and works, as required. In compliance with the principles of the Regulations this procurement process has to be transparent, non-discriminatory and fair.
- 8.3 The requirements for competitive tendering, as contained within the Council's Contracts Rules are met as Rule 5.1 (a) advises that it is not necessary for officers to embark upon a separate procurement exercise when using a Framework Agreement providing the Framework being used has been properly procured in accordance with the law and the call-off is made in line with the Framework terms and conditions.
- 8.4 The Fusion 21 framework should satisfy the above requirements as the Council is permitted to call off from the framework, which has been set up following a compliant OJEU process for the benefit of various bodies, including local authorities.
- 8.5 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.
- 8.6 The Law and Governance Team will be on hand to assist and advise as necessary throughout this procurement process.

9. Other 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 minimize the risk, we are seeking approval to conduct a tender exercise.

Risks are further mitigated by ensuring the correct levels of insurance and liability cover are held by the contractor and that Key performance indicators encourage

good performance. Legal shall ensure the contract documents do not make the council liable for any issues that may arise from this service

- 9.2 **TUPE, other staffing and trade union implications** – Information has been sent to supplier to ascertain if TUPE applies
- 9.3 **Corporate Policy and Equality Impact** - As part of the procurement process, potential suppliers will be assessed for adherence to the necessary legislation and regulations. Their equality policies will be assessed to ensure they meet council requirements
- 9.4 **Crime and Disorder Issues** - The securing of vacant properties in a timely manner will reduce the chances of squatters moving into the empty properties. This will reduce crime and antisocial behaviour. This will be in line with the Community Safety Partnership Action Plan.
- 9.5 **Property / Asset Issues** - Once the properties/assets are secured with doors and windows mesh, properties are protected from vandalised.

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

List of appendices: None

CABINET

18 June 2019

Title: Procurement of Carers Support Service	
Report of the Cabinet Member for Social Care and Health Integration	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: Arabjan Iqbal, Commissioning Manager, Adults' Care and Support	Contact Details: Tel: 020 8227 5731 E-mail: arabjan.iqbal@lbbd.gov.uk
Accountable Director: Mark Tyson, Commissioning Director, Adults' Care and Support	
Accountable Strategic Leadership Director: Elaine Allegretti, Director of People and Resilience	
<p>Summary:</p> <p>Carers provide a vitally important contribution to the health and social care economy, saving £132 billion in the UK per annum¹, equivalent to the running cost of a second NHS. Carers provide unpaid care and support to their loved ones and are experts by experience in the provision of their care.</p> <p>This report outlines the proposed procurement strategy for the re-tender of the provision of the Carers Support Service, with the current service coming to an end on 31 January 2020. The proposals build on the success of moving the original support service to a digital platform with the provision of face to face support, satellite support and increasing GP outreach.</p> <p>The service will:</p> <ul style="list-style-type: none"> • Provide information, advice and signpost carers onto additional support • Develop and provide peer support groups • Identify hidden carers • Complete intermittent carer's assessments as required and develop the carers market • Work closely with health and social care to provide access to an integrated service for carers • Provide strategic input in the development of the carers strategy and developing the market • Work in partnership with the borough to develop resilience and work towards a carer friendly community. <p>The new service specification will incorporate the recommendations made in the national Carers Action Plan 2018-2020 which builds on the existing National Carers Strategy and bridges the gap in anticipation of the Health and Social Care Green Paper.</p>	

¹ Valuing Carers 2015, Carers UK

<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Agree the procurement of a Carers Support Service for a period of three years commencing February 2020, with the option to extend for up to two years at the sole discretion of the Council; and</p> <p>(ii) Delegate authority to the Director of People and Resilience, in consultation with the Cabinet Member for Social Care and Health Integration, the Director of Law and Governance and the Chief Operating Officer, to conduct the procurement and award and enter into the contract and all other necessary or ancillary agreements with the successful bidder in accordance with the strategy set out in the report.</p>
<p>Reason(s)</p> <p>To assist the Council to achieve its priorities of “Empowering People”, by supporting residents to take responsibility for themselves and their loved ones and increase resilience, and “A New Kind of Council”.</p>

1. Introduction and Background

1.1 The Care Act 2014 put in statute for the first time the needs of carers and their right to be recognised for the work that they do. The Care Act and the Children and Families Act 2014 introduced significant and welcome measures to improve the rights of adult carers. These measures include:

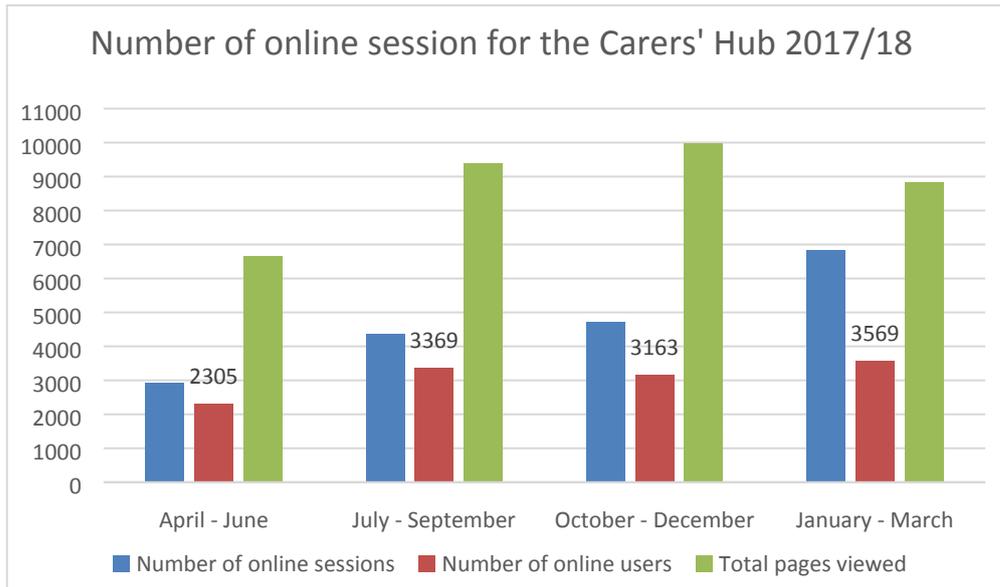
- A duty on local authorities to promote the physical, mental and emotional wellbeing of carers and their participation in work, education and training;
- A duty on local authorities to provide information, advice and access to a range of preventative services which reduce carers’ need for direct support;
- New assessments which put carers on an equal footing with the person they care for;
- Giving carers, for the first time, a clear right to receive services, via a direct payment if they choose;
- A national eligibility threshold, bringing greater clarity around entitlement for carers and those they care for;
- Processes in place to ease the transition between child and adult services.

1.2 Informal carers make up a large proportion of the population with 16,200 identifying themselves as providing care according to the 2011 Census. Based on the mid-year estimates for 2017, the estimated number of carers in the borough now stands at 23,178 of which 6,930 local carers are registered for support with commissioned services. There are therefore a large proportion of ‘hidden carers’ not known to support services. *Valuing Carers 2015*, a report written by Carers UK, puts the value of the contribution that carers make to the local economy at an average of £19,000 per carer, per annum.

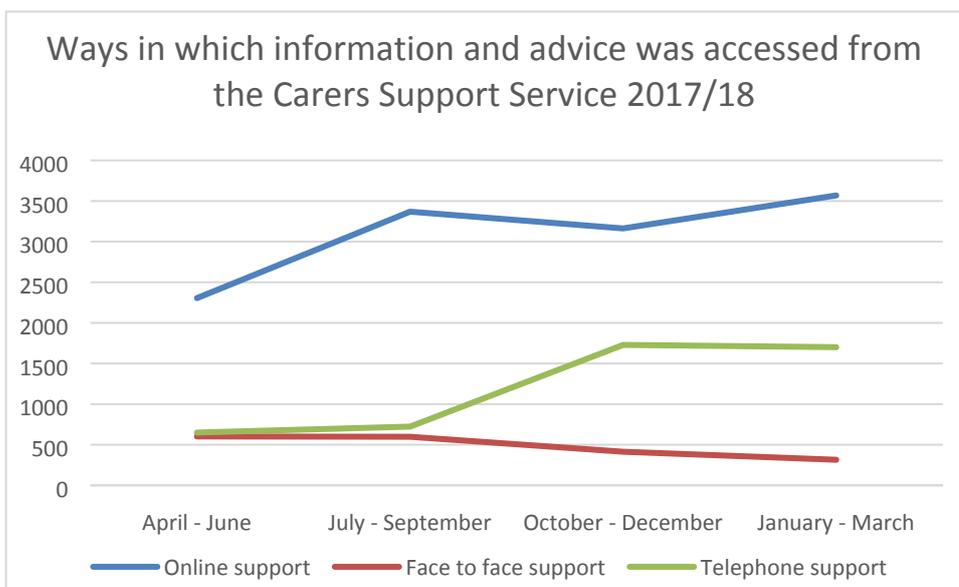
- 1.3 In 2016, the Government launched a carers' Call for Evidence consultation. The call for evidence showed that carers felt pride and satisfaction in their caring role, but also highlighted the many practical frustrations and difficulties they face, and the profound impact caring can have on their own health, employment and lives outside caring.
- 1.4 The Carers' Action Plan published in June 2018, builds on the National Carers Strategy and was developed following the carers' Call for Evidence. This was put in place in anticipation of the Green Paper on Health and Social Care and the new National Carers Strategy when it is published. The action plan works to focus on following five primary themes to improve the health and wellbeing of carers:
- Services and systems that work for carers
 - Employment and financial wellbeing
 - Supporting young carers
 - Recognising and supporting carers in the wider community and society
 - Building research and evidence to improve outcomes for carers.
- 1.5 The Action Plan will be used to inform the specification for this support service and develop the Carers Strategy locally, building upon and replacing Let's Care for Carers: A Carers Strategy for Barking and Dagenham 2015-18, whilst we anticipate the release of the Green paper, and the subsequent National Carers Strategy. The local Carers Strategy will be developed over the coming months and will be published towards the end of 2019.
- 1.6 The Carers' Support Service is jointly funded by the local authority and the CCG via the Better Care Fund (BCF). A Section 75 arrangement with the CCG is already in place for all schemes under the Better Care Fund.
- 1.7 The current support service will come to an end on 31 January 2020. When the original service was retendered in 2016 it was reshaped in response to feedback from carers, service users and professionals and reflected the priorities of the Care Act.

Current Service Model and Feedback

- 1.8 The Carers' Hub is the service model currently implemented to provide carers with information and advice. The service includes an online platform to provide access to information and advice at any time. The service also includes face to face support and over the phone support for carers that prefer to speak to someone as well as onward referral for a formal carer's assessment. This service also allows for a co-ordinated offer across universal and specialist services through signposting. Since launching the digital platform there has been a significant increase in the number of people accessing support. For example, 101 face to face support sessions were delivered in the second quarter of 2018/19 in comparison to 2938 individuals accessing information online, with a total of 3,651 sessions, in the same quarter. The chart below shows the online activity for the Carers' Hub for 2017/18 and continues to illustrate how the move to a digital platform has increased the reach of the service.



1.10 To put this in context, when initially the online service was discussed in the focus groups and with professionals as part of the development of the specification, there was a lot of skepticism in moving to the digital platform and how local carers and their families would use this service. Data from the last financial year shows that there has been a steady increase in the number of service users accessing information online and the number of carers accessing support face to face and over the phone has decreased slightly as shown in the following chart. Feedback from the current provider has shown that the cases that are presenting face to face are now more complex, which is thought to be down to the fact that the website filters and addresses the low-level information, advice and signposting needs of carers.



- 1.11 Along with providing information and advice to carers, the service also provides peer support groups for carers to attend. To build on this further and have more co-production as part of the service, the peer support groups were moved to a more self-sustaining model within the current specification. Initially, it was very difficult for carers to find the time to do this or have the willingness to take on the responsibility. There were also issues about including everyone's input into the groups. The groups started to suffer, with attendance dropping and groups cancelled, therefore the decision was made by the Commissioner and the provider to re-introduce facilitated groups. A couple of groups that organically grew into independent small peer support groups have remained and have steady attendance, however membership is low. This is an area for improvement and development in the next iteration of the carers support contract.
- 1.12 The new service will build on the success of the digital hub to include a focus on carer's assessments and the development of the carers market. Carer's assessments are currently undertaken in-house by the Adults' Care and Support operational teams. The data shows that we are currently doing well in completing the number of carer's assessments when compared with other London Boroughs. However, by including carer's assessments within the specification, the local authority has the option to aid the completion of the number of carer's assessments should the need arise. At present there is enough capacity within the social work team to support this, however, should the need arise the provider will provide additional capacity to complete the assessments. Moreover, in looking at the outcomes of carer's assessments, the new contract will require the provider to work with Commissioners and operational teams to develop the market to ensure that interventions and preventative measures are in place to cater for the needs of carers. The option to complete carer's assessments and the role of the provider in supporting market development will form key elements of the next stage of the carer's support service.
- 1.13 The new service will also work closely with Community Solutions in delivering information and advice and providing training to frontline staff to further support identifying and supporting hidden carers.
- 1.14 The Carers' Hub service has done very well in linking in with GP's and mental health services. There was a distinct absence from the GP radar of the Carers Support Service prior to this contract. Getting access to GP's was a continuous battle, however, through some strategic facilitation from the borough's strategic lead and the CCG lead for Carers the service was able to establish a regular stall at the GP protected time initiative meetings. This raised the profile of the service and subsequent offers to run satellite services from GP practices were made. The service is now in a position where all GP requests cannot be physically met and the surgeries are now supported on rotation. In addition to this satellite services were also instigated in Children's and Community centres and the two hospitals to support easy access to the service across the borough.
- 1.15 Between November 2018 and January 2019 consultation sessions were run with carers, alongside consultation with professionals, to inform the specification development. These sessions included a wide cross-section of carers including Learning Disability (LD) Family Carers, Arabic-speaking Carers, Asian Carers and a group representing a cross-section of carers of different ages and backgrounds and

whose cared for had different support needs. Feedback from these groups was as follows:

- Carers were happy with the support that they had received from the Carers Support Service.
- Carers stated that they preferred the face to face support over online support. The data regarding the online service was highlighted and as most carers had smartphones, accessing the service from them was also discussed.
- Carers wanted support around employment options once their caring roles had come to an end or changed in some way.
- Carers discussed focused groups for different areas such as LD. These groups are currently running independently of the Carers Support Service and have been setup historically.
- Carers identified a need for respite services and services for carers to support carers in their caring role.
- Carers wanted more carer friendly community building such as working with employers, ambulance service and police.

1.16 The feedback from the consultations along with the data analysis, Carers' Strategy Group feedback and best practice from other boroughs will be used in completing the service specification.

2. Proposed Procurement Strategy

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

2.1.1 The Carers Support Service will be delivered via the Carers' Hub model detailed above – a digital information and advice platform with an option for telephone and face to face contact where required, particularly where the support needs of the carer are complex. The carers support service will also develop peer support groups as well as work strategically in partnership with the borough and other partners to deliver the vision for carers.

2.1.2 The successful provider will work with the Council as a strategic partner to deliver a service that can be adapted to the changing needs of the residents and fluctuating budgets. The Council intends to identify a strategic partner that will bring several additional layers to the borough, including the ability to seek out potential funding streams to strengthen sustainability throughout the service.

2.1.3 The strategic partner will deliver a needs-based carers support service that meets national guidelines for carers support commissioning and fulfils the Council's obligations and commitments to carers; and enable in partnership with other strategic partners a carer friendly community. This will allow for the identified strategic partner to adjust service delivery to respond to emerging trends, population changes and/or budget changes, whilst delivering against key outcomes.

2.1.4 It is proposed that a tender is undertaken with a view to award a three-year contract with the option to extend for a further two years at the sole discretion of the Council. The successful provider will provide a Carers' Hub service that will fulfil the following criteria:

- A digital based platform providing information, advice, signposting and referral for a formal assessment for carers
- Provision of telephone support services
- Provision of face to face support services including outreach provision
- Provision for flexible service delivery including out of hours and weekends
- Work with local GPs and pharmacies to raise awareness of carers and identifying hidden carers
- Work with local health partners including mental health services to raise awareness of carers and support carers to access mental health services
- Draw up and review In Case of Emergency, (ICE), plans and load onto LiquidLogic
- Complete intermittent carer's assessments as required and develop the carers market
- Develop and enable Peer Support Groups.
- Strategic partnership working to inform and develop the carers strategy, carers market and identify opportunities to promote resilience and empower carers.
- Strategic partnership working towards a carer friendly community
- Champion the high skill base and support carers' opportunities to maintain, find and upskill into the employment market

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

2.2.1 The service will be jointly funded by the Council and CCG under the BCF. The pooled fund for the Better Care Fund is governed by a Section 75 arrangement.

2.2.2 The local authority is the strategic lead for carers and will procure the Carers Hub on behalf of itself and the CCG, as governed by the Section 75 arrangement. KPIs will be jointly agreed between LBB, the CCG and the provider.

2.2.3 The main allocated budget for the Carers Hub is £120,000 per annum and is made up of two funding streams. £20,000 of the funding will be used to fund invest to save schemes that will deliver on local outcomes and develop the market. The breakdown of the budget is as follows;

- £44,170 funding from the CCG
- £75,830 funding from LBB

2.2.4 The contract value for the Carers Hub is therefore as follows:

Service Detail (funding)	2019/20	2020/21	2021/22	Optional 1yr ext.	Optional 1yr ext.	Total cost
Main funding (LBB & CCG)	£120,000	£120,000	£120,000	£120,000	£120,000	£600,000

2.2.5 In addition to this there will be a further envelope of funding for the provision of additional carer's assessments as required with a budget of £6500 per annum funded by LBB and the CCG. This will be drawn down on an ad hoc basis as required.

Ad Hoc Service	2019/20	2020/21	2021/22	Optional 1yr ext.	Optional 1yr ext.	Total cost
Main funding (LBBD & CCG)	£6,500	£6,500	£6,500	£6,500	£6,500	£32,500

2.3 Duration of the contract, including any options for extension

2.3.1 The Carers' Hub service will be for a period of 3 years from February 2020 until January 2023 with the option to extend for a 2-year period on an annual basis at the sole discretion of the council and is dependent on satisfactory performance in line with the specification.

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 procurement is subject to the (EU) Public Contracts Regulations 2015 and as a social care contract is subject to the Light Touch Regime. However, because the estimated value of the contract is higher than the set threshold 750,000 euros (the current sterling equivalent is £589,148), it needs to be advertised in the Official Journal of the European Union (OJEU) as required by the Regulations and would be subject to the customary EU procurement principles of transparency, non-discrimination and equal opportunity for bidders.

2.5 Recommended procurement procedure and reasons for the recommendation

2.5.1 The service will be procured in line with the Public Contract Regulations 2015 through a competitive open market tender under the 'light touch regime' in line with the Council's contract rules. The tender opportunity will be advertised on OJEU the Council's e-tendering portal Bravo, Contracts Finder, and the Council's website. The process will widen the competition and ensure the Council gets best value for money for this service.

Reasons: There are a small number of organisations that have the experience and specialist knowledge to deliver the Carers' Hub both locally and nationally. The application of an open tender allows the maximum number of applicants to apply for the contract and opens the market to smaller providers.

2.6 The contract delivery methodology and documentation to be adopted

2.6.1 The standard Public Service Contract 2015 will be used for these contracts with a no-fault break clause allowing notice to be given by either party.

2.6.2 In terms of the Carers' Hub service, the Council will procure the service on behalf of the local authority and the Clinical Commissioning Group. This will therefore be a two-way contract between the local authority and the commissioned provider. As already happens with current services, the local authority will pay the provider for all services commissioned as part of the Carers' Hub. We have an invoicing arrangement in place as part of the Section 75 and that will deal with the recharging

of carers' services. As stated above, the funding agreement is governed by the Better Care Fund Section 75.

- 2.6.3 The contracts will be further tightened with service specification requirements and expected outcomes. Key performance indicators will be outlined in the service specification and agreed with the providers. Performance management will be carried out by the Council.
- 2.6.4 A soft market engagement event will be put in place prior to the launch of the tender to gauge market interest in the tender.
- 2.6.5 The Carers' Service tender procurement timetable is as follows:

Activities/ Tasks	Date
Market Engagement Event	June 2019
Issue ITT	w/c 8 July 2019
Develop Service User Questions and Evaluation criteria – focus group and workshop	Ongoing
Deadline for clarifications	5 September 2019
Return Tenders	12 September 2019
Service user evaluation	23- 27 September 2019
Tender Evaluation	16 September -4 October 2019
Prepare award report/ get approval	7- 16 October 2019 2019
Provisional Award (notify successful/ unsuccessful Tenderer's)	17 October 2019 2019
Standstill period	18 October -29 October 2019
Final award	30 October 2019
Mobilisation including potential TUPE transfers	31 October -31 January 2020
Contract commencement	1 February 2020

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

- 2.7.1 The intended outcome of the service is to improve the early identification and support of carers through the provision of information, advice and signposting to carers and through a carers assessment. This helps to deliver the duties that are outlined in the Care Act 2014 and the Children and Families Act 2014 towards carers. The service will meet the needs of the local community and provide a high quality, needs-led service which will target hidden and known carers in the borough.
- 2.7.2 As outlined above, it is intended that the carers support service will provide efficiency savings through the invest to save model. This allows for flexible and innovative approaches in providing services that support carers to maintain their caring role. Supporting carers through investment in preventative services maintains carers health and wellbeing and contributes to reducing pressures on social care budgets as carers maintain their caring role.

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

2.8.1 The contract will be awarded on the basis of the most economically advantageous tender with a split 70% Quality and 30% Price. Price will be assessed on the tenderers proposed prices based on the specification.

2.8.2 The Quality element will be formed of two parts, the tenderers method statement response and service user evaluation. The tenderers method statement will consist of their responses to a number of questions set which will cover:

- Service delivery and quality
- Service user involvement
- Safeguarding
- Choice and control
- Innovation and creativity
- Business continuity
- Staffing model
- Social value
- Equalities and diversity in service delivery

2.8.3 The carer evaluation element will consist of a carer focus group who will develop questions on areas that are important to them in service delivery.

2.8.4 Approximately 8 carers will be identified from the initial consultation process who can commit to the initial training for the tender and the development of the tender questions. These individuals will then be trained on the evaluation process, what answers they anticipate and how those answers will be evaluated.

2.8.5 On the day, carers will ask the tenderers to answer these questions in a 'speed dating' exercise and will evaluate and score their answers. The 'speed dating' model consists of tenderers moving around a number of different tables at which one or two service users are sat. Service users ask providers two or three questions over a five-minute period before a bell sounds and providers move to the next area in which service users are sat. This has worked very well in previous tenders run by commissioning and has also been commented on by providers as a refreshing way to evaluate the tenders. The marks are then collated, weighted and incorporated into the overall tender score.

2.8.6 It is anticipated that the 70% quality score will therefore be made up of:

- 60% assessment of the method statement
- 10% assessment of responses to service user questions obtained at the speed dating event with service users

2.8.7 Clarification meetings may be held with individual providers on any clarifications that are required in the method statement. This will not be scored.

2.8.8 In terms of the evaluation of the ad hoc draw down for the carers assessments, this element of the evaluation is being developed with the advice of Corporate Procurement and will be finalised shortly.

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

2.9.1 The Council's social value responsibilities are taken through its vision: One borough; One Community; London's growth opportunity. The Civil Society Strategy stresses the need for the provision of social value within contracts.

2.9.2 To address this the proposed procurement of the Carers Support Service will work with local residents and carers to access opportunities in entering into the employment market. The Carers Support Service will also work as a strategic partner in promoting the needs of carers and attracting investment for carers into the borough.

2.10 **Contract Management methodology to be adopted**

2.10.1 The contract will be monitored through quarterly contract monitoring meetings and annual reviews.

2.10.2 The procurement activity will be overseen by Adebimpe Winjobi, Senior Procurement and Programme Manager, and the contract will be managed by Arabjan Iqbal, Commissioning Manager, Adult's Care and Support.

3. **Options Appraisal**

3.1 **Do Nothing** - This option is not viable as the Council has a duty to provide access to information and advice under the Care Act 2014. The Carers' Support contract has been extended for the maximum duration and a re-tender of Carers Support services is required. A subsequent direct award is in place to enable the Carers Action Plan to be incorporated within the service specification.

3.2 **Open Tender (Recommended)** - An open tender allows for carers' services to be remodelled in line with the Care Act 2014 and the Children and Families Act 2014 as well as the new national Carers Action Plan. The services will provide access in various formats and allow carers assessments to be completed on an ad hoc bases as required by the Council. The services also allow for signposting to other services as well as providing a coordinated offer across universal and specialist services. The service will build on the success and strengths of the current service provision including access to information and advice through a digital platform as well as further developing the carers market through co-producing the invest to save model of developing the offer through innovative small pilots. The open tender route allows for a wider net for potential bidders and opens the market for this service.

3.3 **Continue current service** - This option would continue the service as it currently stands and would not develop the service specification in line with the national Carers Action Plan. The current service has come to the end of the contract period and will need to be re-tendered.

4. **Waiver**

4.1 Not applicable.

5. Consultation

- 5.1 This service will be provided in line with the Equalities Act 2010 by providing an open access service for carers open to all adults and young people. The service will help to identify 'hidden carers' from across our diverse population. The Equalities Act protects carers against direct discrimination and harassment because they are counted as being 'associated' with someone who is protected by the law because of their age or disability.
- 5.2 Consultation has taken place with carers and professionals regarding the service specification.
- 5.3 An Equalities Impact Assessment will be completed before the tender commences.
- 5.4 The proposals in this report were considered and endorsed by the Procurement Board at its meeting on 18 February 2019.

6. Corporate Procurement

Implications completed by: Adebimpe Winjobi, Senior Procurement and Programme Manager

- 6.1 This report is seeking approval to procure a contract for the provision of the Carers Support service. The service being procured falls within the description of services covered by the Light Touch Regime under the Public Contracts Regulations 2015. As the estimated value of the contract is higher than the set threshold (currently EUR 750,000), it needs to be opened up to competition and be advertised in the Official Journal of the European Union (OJEU) as required by the Regulation.
- 6.2 In keeping with the EU procurement principles, it is imperative that the contract is tendered in a competitive way and that the process undertaken is transparent, non-discriminatory and ensures the equal treatment of bidders. This procurement also has to be in line with the Council's Contract Rules which require contracts with a value of £50,000, or more, to be advertised and opened up to competition.
- 6.3 The proposed procurement route to tender this service via EU Open Procedure will widen the competition, provide best competition to get best value for money for the Council and will be compliant with the Council's Contract Rules and EU Regulations. The report gives details of the procurement procedure, evaluation criteria, award criteria and the timetable for the procurement exercise.
- 6.4 Corporate procurement will provide the required support to commissioners throughout the entire process.

7. Financial Implications

Implications completed by: Abdul Kayoum, Finance Business Partner

- 7.1 The programme is grant funded (BCF) and the Council would need to consider alternative sources of funding if it was to come to an end.

- 7.2 There is already budget provision in the BCF for the current carers support scheme which continue funding the new programme.

8. Legal Implications

Implications completed by: Jonathan Bradshaw, Solicitor

- 8.1 It is clear that consideration has been given to the Public Contract Regulations and the proposal is compliant.
- 8.2 The proposal also complies with the Council's contract rules.

9. Other Implications

- 9.1 **Risk and Risk Management** - The current provider has been providing services to carers in the borough for over 20 years. The new services will provide a re-modelled carers' service which will be in line with the Care Act 2014 and the Carers Action Plan 2018-2020. The service users and their carers will need to be kept informed of the changes in the service delivery prior and post the tender process. It is also worth noting that the borough provides only 25% of the funding for all the services that carers of Barking and Dagenham provide in supporting carers locally. The remaining funding is sourced from other sources.

- 9.2 **TUPE, other staffing and trade union implications** – There are TUPE implications for the services which legal services will be providing advice.

- 9.3 **Corporate Policy and Equality Impact** – As detailed above, providing the Carers' Hub will help support carers in their caring role and identify hidden carers earlier so that they can access the support that they need to maintain their caring role. This also includes support with maintaining their health and wellbeing to maintain their caring role, as well as empowering carers to have their voices heard in the treatment and management of their loved ones in line with the Carers Action Plan.

This service will be provided in line with the Equalities Act 2010 by providing an open access service for carers open to all adults and young people approaching transition to Adult Carers support services. The service will help to identify 'hidden carers' from across our diverse population. The Equalities Act protects carers against direct discrimination and harassment because they are counted as being 'associated' with someone who is protected by the law because of their age or disability.

- 9.4 **Safeguarding Adults and Children** - The service will reduce inequalities amongst young people and children by providing support through transition from Children's' to Adult Services and providing support to parent carers.

- 9.5 **Health Issues** - Carers are known to have significant health inequalities compared to the general population. The service has provision for the early identification of 'hidden carers', those that are not known to carers support services, through GP's and pharmacies. There is also provision within the service to facilitate carer access to mental health services and to promote awareness of the mental health needs of carers in various forums.,

- 9.6 **Crime and Disorder Issues** - The service promotes the safety of Carers' and encourages the reporting of hate crime against carers and the cared for.
- 9.7 **Property / Asset Issues** - The current provider leases a property from the Council as a base for the service. The current contract represent only a fraction of the organisations income and they may well remain in the building whatever the outcome of the tender. Depending on the outcome of the tender , alternative accommodation arrangements may need to be considered by the provider.

Public Background Papers Used in the Preparation of the Report:

- Let's Care for Carers: A Carers Strategy for Barking and Dagenham 2015-18
https://search3.openobjects.com/mediamanager/barking/asch/files/carers_strategy_v4.pdf
- Carers Action Plan 2018 to 2020:supporting carers today
<https://www.gov.uk/government/publications/carers-action-plan-2018-to-2020>
- Valuing Carers 2015 – the rising value of carers' support
<https://www.carersuk.org/for-professionals/policy/policy-library/valuing-carers-2015>

List of appendices: None

CABINET**18 June 2019**

Title: Corporate Plan - Quarter 4 2018/19 Performance Reporting	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Laura Powell, Policy and Partnerships Officer	Contact Details: Tel: 020 227 2517 E-mail: laura.powell@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>The Corporate Plan 2018-2022 articulates the Council's vision and priorities for the next four years, following a period of significant change and service transformation. To support this, it was recognised that the Council's Corporate Performance Framework needed to evolve to support and monitor our progress and service delivery, as a new kind of council.</p> <p>The framework demonstrates how the Council will achieve the long-term vision for the borough as set out in the Borough Manifesto, by focusing on clearly defined medium and short-term targets, alongside output measures and budgetary information that monitor vital indicators of service transformation.</p> <p>Each component of the performance framework being has been aligned to Cabinet Member portfolios to ensure that the Council's performance is effectively managed and service delivery remains on track. As a key element of the framework, the development of the Key Accountabilities and Key Performance Indicators (KPIs) has been carried out in collaboration with senior officers and Cabinet Members.</p> <p>Cabinet is presented with a Quarter 4 2018/19 performance update against the Key Performance Indicators (KPIs) and Key Accountabilities, which will continue to be reported quarterly to Corporate Performance Group (CPG) and Cabinet throughout the coming year.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
<ul style="list-style-type: none"> (i) Note progress against the Key Accountabilities as detailed in Appendix 1 to the report; (ii) Note performance against the Key Performance Indicators as detailed in Appendix 2; and (iii) Agree any actions to address areas of deteriorating performance. 	

Reason(s)

To assist the Council in achieving its priority of a “Well run organisation”.

1. Introduction and Background

- 1.1 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.
- 1.2 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.
- 1.3 The Corporate Plan 2018-2022 was developed to clearly articulate the Council’s vision and priorities over the next four years, as we continue our journey and the Council’s transformation programme begins in earnest.
- 1.4 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 co-ordinated, and achievable and that it is resourced in line with the Medium-Term Financial Strategy. It allows both Members and residents to measure progress in the Council’s delivery of its vision and priorities

2 Corporate Performance Framework 2018-2022

- 2.1 The corporate performance framework demonstrates how the Council will achieve the long-term vision for the borough as set out in the Borough Manifesto, by focusing on clearly defined medium and short-term targets, alongside output measures and budgetary information that monitor vital indicators of service transformation.
- 2.2 The measures and clearly defined targets of the Borough Manifesto have been developed to assess the progress being made against the Barking and Dagenham vision and aspirations. The targets are the overarching long-term outcomes that the Council is striving to achieve and sit at the highest level of our corporate performance framework. They will be monitored on annual basis through the Barking and Dagenham Delivery Partnership (BDDP).
- 2.3 The Corporate Plan sets out the Council’s contribution over the next four years to deliver the Borough Manifesto. The supporting Key Performance Indicators (KPIs) and Key Accountabilities are those medium-term measures that will drive improvement and will be reported to Cabinet on a quarterly basis. Given their lifespan and supporting targets, if achieved, we will have progressed a quarter of the way to achieving the vision for the borough.
- 2.4 Commissioning Mandates and Business Plans feature performance indicators that will continue to show the overall health of services whilst remaining focussed on achieving outcomes for residents.

3 Key Accountabilities 2018/19

- 3.1 Through the development of the Corporate Plan a number of Key Accountabilities have been identified that provide a clear link to how the Council will deliver the vision and priorities, focusing on key deliverables for the coming year.
- 3.2 The Key Accountabilities (Appendix 1) are a key element of the corporate performance framework and are reported to Cabinet on a quarterly basis. They are also used as a key aid for discussions at Cabinet Member Portfolio meetings.

4 Corporate Plan Key Performance Indicators

- 4.1 Through the development of the Corporate Plan, clear medium and short-term targets have been identified and are defined as the Council's Key Performance Indicators (KPIs).
- 4.2 Through quarterly performance reporting at Cabinet, Cabinet Members are able to keep track of our progress against agreed performance targets, and ultimately, our progress against delivery of the vision and priorities.
- 4.3 This report provides a performance update at Quarter 4 (1st April 2018 – 31st March 2019) against the key performance indicators for 2018/19 (Appendix 2).
- 4.4 The KPIs are reported with a RAG rating, based on performance against target. Where relevant, in-year targets have been set to take into account seasonal trends / variations, as well as provide performance milestones. Assessing performance against in-year targets will make it easier to identify progress at each quarter, allowing for actions to be taken to ensure performance remained on track with the aim of reaching the overall target for the year.

5 Performance Summary - Key Performance Indicators

- 5.1 To report the latest performance in a concise manner, a number of symbols are incorporated in the report. Please refer to the table below for a summary of each symbol and an explanation of their meaning.

Symbol	Detail
↑	Performance has improved when compared to the previous quarter and against the same quarter last year.
↔	Performance has remained static when compared to the previous quarter and against the same quarter last year.
↓	Performance has deteriorated when compared to the previous quarter and against the same quarter last year.
G	Performance is expected to achieve or has exceeded the target.
A	Performance is within 10% of the target.
R	Performance is 10% or more off the target.

- 5.2 The table below provides a summary at Quarter 4 2018/19 of the direction of travel for all KPIs. Depending on the measure, direction of travel is determined by comparing performance with the same period last year (Quarter 4 2017/18), or performance from the previous reporting period (Quarter 3 2018/19). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel			
↑	↔	↓	N/A
26 (51%)	2 (4%)	18 (35%)	5 (10%)

- 5.3 The following table provides a summary of the number of indicators with either a Red, Amber or Green rating, according to their performance against the 2018/19 target.

RAG Rating against 2018/19 target			
G	A	R	N/A
18 (35%)	15 (29%)	6 (12%)	12 (24%)

Key Performance Indicators – Rated Not Applicable (n/a)

- 5.4 At Quarter 4, some indicators have been allocated a Direction of Travel, or RAG Rating of 'Not Applicable'. The reasons for which are set out in the tables below.

Reason for Not Applicable Direction of Travel	Number of indicators
New indicator for 2018/19 / Historical data not available	2
Awaiting data	3

Reason for Not Applicable RAG rating	Number of indicators
Good performance neither high or low – no target set	7
Awaiting data / target	6

6 Focus on Performance

- 6.1 For Quarter 4 2018/19 performance reporting, focus has been given to a selection of indicators which are presenting good performance against target or areas where performance is showing a level of deterioration since last year and falling short of the target. It is hoped that by focusing on specific indicators, senior management and Members will be able to challenge performance and identify where remedial action may be required.

6.2 Improved Performance

6.2.1 The percentage of schools rated outstanding or good

At end of March 2019, 93% of inspected schools in Barking and Dagenham were judged 'Good' or 'Outstanding', placing performance of the borough's schools above national and London published figures (December 2018).

During this quarter, inspection outcomes have been published for 6 schools. Valence, St Joseph's RC Primary, Furze Infants and Riverside secondary maintained their 'Good' ratings. The alternative provision Mayesbrook Park (inspected in Q3), Eastbury Primary and Marks Gate Infants progressed from 'Requires Improvement' to 'Good', which has raised performance from 88% to 93%.

All Local Authority maintained schools that were inspected maintained their 'Good' ratings or improved them.

6.3 Areas for Improvement

6.3.1 The weight of waste arising per household (kg)

The weight of waste arising per household in quarter 4 was 270kg (Jan - 100kg, Feb - 81kg, Mar – 89kg). This has resulted in a cumulative total of 991kg for 2018/19, compared to a total of 838kg for 2017/18.

As detailed in Appendix 2, the 2018/19 recycling rate has reduced, by an average of 4% per household. Typically, a reduction in recycling rates increases the amount of waste falling into the total household waste arising.

We have also seen an increase in household numbers from 74,707 in 2017/18 to 75,734 in 2018/19, without a corresponding increase in recycling.

Work is being continued by the waste minimisation team to police the number of large wheelie bins being delivered. Increased communications campaigns are underway. The waste behavioural change communications strategy is three-fold:

- To raise awareness amongst all residents of what LBBDD's waste services.
- To ensure all residents know how to use the service.
- To target those people who produce the most waste, focusing on behaviour change.

7. Consultation

7.1 The data and commentary in this report were considered and endorsed by the Corporate Performance Group at its meeting on 23 May 2019.

8. Financial Implications

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

8.1 There are no specific financial implications as a result of this report; however, in light of current financial constraints it is imperative that Officers ensure that these key performance indicators are delivered within existing budgets. These budgets

will be monitored through the existing monitoring process to identify and address potential issues and also any benefits as a result of improved performance on a timely basis.

9. Legal Implications

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

- 9.1 The delivery of the vision and priorities will be achieved through the key accountabilities and monitored quarterly. As this report is for noting, there are no legal implications.

10. Other Implications

- 10.1 **Risk Management** - There are no specific risks associated with this report. The corporate plan report and ongoing monitoring will enable the Council to identify risks early and initiate any mitigating action. The Council's business planning process describes how risks are mitigated by linking with the corporate risk register.
- 10.2 **Contractual Issues** - Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 10.3 **Staffing Issues** – There are no specific staffing implications.
- 10.4 **Corporate Policy and Equality Impact** - The vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council's role in place shaping, community leadership and ensuring no-one is left behind. The key accountabilities and KPIs monitored allow the Council to track delivery ensuring resources and activity are effectively targeted to help achieve the vision and priorities.
- 10.5 **Safeguarding Adults and Children** - The priority **Empowering People** encompasses activities to safeguard children and vulnerable adults in the borough. The Council monitor a number of indicators corporately which relate to Children's safeguarding and vulnerable adults. By doing so the Council can ensure it continues to discharge its duties.
- 10.6 **Health Issues** - The priority **Empowering People** encompasses activities to support the prevention and resolution of health issues in the borough and is delivered through the Health and Wellbeing Board. The borough has a number of health challenges, with our residents having significantly worse health outcomes than national averages, including lower life expectancy, and higher rates of obesity, diabetes and smoking prevalence. Although delivery of health services is not the responsibility of the Council, together with health partners the Council is committed to tackling the health issues prevalent in the borough.
- 10.7 **Crime and Disorder Issues** - The priority **Citizenship and Participation** encompasses activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership. Whilst high level indicators provide Cabinet with an overview of performance, more detailed indicators are monitored locally. Data for the borough shows that Barking and Dagenham is a relatively safe

borough with low crime. There is some work for the Council and partners to do to tackle the perception of crime and safety.

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

List of appendices:

- **Appendix 1:** Progress against Key Accountabilities 2018/19
- **Appendix 2:** Key Performance Indicators – Performance at Quarter 4 2018/19

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What we will deliver in 2018/19

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
Community Leadership and Engagement		
Deliver the Cohesion Strategy and dedicate Faith Policy.	Tom Hook	<p>The cohesion and integration strategy is scheduled for Cabinet in May 2019 and Faith Policy for July 2019. Progress to date includes:</p> <ul style="list-style-type: none"> • Engagement with internal stakeholders, Barking and Dagenham Delivery Partnership VCS and residents • Faith & Belief Forum survey of residents/faith leaders completed. Further engagement sessions to discuss emergent themes are scheduled ahead of consideration by Cabinet. • Work with Barking and Dagenham faith forum continues
Implement the Connected Communities Fund and the Counter Extremism Programmes.	Tom Hook	<ul style="list-style-type: none"> • Further funding secured to deliver work with specific communities • Effective Conversations Training with frontline staff completed, now to be mainstreamed internally • Findings from Resident Survey being mixed with data from Origins to create rationale for targeted interventions • Community Amplifiers have completed first stage of engagement and are due to report findings • Second Quarterly Evaluation Meeting a success, formal evaluation mechanisms for whole programme progressing in partnership with IPSOS <p>Counter extremism programme:</p> <ul style="list-style-type: none"> • Three B&D groups have received BSBT funding to deliver projects • Communication continued through Belief in Barking & Dagenham newsletter. DfE/Counter-Extremism Unit joint programme funding has been agreed to fund a counter-extremism conference in schools, aimed at pupils (14-16yo) • Ongoing programme supporting Madrassah's with Faith Associates continues, with funding secured for 2019/20. • Eid event @ Eastbury manor house is planned for 9th June, with specific focus on education and community integration.

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
Continue to develop Every One Every Day, monitoring impact and outcomes.	Tom Hook	<p>The majority of funding for years 3-5 of the programme has been identified through external funders.</p> <p>EOED has also moved into a new warehouse space on Thames Road which will be the home for the resident warehouse for the next season. With the GLA funding this is being turned into a functional spaces for residents, such as commercial kitchen, events, co-working, messy, clean and digital making spaces. The Warehouse launch festival took place on 16 March, with residents being involved in the co-design of the spaces.</p> <p>The Spring programme has now completed with over 240 events taking place across the three shops and the warehouse.</p>
Support the development of the community and voluntary sector, including a Local Giving Model.	Tom Hook	<p>The VCSE strategy paper was adopted by Cabinet on 18 February 2019, which includes the next steps for the local giving model.</p> <p>Practical measures have been implemented to support local groups with the establishment of a local B&D Lottery, match-funded Crowd Funding scheme, and the NCIL fund.</p> <ul style="list-style-type: none"> • Crowdfunding-3 new projects live this quarter 1 project successfully matchfunded. 2 new projects in pre-launch • B and D Lottery – Average sales 691 tickets per week between Jan – March 2019. 3 new organisations signed up as good causes. <p>The NCIL grant programme opened in January and the applications were received. Residents are in the process of assessing the applications with officers.</p> <p>Following the adoption of the VCSE strategy, a new tender for social infrastructure support was published and interviews were held. The provider is expected to start delivering on 1 July 2019.</p>
Continue to strengthen the Barking and Dagenham Delivery Partnership to work towards the vision of the Borough Manifesto.	Tom Hook	<p>Following the successful State of the Borough Conference took place on 27th September at Londoneast UK, work is now underway to strengthen partnership arrangements ensuring the partnership has a clear focus on delivering the Borough Manifesto. The work will ensure the partnership that is able to drive change in the borough and work together collaboratively to achieve the manifesto vision. The Director of Policy and Partnerships has had 1:1s with partners in the last quarter to continue to build and strengthen relationships as well as identify priorities for the partnership moving forward. At the last BDDP in March partners reviewed how the</p>

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		<p>partnership was working. Feedback provided suggested that partners agreed that an overarching partnership served a useful purpose and was needed and agreed the focus of the group should be to tackle some key issue relating to the manifesto outcomes.</p>
<p>Deliver the master plans and commercialisation of Parsloes Park and Central Park.</p>	<p>Tom Hook</p>	<p>Parsloes Park</p> <p>The planning application for the Parsloes Park regional football hub (£7.4 million) submitted and planning approval expected. At that time the Football Foundation, which is the principal funder of the scheme, will confirm their grant support (c£5 million) and the contractor will be appointed to implement the scheme.</p> <p>Central Park</p> <p>Public consultation meetings have been held about this project. The planning application for the Central Park masterplan implementation project (£1.1 million) is now being finalised and will be submitted and planning approval is expected in May 2019. The contractor has been appointed for this scheme and it is expected that works will start on site in summer 2019.</p>
<p>Implement the improvement plan funded by Community Interest Levy (CIL).</p>	<p>Tom Hook</p>	<p>Cabinet agreed (19/06/18) to Community Infrastructure Levy funding being allocated to the following strategic projects:</p> <ul style="list-style-type: none"> • Parsloes Park 'Parklife' project - £600,000 • Children's Play Spaces and Facilities - £275,000 over five years • Parks and Open Spaces Strategy implementation - £500,000 over five years <p>This funding will be used as Council match funding to support external funding bids for park capital schemes as well as to enable the delivery of a 'quick wins' programme of park improvements.</p> <p>It is expected that the full CIL allocation to the Parsloes Park project will be spent in 2019/20.</p> <p>The CIL funding for Children's Play Spaces and Facilities for 2018/19 and 2019/20 has primarily been allocated as match funding for external funding bids to meet the cost of the new play facilities at Tantony Green and Valence Park.</p>

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
<p>Renew focus on community heritage assets and develop a new offer including the East End Women's Museum and Industrial Heritage Museum feasibility.</p>	<p>Tom Hook</p>	<p>Eastbury Manor House</p> <p>Work is underway with the National Trust (owners of Eastbury Manor House) to agree a new vision for the house, which will inform the development of a design and cost plan for the final phase of capital investment at the site.</p> <p>This is intended to provide new toilets, catering, and social/education space to improve income generation, footfall and volunteering opportunities as well as enhance the visitor experience by 'dressing' the house in a way that better tells its story and those of its former-inhabitants. It is proposed that a funding bid to meet the cost of the majority of the proposed works will be submitted to the Heritage Lottery Fund during 2019.</p> <p>Abbey Ruins, Abbey Green and St Margaret's church</p> <p>In December 2017 a Stage 1 application was made to the Heritage Lottery Fund (HLF), with the Council as the lead partner, for a £4.462 million improvement project with a £3,592,200 grant request from the HLF. The HLF rejected the application in March 2018 due to insufficient funds.</p> <p>A feedback meeting has been held with the HLF and as a result the improvement programme is now being re-worked into a series of distinct projects that can be delivered in a phased approach.</p> <p>East End Women's Museum</p> <p>Work has now started on the internal design plan for the museum, which will be subject to further funding bids in 2019. The Museum has appointed a part-time worker to take forward this work.</p> <p>A celebratory event was held in November 2018 to recognise the work undertaken by the museum in 2018 and to set out the next steps for the Museum and programme for 2019.</p> <p>Industrial heritage museum</p> <p>Following a review of the different options that have so far been produced, the feasibility study for a new heritage and culture centre on the site of the former-Ford Stamping Plant has now been finalised and was presented to the Corporate Strategy Group in December 2018.</p>

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
<p>Ensure culture is a driver of change through the Borough of Culture Schemes, Creative Enterprise Zone, Summer of Festivals & Alderman Jones's House. Planning for the Centenary Celebration of Becontree Estate (Festival of Suburbia).</p>	<p>Tom Hook</p>	<p>London Borough of Culture</p> <p>The Council has secured funding of £233,000 from the London Borough of Culture funding pot and an additional £30,000 in business sponsorship to deliver a three year creative programme with looked after children, care leavers and older people. The programme will be delivered in partnership with the Serpentine Gallery, the Foundling Museum and several local arts organisations.</p> <p>Training with social work staff has been undertaken and artists appointed to deliver the various elements of the programme.</p> <p>Creative Enterprise Zone</p> <p>A grant of £50,000 has been secured from the GLA to enable detailed research to be undertaken that has informed the development of an evidence base and action plan for the establishment of Roding Made - the Barking Creative Enterprise Zone, which will bring together artists, local businesses and landowners to create and develop new jobs, establish and secure new spaces for creative production and open up opportunities for talented young people who are considering careers in the creative industries.</p> <p>A further funding bid was submitted to the GLA to support the delivery of the Creative Enterprise Zone action plan but this was unsuccessful. A feedback meeting is scheduled with the GLA to investigate alternative funding opportunities, such as the Good Growth Fund, that could be utilised to deliver elements of the Creative Enterprise Zone action plan.</p> <p>Summer of Festivals</p> <p>The delivery of the Summer of Festivals programme for 2018 ended with the Youth Parade on 16 September. The programme was been well attended and well received by residents. The Events team has also provided guidance and assistance to enable more events by the community to be presented in the Borough's parks.</p> <p>The Residents' Survey for 2018 tells us that around a fifth (22%) of residents attended a 'Summer of Festivals' event delivered or supported by Barking & Dagenham Council. The proportion of residents who didn't attend an event can be split by those</p>

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		<p>who didn't know there were any events taking place (34%) and those who knew about them but chose not to attend (45%).</p> <p>Alderman Jones's House and 100th anniversary of the Becontree Estate (Festival of Suburbia)</p> <p>The centenary of the Becontree estate is in 2021 and plans are now being developed to enable this milestone of national significance to be celebrated in the way it deserves to be.</p> <p>The former-home of Alderman Fred Jones is located in the heart of the Becontree estate and has been renovated so that it can be used as live/work space for artists until the end of 2021. The house will be brought into use during 2019.</p> <p>Alongside the Valence House Museum and Local Studies Centre, Valence Library and the White House, Alderman Jones's House will be a key venue in the delivery of the centenary programme.</p> <p>The Council is working in partnership with Create London to develop and deliver the centenary programme which it is anticipated will include a commissioned programme by local artists and arts organisations as well as projects with national heritage and architecture agencies.</p> <p>Successful funding bids have been submitted to Arts Council England (£30,000) and the Heritage Lottery Fund (£400,000) to support the delivery of a wide-ranging programme, which will include:</p> <ul style="list-style-type: none"> • The collection of a new archive which will chart the lived experience of the residents of Becontree • A major exhibition complemented by a series of tours, talks, walks and community activities across Becontree during 2021 • A schools and education programme in collaboration with the Barbican to mark the centenary • A programme of public realm improvements on the estate developed with local people • And possibly, the production of a TV documentary about 100 years of Becontree, which will chart the lives of families on the estate.

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
Equalities and Diversity		
Implement the Equality and Diversity Strategy action plan.	Tom Hook	The Equalities and Diversity strategy 2017-2021 sets out the Council's vision to tackle equality and diversity issues across the borough and within the Council. It sets out an action plan which will be monitored and reported annually. The first annual update was presented to the portfolio holder in October 2018. The portfolio holder is keen to ensure equalities receives the attention it deserves and therefore will continue to monitor progress against the E&D strategy regularly.
Continue to promote the Gender Equality Charter.	Tom Hook	Since the launch of the Gender Equality Charter, over 150 organisations have signed up to the pledge showing their commitment to gender equality. In March the Council held another successful Women's Empowerment Month with a month-long programme of events aimed and celebrating, raising awareness of and tackling issues relating to gender equality.
Celebrate equality and diversity events, and where possible, enable community groups to take the lead.	Tom Hook	The Council now has a Community Development Officer (Equalities) post which is responsible for leading the Council's equality and diversity events. The postholder has provided much needed capacity and has delivered a number of high-quality events. The postholder has also worked closely with community groups to enable them to take the lead wherever possible. The Council has been successful in securing a float and over 50 wristbands for Pride London, one of only three London local authorities to have a presence at Pride. B&D's presence at Pride this year will be bigger and better with more community involvement. The Council has also marked LGBT+ History Month in February, Women's Empowerment Month in March, Saint George's Day, Stephen Lawrence Day to name a few and has more equality and diversity events planned throughout the year. The Council continues to support the community with flag raising events recognising the diversity in the borough and the important role different communities play.
Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard.	Tom Hook	<p>The Council achieved silver level when assessed against the tougher Investors in People standard. We will retain this until our next assessment in October 2020.</p> <p>Progress against the standard to reach gold level were set out in the Assessor's report. The following actions have been put in place.</p> <ul style="list-style-type: none"> • An all staff temperature check was undertaken in June/July 2018 which tracks our progress against the standard and employee engagement. The temperature check demonstrated that employee engagement levels have increased, and the values of

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		<p>the organisation are seen to continue to be embedded. Another temperature check was carried out in December 18 / January 19 with results currently be analysed.</p> <ul style="list-style-type: none"> • Early scoping of behaviours and culture change has begun to help develop a new organisational development strategy. • The Leadership and Management development programme for cohorts 2 and 3 has been delivered. The programme for other managers is under development.
Promote a partnership approach to tackling equality and diversity issues through the development of the Fairness and Equalities sub-group.	Tom Hook	Tackling equality and diversity issues is not something the Council can do alone. It requires the support of everyone. The Barking and Dagenham Delivery Partnership therefore agreed to set up a Fairness and Equalities sub-group tasked with bringing a partnership approach to tackling inequality. The group has met on three occasions to date with lots of positive steps identified to try work together in addressing equality and diversity issues affecting the borough. The next meeting is scheduled for July.
Public Realm		
Redesign all services delivered by Public Realm to meet the agreed budget and service standards.	Robert Overall	The Waste service and Street Cleansing are currently waiting for the arrival of its new fleet and equipment following a substantial investment by the Council. Both the full implementation of the new street cleansing model and the arrival of the replacement fleet and equipment later in 2019 are key deliverables to ensure that this succeeds.
Embed the new street cleansing operating model.	Robert Overall	New cleansing model is operating but full implementation requires the new cleansing vehicles which will be arriving as part of the replacement fleet during second and third quarter 2019.
Work with Enforcement to help drive behavioural change with regard to waste and flytipping	Robert Overall	Joint initiatives with Enforcement over fly tipping continue and the success of the CCTV appeal on Youtube has helped raise the profile of this environmental crime. Due to the high turnover of tenants in the private rented sector, the communication and messaging around waste behaviour change has to be constantly refreshed. Opportunities to communicate with residents on these issues through the Summer of festivals is being explored.
Develop the procurement strategy for the replacement of our vehicle fleet.	Robert Overall	Cabinet have approved the business case for replacement. Procurement process has now started with vehicles expected to be progressively delivered from the second quarter 2019 through to year end, depending on lead times for order and delivery.

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
Enforcement and Community Safety		
Develop a new borough wide Private Licensing Scheme to be agreed by MHCLG.	Fiona Taylor	<p>The Councils application to introduce a boroughwide selective licensing scheme was submitted to the Secretary of State on the 22nd February 2019. They have given indication that a decision should be reached within 12 weeks of submission and so we expect to have feedback mid May 2019. It is necessary for us to have had a decision from MHCLG by the 31st May 2019 to allow for three months implementation.</p> <p>Fiona Taylor and Gary Jones are both due to meet with MHCLG in May 2019 to follow up on the application. An update report will be provided following that meeting to update members.</p> <p>The implementation of the online application and back office system (Metastreet) has been passed through procurement and we are in the process of agreeing the contract with the contractor. This system will be in place at the end of May 2019.</p> <p>The system will allow for start to end integration for landlords allowing them to make an application, payment and check the status of their application. The back-office function will allow for the system to integrate into a remote inspection application allowing officers to carry out compliance inspections remotely. The systems are integrated and will mean the council operate paperless creating efficiencies within the service by operating totally remotely.</p>
Implement the Parking Strategy and agreed subsequent parking schemes.	Fiona Taylor	<p>The parking fees and charges report was adopted in July 2018 and set out a range of changes to the charging structure for pay and display, permits and the introduction of a diesel surcharge. It also introduces proposals for increasing the range of CPZ schemes in the borough, consolidating existing schemes and expanding CPZ's around schools.</p> <p>A new CPZ policy was approved by cabinet in September 2018 and the first 4 zones are in the implementation stage having completed a full consultation process with a go live date of 1st July 2019.</p>

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		<p>New unattended CCTV cameras have been implemented for 5 schools as part of the CPZ programme</p> <p>New Parking CCTV operating and Reviewing Control Centre is now live and fully operational.</p> <p>Overall parking is performing on target and achieved the net budget contribution that was set as part of the MTFS with a small surplus.</p> <p>Improvements to London Road Car Park have commenced and were completed in early November 2018.</p>
Develop the BCU to deliver Local solutions for policing in the borough.	Fiona Taylor	<p>Lobbying of MOPAC to address the crime and safety challenges for the borough now and in the next decade are ongoing. This also includes discussions on more visible policing, reporting hubs, knife bins, and a new police station.</p> <p>An Integrated Gangs Unit (IGU) was launched on 11 February, and is based in Barking but service Barking and Dagenham, Havering and Redbridge. In addition to the MPS and YOS, the National Probation Service, CRC, and voluntary sector provision are all operating out of the hub with intelligence sharing and tasking in place. Additional leadership and intel capacity is needed for this unit to really operate effectively though and is currently being explored.</p> <p>There are challenges in fully utilising the combined enforcement capability across the police, council and other key services. There are weekly tasking meetings in place which are having some positive results, but more intel capacity and a longer term problem solving approach to issues is needed. Plans are in place for this at both a tri-borough BCU level and a LBBDD level and will be implemented in May/June 2019.</p> <p>Negotiations are underway regarding the future of the council funded police officers as the contract is up for renewal. The ambition is to have a joint police/council enforcement team that is operating and being tasked out of a single base in Barking Town Centre. The aim is to have this up and running in July 2019 subject to the satisfactory conclusion of negotiations.</p>
Maintain focus on serious youth violence through the work of the Community Safety Partnership.	Fiona Taylor	Serious youth violence continues to remain a core priority for the LBBDD Community Safety Partnership. The recent Community Safety Partnership Plan 2019/2022 has been produced and published onto the council website which highlights the six key

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		<p>priorities and areas of focus including “tackling serious violence” and “keeping children and young people safe”.</p> <p>The LBBB Serious Violence and Knife Crime action plan 2018/19 is under review to update and build on the experience of delivery and strengthen them where required. This was a commitment for every London Borough to have a local bespoke plan following the London Knife Crime Strategy 2017.</p> <p>The LBBB Crime and Disorder Strategic Assessment is an annual audit identifying data, trends of levels of crime and disorder across Barking and Dagenham. The assessment is reviewed on an annual basis and has a focus on levels of serious violence and knife crime. The updated 2018 plan will be presented to the CSP in June 2019.</p> <p>The Community Safety Partnership continue to implement a long term trauma informed approach to addressing serious violence and exploitation at a local level. The plan was presented and agreed at September 2018 CSP before being presented to cabinet in late 2018. Successful funding from the Early Intervention Youth Fund and London Crime Prevention Fund has supported implementation and delivery. Trauma informed programmes have been designed with local community voluntary organisations in partnership with young people and are now running and delivering positive activities to children and young people. Trauma informed training has been delivered to professionals across Barking and Dagenham to provide knowledge and understanding on how to address trauma and apply and deliver trauma informed programmes and interventions. Staff across the council, voluntary and community organisations have been trained to deliver trauma informed training, so this can be rolled out on a wider scale when funding comes to an end. In addition, 12 additional spaces have been purchased so we can create a pool of trainers across the borough.</p> <p>LBBB hosted the first EAST BCU Serious Violence Summit 16 January 2019 which started challenges conversations around serious violence and the impacts of serious violence across the tri-borough. Redbridge have scheduled the second summit of 16 May and Havering has booked their event for October 2019. The continuation of these events will review the impacts, challenges and drivers of serious violence across the East BCU.</p>
Social Care and Health Integration		

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
Publish a new Health and Wellbeing Strategy 2018-2023.	Elaine Allegretti	<p>The Joint Health and Wellbeing Strategy was agreed by Health and Wellbeing Board for consultation on 7th November following an eight weeks consultation.</p> <p>The Joint Health and Wellbeing Strategy is also going to the Assembly on 30th January. It focuses on three themes, which were decided by Health and Wellbeing Board in March 2018 when presented with the 2018 Joint Strategic Needs Assessment. The three themes:</p> <ul style="list-style-type: none"> • Best Start in Life • Early Diagnosis and Intervention • Building Resilience. <p>Twelve resident focus groups with 128 residents have been held within community groups in the borough to formulate the 'I' statements featured within each theme of the strategy to outline what good health looks to residents.</p> <p>In July, three stakeholder workshops, one on each theme, were held partners to discuss the outcomes and measures to be used within the strategy - a total of 88 attendees attended all three workshops.</p> <p>Following the consultation, we have amended Best Start in Life from preconception up until the age of 5, to preconception up until the age of 7 to consider of how important the transition time between home and school is. Following Health and Wellbeing Board's comments on 7th November, we have also added in a 7th Outcome within the document on Domestic Abuse.</p> <p>The strategy was approved by Assembly, Health and Wellbeing Board and CCG management team in January, and is now published online on the LBD website – https://www.lbbd.gov.uk/sites/default/files/attachments/Joint-Health-and-Wellbeing-Strategy-2019-2023.pdf</p> <p>Work is now ongoing to map the current work around the three themes, and governance of the strategy and its outcomes across local, BHR and STP level boards to spot any gaps in current workstreams and governance.</p>
Deliver campaigns to raise awareness of safeguarding issues.	Elaine Allegretti	Plans to produce a social media campaign around various safeguarding themes will be discussed and agreed in the Adults Improvement Board.

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		<p>The aim will be to raise awareness within the community and encourage people to report issues or concerns. This will run across October, November and December 2019, covering Safeguarding month in November.</p>
<p>Change our approach and systems for keeping children and young people safe from exploitation.</p>	<p>Elaine Allegretti</p>	<p>As part of the early implementation of TOM2, a specialist Exploitation Team was established in Children's Social Care in January 2019. This team became an Adolescence Service sitting alongside the Youth Offending Service and the Child Exploitation and Missing manager and two dedicated Missing co-ordinators also joined the team. The aim of this new service is to improve quality and single oversight of children at risk of exploitation from the start of their journey in social care, and improved understanding thresholds and of the needs of those that go missing.</p> <p>As part of the new TOM2, we will implement our new targeted intervention hub/service to focus on tackling Domestic Abuse, neglect and edge of care (a Tier 3 service) e.g. Father's Matters, FSW provision and refocus of edge of care of SIB. This will help drive forward improvements in our response and approaches to children living with neglect and domestic violence.</p> <p>The Multi agency Sexual Exploitation meeting (MASE) has revised its terms of reference and now has a more robust oversight of all children at risk of sexual exploitation, with improved focus on trends, offenders and unsafe location.</p> <p>The MASE will become a MACE which will include other forms of child exploitation eg criminal exploitation and radicalisation from April 2019.</p> <p>Under the Safeguarding Board sits a Contextual Safeguarding and Exploitation working group which is a multi-agency group tasked with delivering an Exploitation strategy – providing coherence and clarity on thresholds, referral pathways, risk assessment tools, and intervention offer from universal need through to statutory high-risk cases. The Strategy is due to be launched by July 2019.</p> <p>The Contextual Safeguarding and Exploitation group will then have Strategic responsibility for driving the changes needed to embed the Contextual safeguarding approach which is due to be implemented over the next 3 years in partnership with the University of Bedfordshire.</p> <p>The recent OFSTED (ILACS) inspection found - vulnerable adolescents and children at risk of exploitation and radicalisation receive a timely and well-coordinated response.</p>

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
Continue to deliver continuous improvement in services and improve quality.	Elaine Allegretti	<p>Continuous improvement of services and outcomes is a key component of business as usual for the Care and Support and partners.</p> <p>Inspections offer an opportunity to support and challenge current ways of working and their impact on improving the lives of vulnerable children and their families. Between 18 February 2019 and the 1 March 2019, the Council was subject to a Standard Inspection under the OFSTED Inspection of Local Authority Children’s Service (ILACS) framework -The judgement from the OFSTED inspection is that services for children in Barking and Dagenham ‘requires improvement to be good’. This judgement was consistent with our Annual Self-evaluation submitted to OFSTED</p> <p>Within the inspection report, there are many areas of strength and examples of positive practice. In addition, they identified 6 key recommendations where they felt improvement was most strongly required. These are:</p> <ul style="list-style-type: none"> • The quality, management oversight and impact of early help services. • The quality and effectiveness of management oversight and supervision to ensure that children’s circumstances improve within their timeframes. • The timeliness and effectiveness of public law outline (PLO) arrangements. • Planning for children placed with parents. • The strategic relationship with health services, and operational delivery across a range of health functions. • The provision of help for children living with domestic abuse, or in neglectful circumstances. <p>An Improvement plan is due to be published in July 2019, a first draft of this has been produced. This includes work already underway, augmented by refocusing as a result of the findings from OFSTED</p> <p>Our Youth Offending Service (YOS) was subject to a full joint inspection by Her Majesty’s Inspectorate of Probation (HMIP) in September 2018. The inspection report was published on 20 December 2018. Barking and Dagenham’s YOS was rated overall as Requires Improvement but for Governance and Leadership, Information and Facilities and Joint Working the YOS was rated as Good. The YOS produce and submitted an improvement plan to HMIP and this plan is being monitored by the Children and Young People’s sub group of the Community Safety Partnership.</p>

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		<p>The requirement – and need – to improve is, of course, wider than simply responding to Inspections. It is, naturally, equally focused upon improving outcomes and ensuring that we have a sustainable care and support service. To this end a wider programme of improvement (the Children’s Improvement Programme) will be developed, of which responding to the recommendations made by OFSTED and HMIP will be but one strand.</p>
<p>Reboot the health integration agenda, including delivering a vision for health and wellbeing at Barking Riverside.</p>	<p>Elaine Allegretti</p>	<p>The Integrated Care Partnership Board has undertaken considerable work to embed a new strategy, focusing on four transformation workstreams around older people, planned care, long-term conditions and mental health.</p> <p>Priority projects are underway around frailty, intermediate care, atrial fibrillation, and diabetes.</p> <p>Barking Riverside is also established as a flagship project of the three-borough partnership, and there have been five workshops undertaken to develop a model of care and approach to community wellbeing for the new town, as well as informing the specification for the new Health & Wellbeing Hub.</p>
<p>Respond appropriately to the Social Care Green Paper on older people and the Children’s Social Work Act.</p>	<p>Elaine Allegretti</p>	<p>Publication of the social care green paper is awaited.</p>
<p>Strengthen the understanding of corporate parenting responsibility with every Member playing their part.</p>	<p>Elaine Allegretti</p>	<p>The Tom 2 has a New Corporate Parenting and Permeance domain. The aim is to re-structure the services in a way that children and young people have less transition points, good quality well supported placements and achieve permanency without delay. Children in care and care leavers will experience a service where key parts of the Council and our Health and education partners have the highest aspirations for all.</p> <p>Work identified through the SEF and endorsed by Ofsted is the need to deliver on an enhanced local offer for care leavers that evidences the Council’s ambition to be the best corporate parent we can be.</p> <p>Group membership for Corporate Parenting Board has been reviewed and all new members have been fully inducted, and each key promise is being led by a member. The Board is now well attended, offers challenge and holds all members to account in their role in delivering a quality service. The agenda for the year has been set and was led by the Child Take Over Day and strategies reviewed.</p>

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		<p>Annual Reports have been completed and performance reports have been refreshed.</p> <p>As outlined above Ofsted made a key recommendation around Health and the provision for children in care and care leavers – insufficient provision of CAMHS, undertaking IHA's in timely way and providing health passports. The LAC nurses will be moving into the Care service in May 2019, and a strategic group is currently working on new processes and systems to improve IHA performance.</p>
Develop strategy and proactive campaign of work to end loneliness.	Elaine Allegretti	This work remains in development and forms part of discussions with ComSol and at the Adults' Improvement Board.
Educational Attainment and School Improvement		
Develop a new Education and Participation Strategy.	Elaine Allegretti	<p>The Education & Participation Strategy for 2018-22 was approved by Cabinet on 13 November 2018 and is planned to be published end April 2019.</p> <p>There is good partnership support from schools, Barking and Dagenham College and CU London.</p> <p>The strategy's priorities focus on the following outcomes:</p> <ol style="list-style-type: none"> 1) All children and young people have a place in a school or early years' setting judged 'Good' or 'Outstanding' by Ofsted. 2) Exceeding national and then London standards where we have not already achieved this. 3) Improving opportunities for young people post-16 and post-18 and reducing numbers of young people not in education, employment or training. 4) Supporting the wellbeing and resilience of children and young people and the educational settings which nurture them. 5) Maximising the council's levers and influences to raise aspirations and increase opportunities for all children and young people. <p>Headline actions for key partners are set out in the strategy and underpin each priority.</p>
Publish a new Special Educational Needs and Disability (SEND) Strategy 2019-2022.	Elaine Allegretti	Development of the new Special Educational Needs and/or Disabilities (SEND) and Inclusion Strategy is underway. The new strategy will be informed by the 2018 review

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		of the current SEND and Inclusion Strategy, the consultation on the new priorities which closed in 2018 and the review of the All Age Disability Service.
Ensure that school place planning is meeting demand by creating new places, both mainstream and specialist provision.	Elaine Allegretti	<p>The Review of School Places and Capital Investment which sets out how the Council intends to use capital grants to fund new school places was approved by Cabinet on 22 January 2019.</p> <p>A review of SEND future forecasting and the Council's school capacity requirements in this area is coming to an end. The high level of demand is consistent with what is being seen across London. However, we wish to develop a pupil forecasting model which will better indicate the types of SEND likely to be received over the next 5 years so that high quality provision can be planned for.</p> <p>The next School Places and Capital Investment report to Cabinet will focus on our SEND requirements entering Barking and Dagenham schools during the year and where specialist facilities or support is required.</p> <p>The Education and Skills Funding Agency (ESFA) have successfully re-brokered Thames Bridge school for Social Emotional and Mental Health (SEMH) needs which was to be operated by the Partnership Learning Trust. The new school operator is the Eko Trust, based in Newham.</p> <p>The new pathways school will open in September 2019 on the City farm site as a temporary arrangement. The permanent school will be constructed on the former Ford Polar site by the ESFA. The ESFA are currently undertaking surveys of the site and the Council have participated in a meeting with the Eko Trust about the terms of the programme and development.</p> <p>A project 'kick off' meeting with the ESFA is planned for the new 3 Form Entry (FE) Primary school on the proposed Beam Park development site which will be operated by the Thames View Infants Learning Trust. Like the SEMH school development, the Council will contribute to the development of the scheme, but it will be delivered by the ESFA.</p>

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		Major school expansions at Barking Abbey and Robert Clack schools remain on programme. The all-through school site (forming part of the Robert Clack expansion) is well underway with a completion target of July 2020.
Improve engagement with young people to incorporate their voices into Council policy.	Elaine Allegretti	<p>A top priority across Care and Support is to strengthen children's' voices in social work practice and to focus on improving the lived experience of the child in all areas of Care and Support.</p> <p>The 2019 BAD Youth Forum has been elected with over 8000 votes cast. Every secondary school is represented, with sub-groups formed. A new Young Mayor has been elected, and 'Sane' chosen as their nominated charity.</p> <p>A recent Young People's Safety Group event was attended by 7 schools, with mental health as the theme.</p> <p>The issue of contextual safeguarding was explored by 9 schools at a Young People's Safety Summit, with intelligence around safe and unsafe spaces in schools shared with schools and key partners which continues to be used.</p> <p>A SEND stakeholder forum is in development to strategically engage with young people with SEND, drawing on a range of organisations in the borough.</p> <p>The borough has embedded its Youth Information Advice and Guidance group, based on a Redbridge model of good practice in engaging young people with the Police in an ongoing dialogue. Members of the group recently met with the Duke of Sussex to discuss the issue of knife crime as part of the launch of the Future Youth Zone.</p> <p>'VotesforSchools' launched in October, providing over 90% of schools with access to resources that encourage debate and a weekly ballot. The council has access to voting patterns and results, providing key data on local young people's views on a wide range of themes.</p> <p>The annual survey of Looked after Children has been conducted, with 100 responses received. A takeover event of Members' Corporate Parenting Group is being planned for July to present and discuss the results.</p>
Employment, Skills and Aspiration		
Develop the Job Shop and Adult College new work and skills offer.	Mark Fowler	The restructure of the job shop and adult college was completed in December. This has enabled us to know build on the joint employment and skills offer that will support

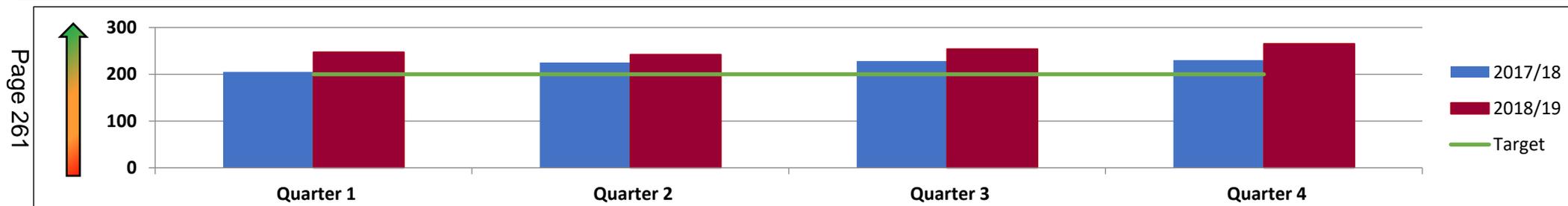
Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		the ongoing development the industrial skills strategy, with a first draft expected into the summer.
Develop a new Locality Strategy for Community Solutions, to maximise the use of assets and shape an integrated local offer.	Mark Fowler	We have reviewed borough wide data, key indicators and the assets available – physical and material. An implementation plan has been set out in April 2019 which is due to commence from June, this will include an extension of the service offers provided in key areas supporting employment, housing, welfare support and early help.
Work collaboratively with partners to develop a Barking and Dagenham Employment Framework.	Mark Fowler	Detailed analysis and mapping undertaken to set out a clear picture in relation to the local economy, key sectors, business base, workforce skills and labour market participation among the local population. This will now be used to develop the Employment Framework, with first draft due into the summer.
Agree a strategic and practical level approach to business and employer engagement.	Mark Fowler	Our approach will sit and be developed as part of the industrial, jobs and skills strategy whilst also linked to the restructure of our job offer and adult education.
Continue development of clear progression pathways and post-18 opportunities for young people.	Mark Fowler	A focussed review of this area started in May with its initial findings and recommendations expected by June/July.
Hold a series of events to promote employment opportunities to local residents.	Mark Fowler	We held 7 job fairs up to the end of March, with 2 more planned this year. Work taster sessions are being developed along with consideration. A wider local business forum is also planned took place in February 2019, with further follow up meetings planned which are to be led by themes.
Finalise the Homelessness Strategy, focusing on homelessness prevention and reducing numbers in temporary accommodation.	Mark Fowler	A strategy is now completed highlighting 3 areas of focus - reduce the incidence of homelessness, bring down the number of households in temporary accommodation, eliminate rough sleeping through increased partnership working. This was agreed by Cabinet March 2019.
Monitor the impact of the Universal Credit roll out and address any emerging issues.	Mark Fowler	Monthly monitoring continues, although owing to limited information sharing from the department of works and pensions (DWP) precise impacts are difficult to track. What we have found is that the number of residents applying for council tax support (CTS) is reducing due to needing to apply for UC and CTS.

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		<p>In relation to tracking housing rents of those in receipt/applying for UC we have seen an impact in collection levels, with UC council tenants now in arrears at an average of £831 per account, compared to £118 of those in receipt of housing benefit.</p> <p>A review of the wider impacts to the council started in April 2019, which is set to conclude in July 2019 with the findings if required reflected, in the medium term financial strategy.</p>
Regeneration and Social Housing		
Deliver the Be First regeneration and housing pipeline.	Graeme Cooke	Be First is making strong progress in accelerating the pace and scale of regeneration in the borough. The company's latest business plan sets out plans to build over 3,000 new homes by April 2024, over 70% of which will be affordable (i.e. rented or shared ownership at lower than market prices, including a substantial proportion at council comparative rents). Be First is also focusing on securing key socio-economic benefits for residents, such as through strong local labour clauses in its framework contracts for construction activity.
Work with Be First to identify further, future regeneration and development opportunities.	Graeme Cooke	Be First has increased its projected housing delivery from around 2,200 when the company was first established to over 3,000 now (for delivery by April 2024). In addition, Be First has progressed a number of strategic regeneration projects – such as the film studios, the first phase of redeveloping Castle Green and working to attract the relocation of London's wholesale markets to Barking and Dagenham.
Identify the need and demand for future housing supply, to inform the Local Plan and commissioning intentions for Be First.	Graeme Cooke	A Strategic Housing Market Assessment has been completed to identify future housing supply needs based on population change – and Be First are updating the long-term housing trajectory as part of producing a draft Local Plan (which will go to Cabinet and then public consultation around the end of the year).
Transition Reside to the next phase of delivery, ready to let, manage and increase the number of affordable homes.	Graeme Cooke	A new independent Board for Reside is in place and a new Managing Director has taken up post. A commissioning mandate for Reside has been drafted to provide a policy framework within which a new business plan for Reside is being produced (due to go to Cabinet in September). Work continues on the development of a registered provider arm within the Reside structure, based on an approval in principle from Cabinet in January 2019.
Agree key policies and strategies for Reside.	Graeme Cooke	A comprehensive review of Reside's policies – and the legal framework underpinning them – is underway. Key elements of this have been incorporated into a

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		commissioning mandate for Reside, which clarifies the council's objectives for the company and the parameters within which it operates.
Update allocations policy for HRA and Reside properties.	Graeme Cooke	The Cabinet approved a series of changes to the allocations policy for HRA and Reside homes in January, which has then been subject to a public consultation (which recently closed). A further report will come to Cabinet to give final approval to the new policy, taking on board the consultation responses. A key aim of these changes is to make it easier for local working residents on low incomes to access Reside homes.
Deliver the Sustainable Housing Project and shape the future of the Street Purchasing Programme.	Graeme Cooke	A decision has been taken not to proceed with the implementation of the Sustainable Housing project. Work is underway to finalise the purchase of all the identified street properties and to determine their future use (with as many as possible set to be used for care leavers and other vulnerable groups of residents).
Agree property standards across new and existing HRA and Reside properties.	Graeme Cooke	The council has agreed a consolidated set of Employers Requirements for all future new build developments (with agreed protocols for any variations). Work is underway to explore how these new build principles could be applied to the council's existing housing stock, as a more ambitious set of housing standards beyond Decent Homes (including to assess the financial implications of these standards).
Agree a new Corporate Asset Management Strategy (CAMS), shaping a long-term investment plan, based on the stock condition survey.	Graeme Cooke	The stock condition survey has been completed and the results are being used to inform the long term stock investment programme for council homes. The insights from this work informed the annual update to the 30 year HRA business plan which was approved by Cabinet in February 2019.
Ensure all existing council housing meet the Decent Homes standard.	Graeme Cooke	The council met its target to achieve the Decent Homes standard on internal elements (of those due to fail) of its housing stock by April 2019 and is aiming to achieve decency on external elements (of those due to fail) by April 2020. Plans for the stock investment programme were agreed by Cabinet in February 2019, alongside the updated 30 year HRA business plan.
Deliver on-going Tower Blocks safety improvement works.	Graeme Cooke	During the 4th quarter (January to March 2019), all blocks received Health and Safety inspections and type 3 intrusive fire risk assessments. A Fire Safety Policy Annual Report detailing progress was presented to the Assurance Board, LAG, LAB and consulted with Cabinet Member for Regeneration and Social Housing and Cabinet Member for Social Care and Health Integration. The report proposes a number of Policy changes to further strengthen the fire safety management of blocks and will be presented to Cabinet in June 2019 Cabinet. An Equality Impact Assessment has been carried out on all proposed Policy changes to assess the impact (Positive or Negative)

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
		on all residents effected by the proposals and the impact on each of the nine “Protected Characteristics” covered by the Equality Act. (age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity). Please note - Tower Blocks (defined as 18 metres or higher).
Lead the development of a ‘Green Capital of the Capital’ Strategy, incorporating the future direction of B&D Energy and rollout of Beam Energy.	Graeme Cooke	Beam Energy launched earlier in the year, offering gas and electricity to local people at competitive prices – with the focus now on increasing take up and securing the most competitive tariffs. The Cabinet has approved an updated business plan for B&D Energy which will see the development of a strategically significant district heat network in Barking Town Centre providing heat to around 8,000 households (subject to a successful bid for £5m from central government to support the scheme).
Finance, Performance and Core Services		
Embed a performance challenge process for the corporate performance framework.	Claire Symonds	Challenge sessions are being held lead by the Cabinet Member of Finance, Performance & Core Services
Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.	Claire Symonds	Work on out turn is now being completed and will feed into the development of the new MTFS to be presented to Cabinet in July.
Review and monitor the Investment and Acquisition Strategy.	Claire Symonds	Work on a refresh of the IAS is being undertaken which will include the development of new asset classes and will be presented to Cabinet in July.
Deliver excellent customer services.	Claire Symonds	Call reduction to the contact centre is also being demonstrated and work continues to improve the website.
Maintain excellent Treasury Management.	Claire Symonds	Progress and monitoring reports presented to Cabinet.
Re-design the Commissioning Centre of the Council.	Claire Symonds	With the phased return of Elevate services being agreed, work is now being undertaken to ensure a smooth transfer.

COMMUNITY LEADERSHIP AND ENGAGEMENT					Quarter 4 2018/19
Volunteering and Engagement: The number of active volunteers					
Definition	People who have actively volunteered their time in the previous 3 months within any area of Culture and Recreation or been deployed to volunteer by the volunteer coordinator Culture and Recreation.		How this indicator works	This indicator measures the average monthly number of active volunteers that support Culture and Recreation, Healthy Lifestyle and Adult Social Care activities.	
What good looks like	We are working towards a continuous increase in the number of active volunteers within the borough.	Why this indicator is important	Volunteering not only benefits the individual volunteer by increasing their skills and experience, it also has a significant impact on the health and wellbeing on the community as a whole.		
History with this indicator	Historically the number of active volunteers has been increasing. This is a result of increased awareness of volunteering opportunities, the diversity of roles on offer and the corporate shift to deliver some of the library offer to the community and volunteers at 2 sites.		Any issues to consider	Volunteering can be more frequent during Summer months particularly in support of outdoor events programmes such as Summer of Festivals.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	247	242	254	265	↑
Target	200	200	200	200	
2017/18	205	225	228	230	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Across quarter 4 of 2018-2019 (Jan to Mar) there has been an average of 265 active volunteers. This exceeds the monthly target of 200 by 65 and is 132.5% of the target. The target figure for 2018-2019 was retained at 200 to reflect seasonal variation in volunteering and the possible impact on opportunities for volunteering with the council wide reorganization being established. Compared to Quarter 4 in 2017-2018 the figure is 15.22% higher. Actual volunteer numbers are 35 higher than the same period last year. Comparing the performance this year there has been an increase of 4.33% (11 volunteers) between quarters 3 and 4. Comparing the year to date figures there were an average 222.17 active volunteers over 2017-2018 compared to an average of 252 over the whole of 2018-2019. A permanent volunteer officer started in June based in Heritage Services to co-ordinate the volunteer offer for Cultural Services. They have also been working across other service areas in LBBB establishing use of Better Impact to manage volunteer recruitment and deployment. This has led to increased activity in Community Solutions and other council services automatically recorded on Better Impact and now included in this reporting. Volunteering is a priority area for Community Solutions in 2019-2020</p>	<p>The success in maintaining volunteering numbers and rationale for the retention of the 200 target figure is due to the wide range of volunteer opportunities across Culture and Recreation and the use of Better Impact software by other service areas to manage volunteer deployment and recruitment. The availability of extra data is seen here and the ability for an individual volunteer to offer their time to a number of service areas. There has been an increase in venues with volunteer opportunities around the borough and the events programme is consistent throughout the year. There are public health funded projects running via Healthy Lifestyles in Community Solutions including the Community Food Club at William Bellamy Children’s Centre, the volunteer drivers scheme, heritage volunteers, volunteering in libraries and with Park Rangers have all consistently attracted regular volunteer numbers. The regular recruitment programme for volunteers is working well coupled with an increased variety of opportunities are seeing improved retention figures for volunteers across the year. In addition, the success of volunteers going on to gain employment with the council is also an incentive for local people to gain experience via volunteering with LBBB and can be used to increase the uptake of the expanded offer. For 19-20 an increased target figure could be considered to reflect this.</p>
Benchmarking	Not applicable – Local measure only	

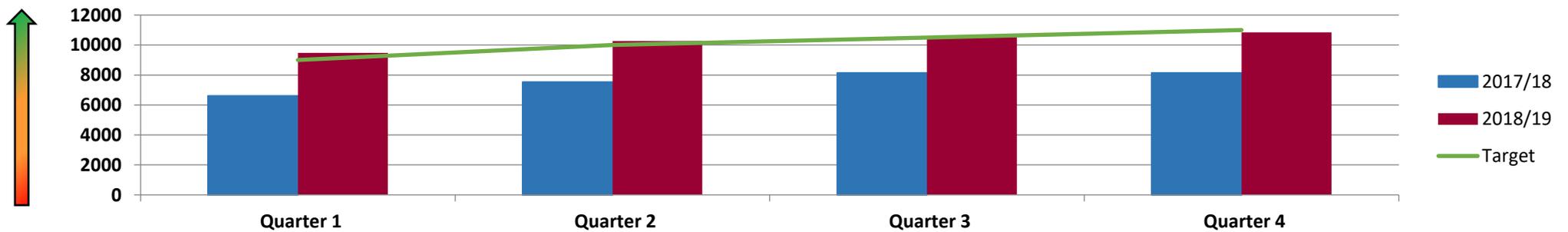
COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: The number of engagements with social media (Facebook)

Quarter 4 2018/19

Definition	The number of engagements with the Council’s Facebook page			How this indicator works	This figure will look at the number of Facebook followers we have.	
What good looks like	We are working to increase the number of residents in our social media network.			Why this indicator is important	To track the growth of our social network.	
History with this indicator	Reporting in line with the team’s targets for the year			Any issues to consider	None at this time.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18	
2018/19	9,479	10,264	10,586	10,847		
Target	9,000	10,000	10,500	11,000		
2017/18	6,600	7,524	8,145	8,145		

Page 262



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Slightly below this quarter.	Review analytics and ensure content speaks to our followers and is tailored to the platform, focusing on quality outputs rather than quantity.
Benchmarking	Not applicable – Local measure only	

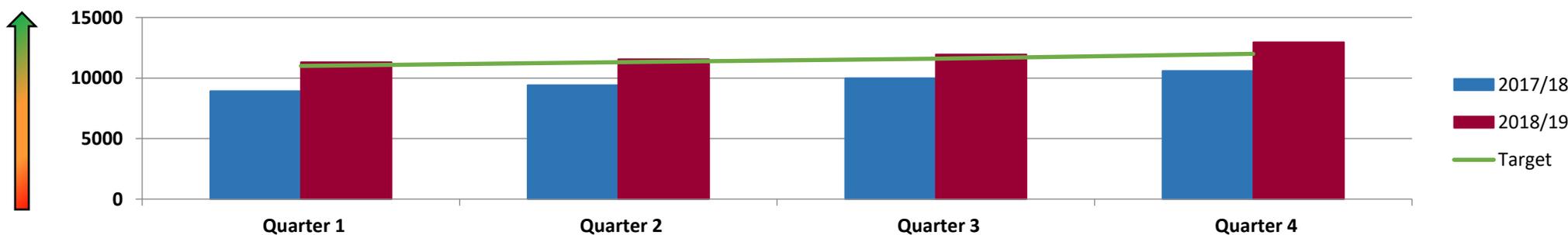
COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: The number of engagements with social media (Twitter)

Quarter 4 2018/19

Definition	The number of followers of the Council’s Twitter page.			How this indicator works	This figure will look at the number people following our Twitter account.
What good looks like	Redbridge			Why this indicator is important	Increasing our follower count is key to expanding the reach of our communications.
History with this indicator	We’re aligning this target with the team’s performance targets for the year.			Any issues to consider	None at this time.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	11,304	11,563	11,940	12,953	
Target	11,000	11,300	11,600	12,000	
2017/18	8,917	9,419	9,989	10,584	

Page 263



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The number of Twitter followers is slowly increasing and performance remains above target.	<ul style="list-style-type: none"> • Need to increase the number of posts that we’re putting out as there has been a decrease of around 200 posts per month. • Need to be more responsive with our posting, rather than scheduling the same messages. • Need to proactively tweet partners and influencers, liking and commenting on community posts that haven’t necessarily been directed at us. • Work harder at signposting residents and stakeholders to our twitter page for updates.
Benchmarking	Not applicable – Local measure only	

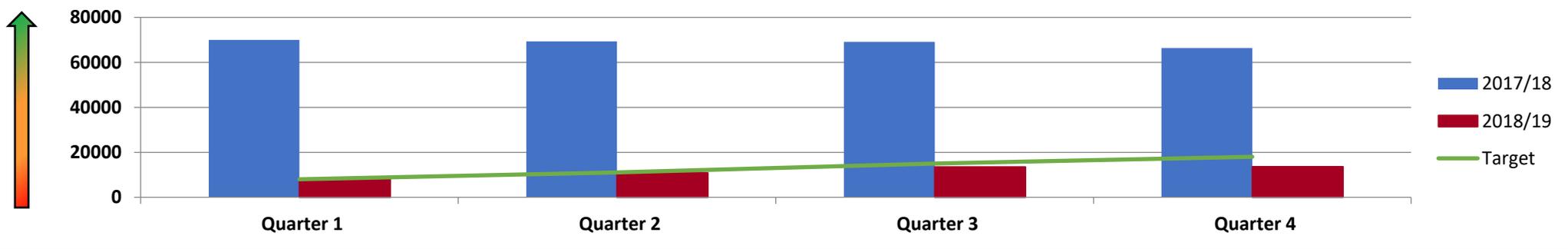
COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: The number of One Borough newsletter subscribers

Quarter 4 2018/19

Definition	The number of subscribers to One Borough newsletter.			How this indicator works	This indicator monitors the number of subscribers we have to the mailing list.
What good looks like	We are working towards 18,000 subscribers by the end of quarter four.			Why this indicator is important	We are looking to increase the number of residents who feel well informed of local news and key Council decisions. This figure indicates how many subscribers have opted to receive our communications, and therefore we're able to send important messages to.
History with this indicator	Due to GDPR, in May 2018 we had to erase all data and ask all subscribers (62,000) to resubscribe to our newsletter.			Any issues to consider	Targets were reviewed following since the introduction of GDPR.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2018/19
2018/19	8,124	10,793	13,341	13,610	
Target	8,000	11,000	15,000	18,000	
2017/18	69,964	69,341	69,045	66,341	

Page 264



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Below target this quarter.	<ul style="list-style-type: none"> Continue to reach out to stakeholders to encourage them to signpost local people and businesses to sign up Explore new means of generating sign ups – especially on the council's website
Benchmarking	No data available	

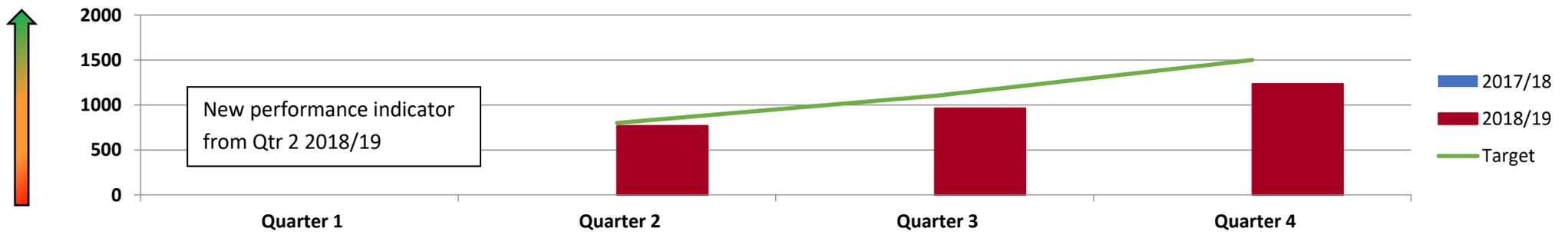
COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: Number of Instagram followers

Quarter 4 2018/19

Definition	Number of followers we have on our Instagram account			How this indicator works	The indicator monitors the increase of followers.
What good looks like	We are working towards 1,500 followers by the end of quarter 4.			Why this indicator is important	In line with the above measures, this indicator will help us to review the reach of our Instagram posts and therefore the strength of this touchpoint.
History with this indicator	New KPI introduced for Quarter 2 2018/19.			Any issues to consider	A strategy clear strategy needs to be drawn up for this channel.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2018/19
2018/19	n/a	768	965	1,236	n/a
Target	n/a	800	1100	1500	
2017/18	n/a	n/a	n/a	n/a	

Page 265



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Slightly behind our target this quarter which is largely due to the infrequency of posts.	<ul style="list-style-type: none"> • Increase the frequency and regularity of posts, ensuring there is a point of difference between this and our Facebook account. • Consider Instagram as part of ongoing communications activity. •
Benchmarking	No data available	

Definition	Survey of people attending the events to find out: <ul style="list-style-type: none"> • Visitor profile: Where people came from, Who they were, How they heard about the event • The experience: Asking people what they thought of the event and how it could be improved. • Cultural behaviour: When they last experienced an arts activity; and where this took place. 	How this indicator works	Impact / success is measured by engaging with attendees at the various cultural events running over the Summer. Results are presented in a written evaluation report.
History with this indicator	See results below.	Any issues to consider	The outdoor cultural events programme runs from June to September.

Questions		2016/17	2017/18	DOT
3a	The percentage of respondents who agree that these annual events should continue	100%	91%	↓
3b	The percentage of respondents who agree that these events are a good way for people of different ages and backgrounds to come together	100%	92%	↓
3c	The percentage of respondents who live in the Borough	66%	64%	↓
3d	The percentage of respondents who were first time attenders at the event	43%	--	n/a
3e	The percentage of respondents who had attended an arts event in the previous 12 months	56%	64%	↑
3f	The percentage of respondents who heard about the event from LBBB social media activity	25%	28%	↑

Page 266

RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Results for 2017/18 are included above. To allow comparison the results for the previous year are also included.	When we asked people what they particularly liked about the events and how they think they could be improved, a number of recurring themes were identified. Positive comments – free entry, atmosphere, good day out, family friendly; and seeing the community come together. Areas for improvement – more seating, cost of rides, more variety of food on sale, price of food, and more arts and crafts stalls.

Benchmarking	Not applicable – Local measure only
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COMMUNITY LEADERSHIP AND ENGAGEMENT

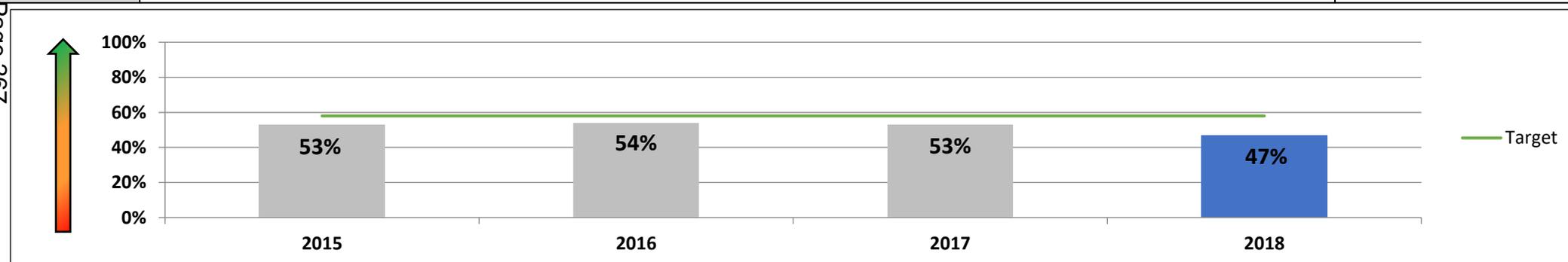
The percentage of respondents who believe the Council listens to concerns of local residents (Annual Indicator)

Quarter 4 2018/19

Definition	Residents Survey question: 'To what extent does the statement "Listens to the concerns of local residents' apply to your local Council?" The percentage of respondents who responded with either 'A great deal' or 'To some extent'.	How this indicator works	Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1,101 residents (adults, 18+).
What good looks like	Good performance would see higher percentages of residents believing that the Council listens to their concerns.	Why this indicator is important	Results give an indication of how responsive the Council is, according to local residents.
History with this indicator	2017 Residents' Survey – 53% 2016 Residents' Survey – 54% 2015 Residents' Survey – 53%	Any issues to consider	Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.

	Annual Result	DOT from 2017 to 2018
2018	47%	
Target	58%	
2017	53%	

Page 267



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Performance for this indicator has dropped over the last year. This is in line with national surveys which saw results fall across the board. This may partly be down to the current climate with the uncertainty surrounding Brexit and the frustration with the state of affairs more generally. The Council has continued efforts to consult and engage residents over the past year and to encourage them to get involved. Work is also currently underway to develop a participation and engagement strategy. However, in order to see real improvements on this indicator the Council needs to be better at responding to the concerns of residents through dealing effectively with service requests. A key part of this is also about setting clear expectations and service standards so that residents know what to expect.	<p>To improve results, the Council needs to ensure it is doing the basics right through business as usual, ensuring the services delivered are relentlessly reliable.</p> <p>Development of campaign plans with key messages for priority areas, as well as continuing to work to improve consultation and engagement.</p> <p>The Council's new consultation and engagement system being launched in May, will help increase participation and provide residents with a number of engagement opportunities.</p>

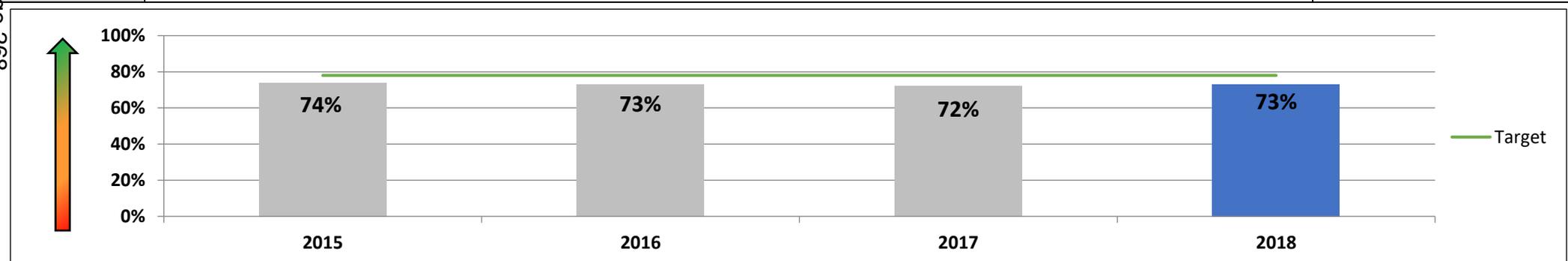
COMMUNITY LEADERSHIP AND ENGAGEMENT

The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together

Quarter 4 2018/19

Definition	Residents Survey question: 'To what extent do you agree that this local area is a place where people from different backgrounds get on well together' The percentage of respondents who responded with either 'Definitely agree' or 'Tend to agree'.	How this indicator works	Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1000 residents (adults, 18+).
What good looks like	An improvement in performance would see a greater percentage of residents believing that the local area is a place where people from different backgrounds get on well together.	Why this indicator is important	Community cohesion is often a difficult area to measure. However, this perception indicator gives some indication as to how our residents perceive community relationships to be within the borough.
History with this indicator	2017 Residents' Survey – 72% 2016 Residents' Survey – 73% 2015 Residents' Survey – 74%	Any issues to consider	Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.
Annual Result			DOT from 2017 to 2018
2018	73%		↑
Target	78%		
2017	72%		

Page 268



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance for this indicator has remained fairly consistent around 73% over the last few years. Given the circumstances, nationally as a result of Brexit and the reported rise in hate crime in places across the country, it is positive to note that performance for this indicator is holding steady.	The Council's new Cohesion Strategy recognises the interdependencies and draws together a range of actions that contribute to people connecting with and understanding one another. The Council has commissioned the Faith and Belief Forum to support grass roots faith communities and work with Barking and Dagenham Faith Forum. Community Amplifiers have been commissioned to engage with residents. Campaign company engagement with residents will help the council and partners to communicate more effectively.
Benchmarking	The national Community Life Survey Results – 89%	

Equalities and Diversity – Key Performance Indicators 2018/19

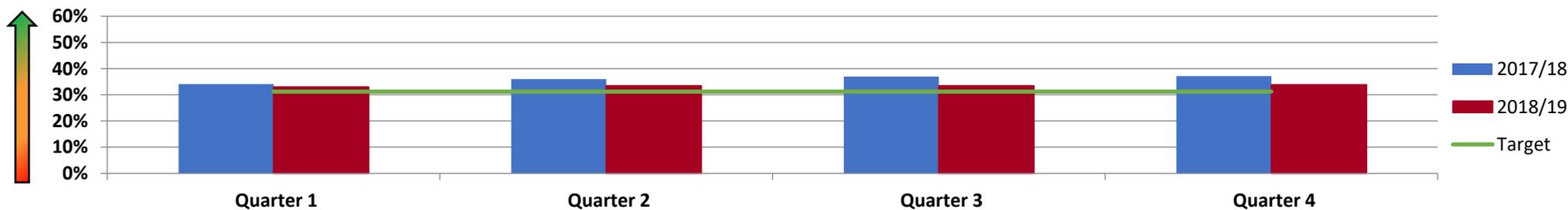
EQUALITIES AND DIVERSITY

The percentage of Council employees from BME Communities

Quarter 4 2018/19

Definition	The overall number of employees that are from BAME communities.	How this indicator works	This is based on the information that employees provide when they join the council. They are not required to disclose the information, and some chose not to, but they can update their personal records at any time they wish.		
What good looks like	That the workforce at levels is more representative of the local community (of working age).	Why this indicator is important	This indicator helps to measure and address under-representation and equality issues within the workforce and the underlying reasons.		
History with this indicator	There has been a slight increase in the percentage of BAME staff since the previous quarter, although the levels have been consistently lower when compared with the same period in 2017/18. The decrease in the overall percentage of council employees from BAME communities fell in quarter 1 will have been impacted by the changed workforce profile following the TUPE transfer of a large group of staff in April 18.	Any issues to consider	A small number of employees are “not-disclosed”, and the actual percentage from BAME communities may be marginally higher. Completion of the equalities monitoring information is discretionary and we are looking at how to encourage new starters to complete this on joining the council and employees to update personal information on Oracle.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	33.0%	33.4%	33.4%	33.8%	↓
Target	31.24%	31.24%	31.24%	31.24%	
2017/18	34.11%	35.98%	36.96%	37.17%	

Page 20



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The council's BAME % has seen an increase of 0.4% from the figure last quarter. It has seen a decrease from Q4 of the previous year and this is attributed to the changes to the workforce numbers following the transfer of staff to the new companies in April 2018. We track the number of new starters and have seen a larger percentage of BAME successful candidates for the previous two quarters.	Monitoring of our arrangements continue. The council is the first council to sign up to the Race at Work Charter, and the five calls to action in this charter are designed to help organisations to take practical steps to ensure that workplaces barriers in recruitment and progression are removed to ensure a representative workplace. A number of recruitment related actions are planned including mini-audits.
Benchmarking	Not applicable – Local measure only	

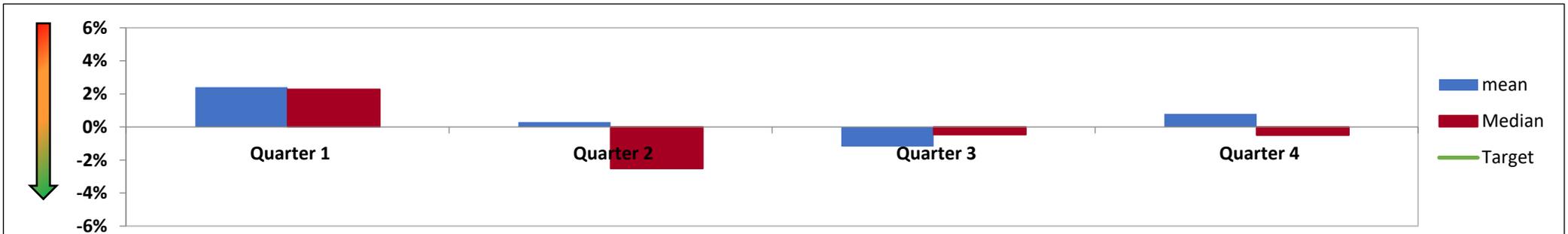
The percentage of employees from BME Communities – Service Breakdown

BME	Non-BME	Not Provided	Prefer not to say
825	1516	68	29

Service Block	BAME	Not-BAME	Not Provided	Prefer not to say
Adults Care and Support (Commissioning)	4	21	0	0
Adults Care and Support (Operational)	131	150	15	1
CE/ PR/ Inclusive Growth/ Transformation	6	26	2	0
Chief Operating Officer	4	18	1	2
Children's Care and Support (Commissioning)	19	36	2	0
Children's Care and Support (Operational)	101	117	11	0
Community Solutions	212	270	7	3
Culture and Recreation	5	42	4	0
Education	19	145	3	2
Enforcement Service	53	70	0	0
Finance	25	28	2	0
Law and Governance	47	98	2	8
My Place	40	91	3	12
Policy and Participation	7	26	3	0
Public Health	1	9	0	0
Public Realm	57	324	12	1
We Fix	94	45	1	0

All information is provided through self-declaration.

Definition	The Council is required by law to publish gender pay gap information by March of each year. All large employers who have a workforce of over 250 employees need to comply with the legislation. The Council reviews and publishes the gender pay gap each quarter so that real time monitoring can take place.				How this indicator works	The Council is required by law to publish gender pay gap information by March of each year. All large employers who have a workforce of over 250 employees need to comply with the legislation.																		
What good looks like	That the levels of pay between male and female employees do not have significant imbalances with either group receiving significantly higher or lower levels of pay.				Why this indicator is important	That the levels of pay between male and female employees do not have significant imbalances with either group receiving significantly higher or lower levels of pay.																		
History with this indicator	<p>The statutory gender pay gap figures produced by the Council had shown a mean differential of 12.8% in March 2017, and 13.5% in March 2018. This indicated that women were paid less than men. The table below shows the mean/median figures by quarter for the period April 2018 to March 2019. Previous figures provided excluded payments deemed as bonus by the GPG reporting requirements. The figures below have been calculated inclusive of bonus payments.</p>				Any issues to consider	<p>The trend over the period shows a reduction in the pay gap and ends with a mean pay gap of 0.8 % in favour of males and a median pay gap of 0.5% in favour of female employees. The combination of these figures indicates that the council has little or no pay gap. This is a positive return and one that supports the council's commitment to equality. The table below shows the percentage of employees in each quartile of the council. It shows that the council employs more females in the upper and lower middle quartile range and employs are males in the upper middle and lower quartile ranges.</p> <table border="1"> <thead> <tr> <th></th> <th>Upper Quartile</th> <th>Upper middle Quartile</th> <th>Lower Quartile middle</th> <th>Lower Quartile</th> </tr> </thead> <tbody> <tr> <td>Women</td> <td>57%</td> <td>69%</td> <td>56%</td> <td>45%</td> </tr> <tr> <td>Men</td> <td>43%</td> <td>31%</td> <td>44%</td> <td>55%</td> </tr> </tbody> </table>					Upper Quartile	Upper middle Quartile	Lower Quartile middle	Lower Quartile	Women	57%	69%	56%	45%	Men	43%	31%	44%	55%
	Upper Quartile	Upper middle Quartile	Lower Quartile middle	Lower Quartile																				
Women	57%	69%	56%	45%																				
Men	43%	31%	44%	55%																				
	Quarter 1		Quarter 2		Quarter 3		Quarter 4		DOT from Qtr 4 2017/18															
2018/19	2.40%	2.27%	0.30%	-2.52%	-1.19%	-0.46%	0.8%	-0.5%																
Target	0%		0%		0%		0%																	
2017/18							-4.1%																	

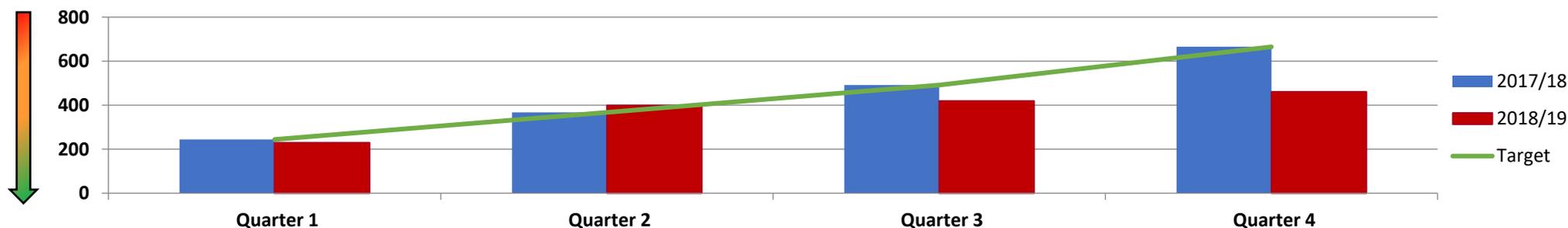


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The current Gender Pay Gap ratio demonstrates that female pay is generally higher than male pay. This GPG figure is for current employees only and does not include those that were transferred to the new companies in April 2018.	The information included in this report will form the basis of the submission required by the council in 2020 based upon its position of a day of count on 31 March 2019. Further monitoring and forecasting will be undertaken to gain early insight of what the council's position will be in March 2020 to be returned by March 2021.
Benchmarking	Not applicable – Local measure only	

Public Realm – Key Performance Indicators 2018/19

PUBLIC REALM					Quarter 4 2018/19
The weight of fly-tipped material collected (tonnes)					
Definition	Fly tipping refers to dumping waste illegally instead of using an authorised method.	How this indicator works	(1) Fly-tip waste disposed at Material Recycling Facility and provided with weighbridge tonnage ticket to show net weight. The weights for all vehicles are collated monthly by East London Waste Authority (ELWA) and sent to boroughs for verification. (2) Following verification of tonnage data, ELWA sends the data to the boroughs and this is the source information for reporting the KPI.		
What good looks like	In an ideal scenario fly tipping trends should decrease year on year and below the corporate target if accompanied by a robust enforcement regime.	Why this indicator is important	To show a standard level of cleanliness in the local authority, fly tipping needs to be monitored. This reflects civic pride and the understanding the residents have towards our service and their own responsibilities.		
History with this indicator	2017/18 end of year result – 665 tonnes collected 2016/17 end of year result – 1,167 tonnes collected 2015/16 end of year result – 627 tonnes collected 2014/15 end of year result – 709 tonnes collected	Any issues to consider	Performance for this indicator fluctuates year on year depending on the collection services on offer, for example, the introduction of charges for green garden waste. We are monitoring the impact of green garden waste charges on fly tipping, but thus far, we have not seen any significant impact.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	229 tonnes	399 tonnes	419 tonnes	461 tonnes	↑
2017/18	244 tonnes	367 tonnes	492 tonnes	665 tonnes	
2017/18	244 tonnes	367 tonnes	492 tonnes	665 tonnes	

Page 272



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The weight of fly-tipped materials collected (tonnes) in quarter 4 was 42 tonnes (Jan - 11 tonnes, Feb - 8 tonnes, Mar - 23). A cumulative total of 461 tonnes.	We carry out monthly monitoring of waste tonnage data to be more accurate and have found out some discrepancies where waste had been allocated to the wrong waste type. The continuing work of the area managers and enforcement team to pursue and prosecute fly-tippers will continue to contribute in the improvement of this indicator. Quick response to fly-tips stops them from building up and increasing the tonnage and may deter those who would add to existing fly-tips.
Benchmarking	London Fly tipping tonnage: Latest official figure (2016/17) is not available. However, the latest official figure (2016/17) for London Fly tipping average incidents is 11269. In 2017/18 LBBB had 2599 incidents of fly tipping.	

PUBLIC REALM

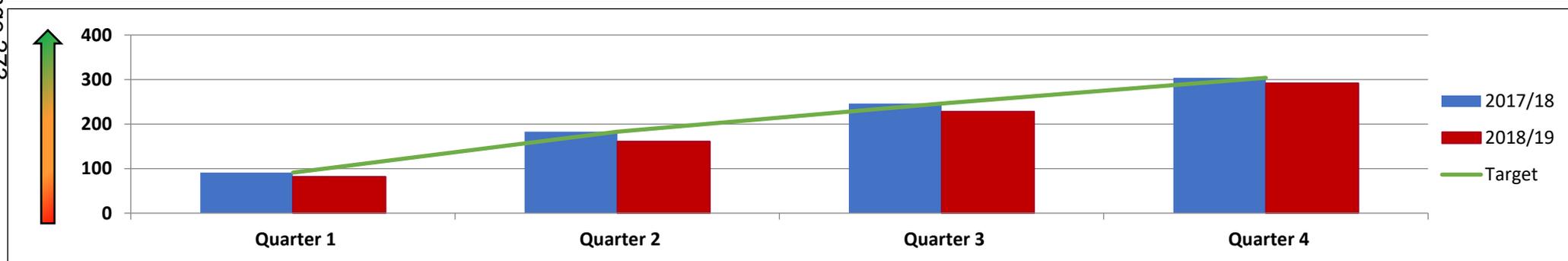
The weight of waste recycled per household (kg)

Quarter 4 2018/19

Definition	Recycling is any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes.	How this indicator works	This indicator is the result of all recycle collected through our brown bin recycling service, brink banks, RRC (Reuse & Recycling Centre) and 'back-end' recycling from the Mechanical and Biological Treatment (MBT) Plant. The total recycled materials weight in kilograms is divided by the total number of households in the borough (74,707 households 2018/19).
What good looks like	An increase in the amount of waste recycled per household.	Why this indicator is important	It helps us understand public participation. It is also important to evaluate this indicator to assess operational issues and look for improvements in the collection service.
History with this indicator	2017/18 – 304kg per household 2016/17 – 302kg per household 2015/16 – 218kg per household 2014/15 – 291kg per household	Any issues to consider	August recycling low due to summer holidays and from October to March due to lack of green waste recycling tonnages/rates are also low.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	82kg	161kg	228kg	292kg	
Target	91kg	183kg	246kg	304kg	
2017/18	91kg	183kg	246kg	304kg	

Page 273



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The weight of waste recycled per household in quarter 4 was 64kg (Jan – 23kg, Feb – 18kg, Mar – 28kg). A cumulative total of 292kg.	The Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. Addressing this issue will be crucial to maintain LBBDD's recycling rate. The team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents, instructing, and educating to resolve contamination from households.
Benchmarking	London average figures for recycling rate: Latest official figure (2016/17) is 33.9%. LBBDD's 2017/18 recycling rate was 26.4%	

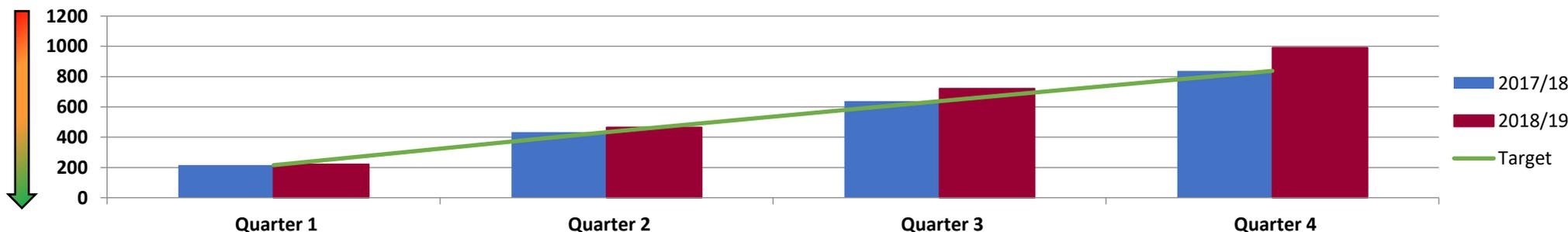
PUBLIC REALM

The weight of waste arising per household (kg)

Quarter 4 2018/19

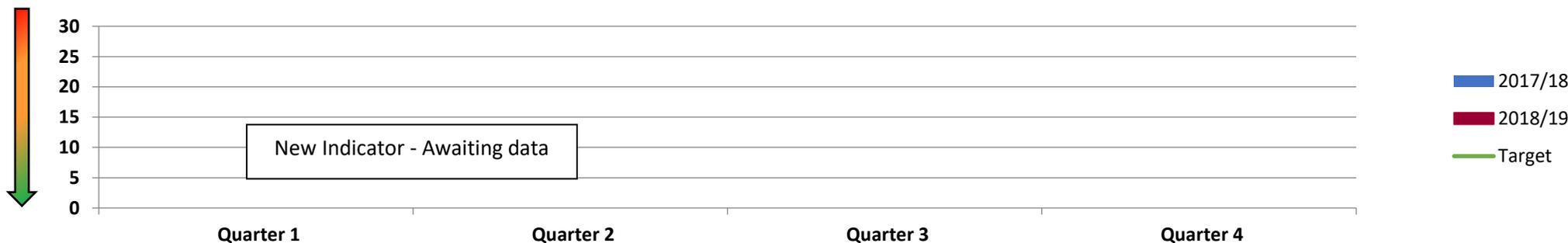
Definition	Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.	How this indicator works	This indicator is a result of total waste collected through kerbside waste collections, Frizlands RRC, bulky waste and street cleansing minus recycling and garden waste collection tonnages. The residual waste in kilograms is divided by the number of households in the borough (75,734 households 2018/19).		
What good looks like	A reduction in the amount of waste collected per household.	Why this indicator is important	It reflects the council's waste generation intensities which are accounted monthly. It derives from the material flow collected through our grey bin collection, Frizlands RRC residual waste, bulk waste and street cleansing collections services.		
History with this indicator	2016/17 – 842kg 2015/16 – 877kg 2014/15 – 952kg	Any issues to consider	Residual waste generally low in month of August due to summer holidays and high during Christmas/New Year and Easter breaks.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	220kg	465kg	721kg	991kg	
Target	215kg	434kg	638kg	838kg	
2017/18	215kg	434kg	638kg	838kg	

Page 274



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	The weight of waste arising per household in quarter 4 was 270kg (Jan - 100kg, Feb - 81kg, Mar – 89kg). A cumulative total of 991kg. Lower recycling tonnages tend to increase the weight of waste arising per household. We have also since an increase in household numbers from 74,707 in 2017/18 to 75,734 in 2018/19, without corresponding increase in recycling.	Work is being continued by the waste minimisation team to police the number of large bins being delivered. Increased communications campaigns by the Communications Team is underway by targeting those households that produce the most waste. The waste behavioural change communications strategy is three-fold: Firstly, raise awareness of what LBBD's waste services are – all residents. Secondly, ensure resident know how to use the service – all residents. Finally, target those people who produce the most waste focusing on behaviour change – highly targeted.
Benchmarking	London Residual waste per household: Latest official figure (2016/17) is 564.32Kg	

Definition	This indicator provides an overview of the cleansing standards of the borough. This indicator measures the levels of litter, detritus, fly posting and graffiti.		How this indicator works	This indicator works through a grading system. This is; A/B+/B/B-/C/C-/D, with A being the highest performance grade. These surveys are carried out in 3 tranches; April-July, August-November & December-March.	
What good looks like	The lower the percentage the better the standard.		Why this indicator is important	This indicator is important to us as we can judge areas that need more attention, and this can also help us identify problematic areas that could be targeted by enforcement and Anti-Social Behaviour teams.	
History with this indicator	The last report and available data for this indicator was in 2014/15. The results were: Litter 2%; detritus 6%; graffiti 1% and flyposting 2%.		Any issues to consider	We have recently seen an increase in footfall in busy shopping areas such as Barking Town Centre, The Heathway; along with an increase in new housing estates, which the section has had to absorb with its current workforce.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	Not Available*				n/a
Target					
2017/18	New indicator for 2018/19				



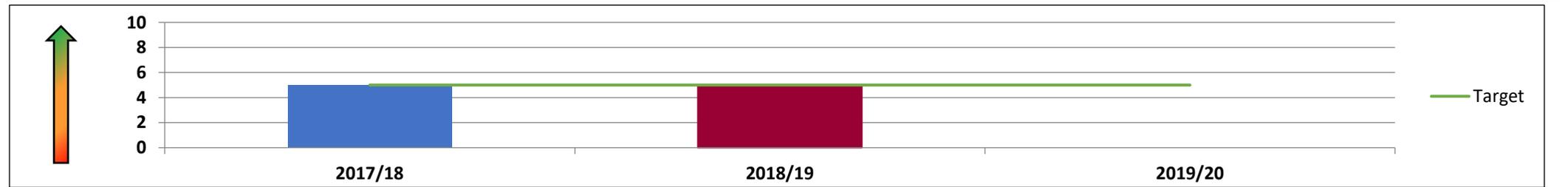
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	*The Street Cleansing service has recently undergone staff restructure, and the full complement of staff is yet to be completed. However, the service is planning to train key staff to undertake these surveys.	
Benchmarking	Not available. The National indicator had been abolished by Government since 2010.	

The number of parks and green spaces meeting Green Flag criteria

Definition	The number of successful Green Flag Award (GFA) applications for the borough's parks and open spaces.	How this indicator works	Successful sites must show that they manage a quality green space with a clear idea of what they are trying to achieve, why, and who they seek to serve. Award applicants are independently judged against 27 different criteria (divided in to 8 sections) and must submit their active management plan, showing that they understand: the users, the site and the management. Judging is a two-part process: Stage One – Desk Assessment: Judges assess the application, the site-specific management plan and associated documentation, and the response to the judges' feedback from the previous year. This section is worth 30 out of 100 points, and applicants must score at least 15 points to gain accreditation. Stage Two – Site Assessment: The second stage involves a site visit where judges assess whether the management plan is in practice on the site, and how well the GFA expectations are being met, by observation and by questioning staff, volunteers and visitors. This section is worth 70 out of 100 points, and applicants must score at least 42 points to gain accreditation.
What good looks like	Achievement of the required standard and retention of the GFA.	Why this indicator is important	The GFA scheme recognises and rewards well managed and maintained parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom, and around the world. Parks and green spaces are at the centre of discussions around urban place making, development and regeneration, and research has demonstrated conclusively that a number of economic, social and environmental benefits accrue from good quality parks. Parks and green spaces help people become healthier and more active, are great places to relax, to play, to meet friends and hold events. They also help make urban life more sustainable by supporting food growing, biodiversity, improving air quality and controlling flood risk. Most importantly, parks are free. Therefore, parks and open spaces, and the services and facilities they provide, can help shape the future of the borough by helping to achieve the Council's vision and objectives, and deliver the Borough Manifesto.
History with this indicator	Barking Park was the first Barking and Dagenham park to receive a GFA in 2011. Since then applications have been submitted annually and in 2018 five of the borough's parks were awarded Green Flags: Barking Park, Beam Parklands, Greatfields Park, Mayesbrook Park and St Chads Park.	Any issues to consider	Key Dates: The 2019/20 application round opens 1st November 2018 and closes 31st January 2019. Announcement of winners - July 2019. Judge's feedback: as part of the GFA application process sites are required to provide a response to the judges' feedback from the previous year. This feedback often includes comments and recommendations for investment in park buildings, infrastructure and facilities. Therefore, participating in the GFA scheme requires both revenue and capital funding.

Page 27/6

	Annual Indicator	DOT from 2017/18
2018/19	5	↔
Target	5	
2017/18	5	



RAG Rating	Performance Overview and Actions to sustain or improve performance
G	The quality assurance target for parks and open spaces by 2020 is: the number of Green Flag Awards secured year on year for the Borough's parks will have increased to 10; the independently assessed quality rating for parks classed as 'good' will have increased from two to five. It will only be feasible to achieve these targets if the proposed capital investment schemes at Parsloes Park, Abbey Green, Central Park, Tantony Green, and Valence Park are implemented. The planning application for the Central Park masterplan implementation project submitted in February and planning approval in May. The contractor has been appointed for this scheme and it is expected that works will start on site in summer 19. The funding bid to the Heritage Lottery Fund (HLF) to meet the cost of improvement works to the Abbey Green (north and south) and Abbey Ruins was unsuccessful; however, this was only due to insufficient funding, the project itself was favourably received. Following feedback from the HLF the proposed project has been broken down into a number of implementation phases and funding for these will be sought over a number of years.

Enforcement and Community Safety – Key Performance Indicators 2018/19

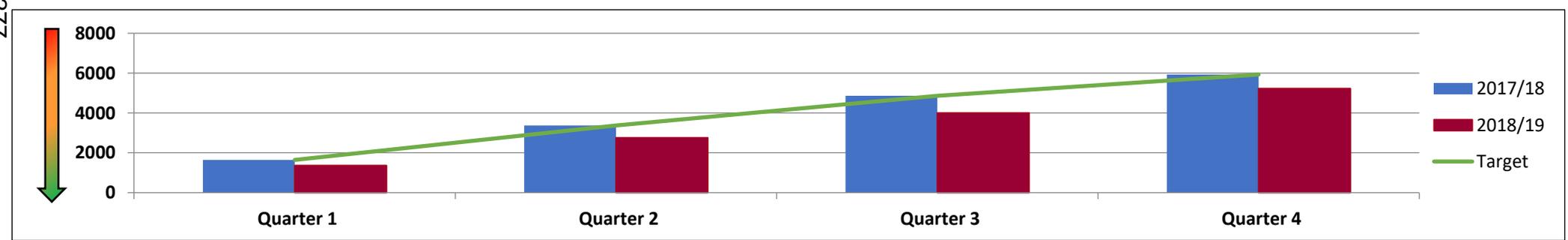
ENFORCEMENT AND COMMUNITY SAFETY

The number of anti-social behaviour incidents reported in the borough

Quarter 4 2018/19

Definition	Anti-social behaviour includes Abandoned Vehicles, Vehicle Nuisance, Rowdy/Inconsiderate Behaviour, Rowdy/Nuisance Neighbours, Malicious/ Nuisance Communications, Street Drinking, Prostitution Related Behaviour, Noise, Begging.		How this indicator works	As defined, it is a count of all calls reported to the police.	
What good looks like	Ideally, we would see a year on year reduction in ASB calls reported to the Police.		Why this indicator is important	This indicator is one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, the Crime and Enforcement Portfolio holder, the Chief Executive of the council, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.	
History with this indicator	2014/15: 5999 calls 2015/16: 5688 calls	2017/18: 5929 calls 2016/17: 6460 calls	Any issues to consider		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	1,358	2,758	4,006	5,227	
Target	Year on year reductions	Year on year reductions	Year on year reductions	Year on year reductions	
2017/18	1,643	3,372	4,859	5,929	

Page 277



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	End of Year figures to March 2019 shows there were 5,227 ASB calls recorded by the Police, this is a decrease of 11.8% (down 702 calls) on the 5,929 calls reported in 2017/18. In comparison ASB Calls to the Police across London are up 0.7%.	<p>Actions within this area include:</p> <ul style="list-style-type: none"> • Issued over 1,320 fines for enviro-crime including more than 335 fines for littering, • Wall of shame established with regular appeals, • Dealt with 1,600 reports of eyesore gardens, • 28 prosecutions of rogue landlords. <p>The Community Safety Partnership will need to review how we sustain this level of work.</p>
Benchmarking	12 months to March 2019 Rate per 1,000 population is: 25, this is below the London average (27.9). Barking and Dagenham ranks 18 out 32 (1 = lowest ASB rate in London, 32 = highest ASB rate in London)	

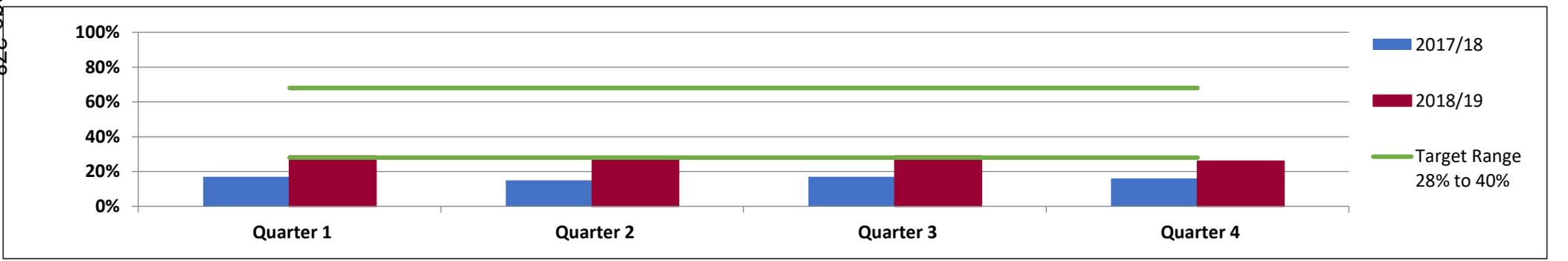
ENFORCEMENT AND COMMUNITY SAFETY

Repeat incidents of domestic violence (MARAC)

Quarter 4 2018/19

Definition	Numerator: Number of repeat cases of domestic abuse within the last 12 months referred to the MARAC		How this indicator works	This indicator looks at the number of repeat cases of domestic abuse that are being referred to the MARAC from partners.	
	Denominator: Number of cases discussed at the MARAC				
What good looks like	The target recommended by SafeLives is to achieve a repeat referral rate of between 28% to 40%. A lower than expected rate usually indicates that not all repeat victims are being identified and referred to MARAC.		Why this indicator is important	This indicator helps to monitor partner agencies ability to flag repeat high risk cases of domestic abuse and refer them to the MARAC for support.	
History with this indicator	2014/15 end of year result: 20% 2015/16 end of year result: 25% 2016/17 end of year result: 28% 2017/18 end of year result: 16%		Any issues to consider	Repeat referral rate is a single indicator and is not fully representative of MARAC performance. MARAC processes vary across areas and therefore benchmarking should be considered with caution for this indicator.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	29%	28%	29%	26%	
Target	28% to 40%	28% to 40%	28% to 40%	28% to 40%	
2017/18	17%	15%	17%	16%	

Page 278



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	At the year end March 2019 the accumulative rate of repeat referrals to MARAC is 26% and just below the recommended levels expected by Safelives (28% to 40%) but still an improvement on the previous year.	This is being monitored closely by the MARAC Chair and VAWG subgroup of the CSP in partnership and any issues raised are worked through with partners including the police.
Benchmarking	Benchmarking data is currently available for January 2017 to December 2017. Metropolitan Police Force average: 21%. National: 28%. Most Similar Force: 29%	

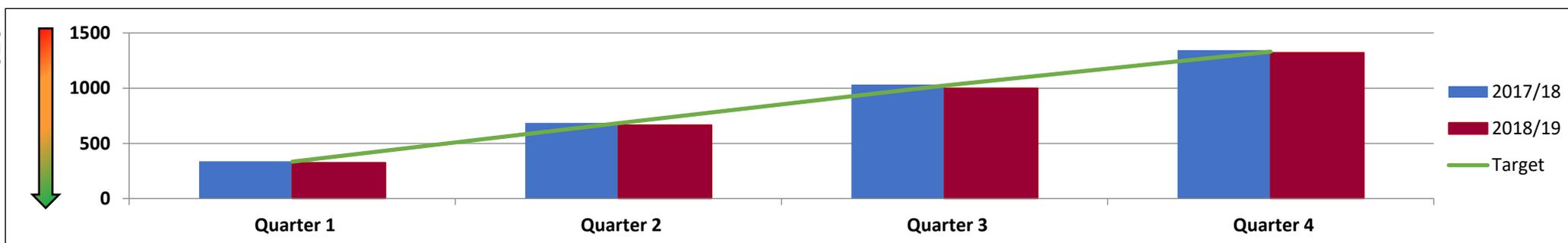
ENFORCEMENT AND COMMUNITY SAFETY

The number of non-domestic abuse violence with injury offences recorded

Quarter 4 2018/19

Definition	The number of violence with injury offences reported to and recorded by the police which were non-domestic.		How this indicator works	This indicator is the accumulative count of all non-domestic violence with injury offences reported to the police within the financial year period specified.		
What good looks like	We are looking for a decrease in this figure and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.		Why this indicator is important	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, The Crime and Enforcement Portfolio holder, the Chief Executive of the council, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC).		
History with this indicator	2013/14: 987 2014/15: 1,147 2015/16: 1,325 2016/17: 1,366 2017/18: 1,331	Any issues to consider	In April 2014 changes were made to the way in which violence was recorded and classified (see new Home Office Counting Rules Guidance). HMIC inspections of police data in 2013-14 also raised concerns about a notable proportion of crime reports not being recorded, particularly during domestic abuse inspections. Implementation of the new recording and classification guidance and training to improve crime recording mechanisms around violence and domestic abuse have led to a rapid upward trajectory in Violence with Injury.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18	
2018/19	325	664	999	1,321	↑	
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction		
2017/18	337	684	1,032	1,345		

Page 279



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	End of Year performance at March 2019 shows 1,321 offences were reported to and recorded by the police down 1.8% (- 24 offences) compared to 2017/18 (1345 offences). We have achieved the MOPAC target for a reduction in NDA VWI. Locally RAG rated Amber as the reduction is not more than 5%. In comparison, the figures across London is up by 0.2%.	<p>Actions in this area include:</p> <ul style="list-style-type: none"> • Knife Crime Action Plan in place for 2018/19 • Focus on reduction Non DA VWI is concentrated on the two Town centres in the borough. • Test Purchasing by Trading Standards, • , Developing a long-term trauma informed model. • Secured £500k from EYIF programme to address serious violence.
Benchmarking	12 months to March 2019 Rate per 1,000 population is 6.4, this is partially above the London average (6.1), and Barking and Dagenham ranks 19 out of 32 (1 = lowest crime rate in London, 32 = highest crime rate in London).	

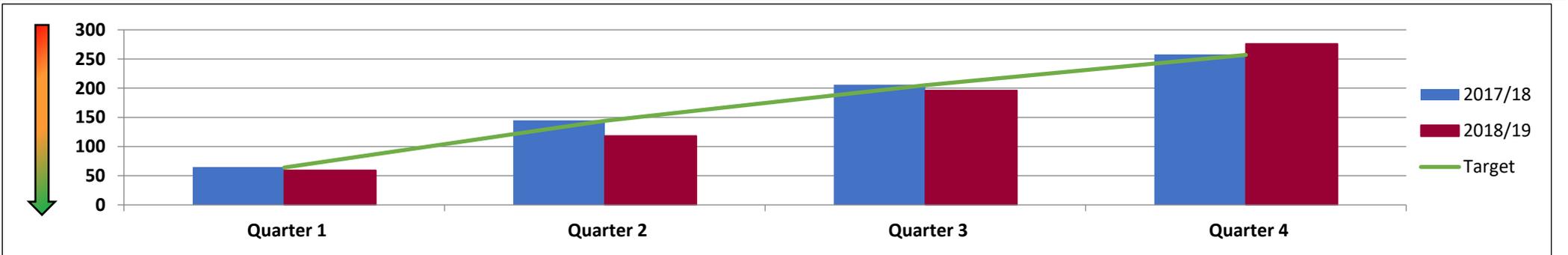
ENFORCEMENT AND COMMUNITY SAFETY

The number of serious youth violence offences recorded

Quarter 4 2018/19

Definition	Serious Youth Violence is defined by the MPS as 'Any offence of most serious violence or weapon enabled crime, where the victim is aged 1-19.'		How this indicator works	Serious Youth Violence is a count of victims of Most Serious Violence aged 1-19.	
What good looks like	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.	Why this indicator is important	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.		
History with this indicator	2014/15: 182 2015/16: 245 2016/17: 224 2017/18: 258	Any issues to consider	Serious Youth Violence Counts the number of victims aged 0-19 years old, not the number of offences.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	59	118	196	276	
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
2017/18	65	145	206	258	

Page 280



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	End of year figures to March 2019 (276 victims) shows that Serious Youth Violence is up by 5% (+ 15 victims) compared to 2017/18 (261 victims). There was an increase in the number of victims in the quarter 4 compared to the same quarter in the previous year. In comparison London is down by 4.1%.	<ol style="list-style-type: none"> 1) Setting up of Integrated Gangs Unit 2) High level mentoring support for those identified as high risk of involvement in violence, gang involvement 3) Counselling and mentoring workshops and performances with targeted groups of young people in schools and other settings on offences with weapons such as knives, noxious substances and CSE. 4) Use of a Youth Matrix to identify the most at risk young people through schools, police, youth service and YOS 5) Full Time Support workers to provide one to one mentoring as part of early intervention identified by the matrix. We are working with schools and voluntary organisations to develop a trauma informed approach which will have a long-term impact.
Benchmarking	12-month figures to March 2019 (276 victims) Rank (by Volume) Barking and Dagenham is 20 of 32 (1 = lowest crime & 32 = highest crime).	

ENFORCEMENT AND COMMUNITY SAFETY

Quarter 4 2018/19

The number of properties brought to compliance by private rented sector licensing

Definition	The number of non-compliant properties brought to compliant standard.	How this indicator works	This indicates the number of properties that do not meet the standard and through informal and formal action have now had the issues addressed.		
What good looks like	Having a very low number of non-compliant properties therefore reflecting good quality private rented properties in the borough.	Why this indicator is important	There are approximately 15,000 privately rented properties in the borough and as a licensing service we need to ensure that all those properties are compliant and have a licence.		
History with this indicator	The scheme has been live since September 2014 and compliance visits have taken place on 89% of all properties that have applied for a licence.	Any issues to consider	Enforcement officers have been tasked to tackle the total number of non-compliant properties through enforcement intervention, for example formal housing notices to ensure work is carried out and property standards improved. There is a significant increase of properties that were originally issued a selective licence between 2014 – 2017 that have since become non-compliant due to breaches of licensing conditions. The total number of non-compliant has reduced, however the volume of non-compliant properties remains at approximately 3% of the private rental sector.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	120	153	405	220	
2017/18	33	86	207	284	

Page 281



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The current number of non-complaint properties is being managed by enforcement officers who have been tasked to action those cases that require enforcement action. This is being monitored on a monthly basis with enforcement as a key priority.	A target date of three months was agreed, and all officers are working to achieve compliance within 3 months. All cases are progressed to an enforcement stage. We are projecting to reduce the number of non-complaint properties by 60% over the two months. All minor non-compliance has been dealt with by way of conditions of licence to reduce the total outstanding number. The number of non-compliant properties that have been made compliant over the last quarter has rapidly increased due to tight performance monitoring and measuring of individual officer's caseload which has helped with accountability action planning.
Benchmarking	Barking and Dagenham remain the only Borough within London to inspect all properties prior to issuing a licence. In terms of enforcement, we are engaging with landlords in the first instance encouraging them to raise property standards. Enforcement intervention is used where there has been a disregard to the licensing regime or legal requirements.	

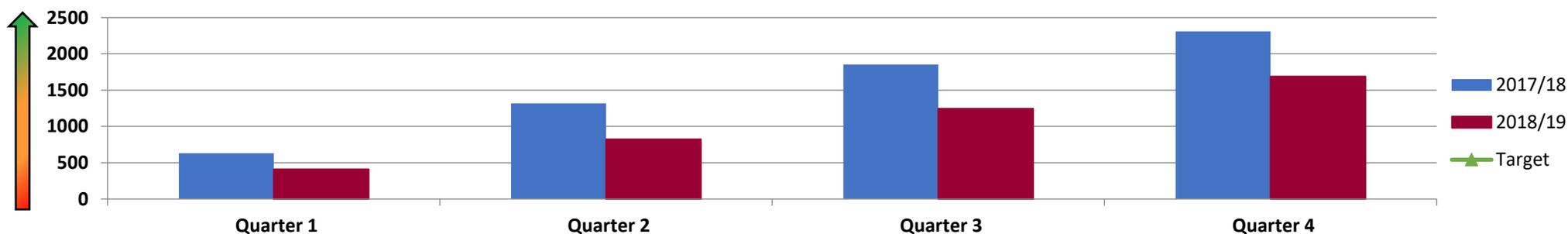
ENFORCEMENT AND COMMUNITY SAFETY
The number of fixed penalty notices issued

Quarter 4 2018/19

Definition	The number of fixed penalty notices issued by the enforcement team	How this indicator works	This indicator shows how many FPNs are issued by the team monthly. This indicator allows Management to see if team outputs are reaching their minimum levels of activity which allows managers to forecast trends.
What good looks like	75% payment rate of FPN issued.	Why this indicator is important	Meets the council's priorities of civic pride and social responsibilities. Reduce the cost on waste and cleansing services including disposal costs.
History with this indicator	2017/18 – 2,311 FPNs issued 2016/17 – 1,914 FPNs issued	Any issues to consider	We cannot set income targets for FPN's.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	415	409	420	446	
2018/19 YTD	415	824	1,244	1,690	
2017/18	629	688	536	458	
2017/18 YTD	629	1,317	1,853	2,311	

Page 282



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The service has issued 420 FPN's during the third quarter of 2018/19. This is a 22% reduction on the number issued in the same quarter last year.	There has been a reduced number of street enforcement officers in Quarter 3 which has had an impact on overall FPN issuance, this has been addressed through agreement with Workforce group to go to formal recruitment for the vacant posts. The team have also been focusing on other enviro crime and Anti-Social priorities such as Barking Town Centre PSPO whilst this has had a significant impact in terms of perceptions of safety in and around the Town Centre this programme does not result in high volumes of FPN issuance.
Benchmarking	Benchmarking data not available.	

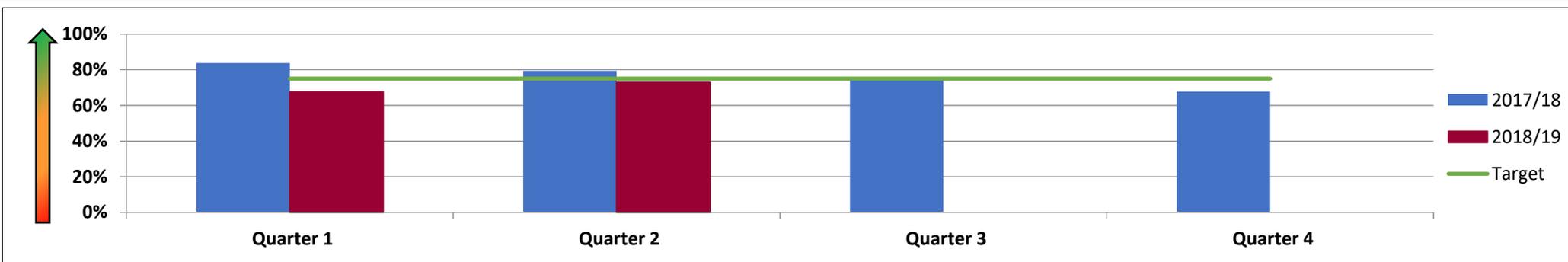
ENFORCEMENT AND COMMUNITY SAFETY

The percentage of fixed penalty notices paid / collected

Quarter 4 2018/19

Definition	The percentage of fixed penalty notices issued that have been paid / collected.		How this indicator works	This indicator monitors the collection rate of those fixed penalty notices that have been issued.	
What good looks like	The aim is to increase the rate of FPNs collected / paid.		Why this indicator is important	Ensures that the enforcement action taken by officers is complied with and enhances the reputation of the council in taking enforcement action.	
History with this indicator	2017/18 – 67.7% FPNs paid/collected 2016/17 – 58.8% FPNs paid / collected		Any issues to consider	No significant issues figure is only slightly under the target rate.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	67.5%	78.4%	69.86%	75.78%	
2018/19 YTD	67.5%	72.9%	71.92%	83.2%	
Target	75%	75%	75%	75%	
2017/18	83.78%	75%	67%	45%	
2017/18 YTD	83.78%	79.39%	75.26%	67.70%	

Page 283



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Quarter 4 is showing a payment rate of 75.78% against the FPNs issued during that period.</p> <p>The total payment rate for this current year is 83.2%</p>	<p>Ensure that the balance between issuing FPN's and chasing payments is correct so that the number of FPN's is sustained.</p>
Benchmarking	Benchmarking data not available.	

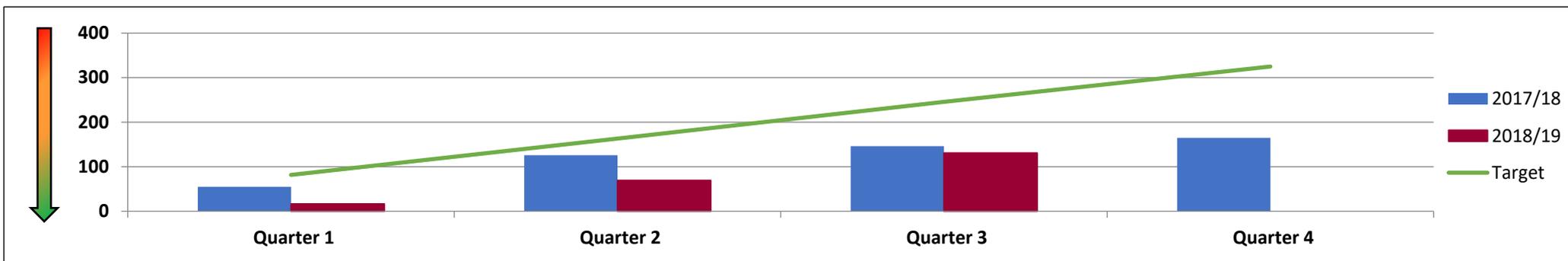
Social Care and Health Integration – Key Performance Indicators 2018/19

SOCIAL CARE AND HEALTH INTEGRATION

The total Delayed Transfer of Care Days (per 100,000 population) attributable to social care Quarter 4 2018/19

Definition	Total number of days that patients remain in hospitals because of social care service delays when they are otherwise medically fit for discharge.		How this indicator works	This indicator measures the total number of social care delayed days recorded in a month per 100,000 population and converts it to a quarterly total. The indicator is reported two months in arrears.	
What good looks like	Good performance is below the target for the period. The target is set in the Better Care Fund plan.	Why this indicator is important	The indicator is important to measure as delayed transfers of care have an impact on the hospital system and the patient. In principle, hospitals can fine the Council for delays that it causes, and there is a risk to central Government funding if performance is very poor.		
History with this indicator	2015/16: 1457 days, 1084.9 per 100,000 2016/17: 550 days, 388.4 per 100,000 2017/18: 240 days, 164.9 per 100,000	Any issues to consider	During Q2, NHS England introduced several changes ahead of the Better Care Fund Plan submission which included the imposition of targets and demands for further improvement. To facilitate monitoring of the plan this indicator will be reported on a cumulative basis. The target reflects the agreed targets in the approved BCF plan.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2017/18
2018/19	16.2	69.0	130.6	Available June	
Target	81.6	163.1	245.4	324.9	
2017/18	54.6	125.8	146.2	164.9	

Page 284



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The data is complete for Q3 2018/19. The indicator is reported one month in arrears therefore no completed quarter four data is available. Over this period a total of 195 delayed days were attributed to social care alone, equivalent to 130.6 per 100,000 people. Performance is significantly better than the same period last year and in terms of overall delays to the system, social care was attributed 8.2% of delays, whilst 91.3% were due to the NHS and 0.5% were joint delays. The target from 2017-18 remains in place.	<ul style="list-style-type: none"> Joint Assessment and Discharge Team is effective at earlier discharge ahead of expected discharge dates, a necessary focus which supports the hospital, at cost to social care as a commitment is entered at an earlier point in bed utilisation. Additional funding (via BCF) ensured that high levels of service activity (notably Crisis Intervention) could be maintained throughout the winter, along with additional services commissioned with the voluntary sector, such as the Home from Hospital service with the Red Cross. We also plan to better utilise available Crisis Intervention support as time limited support and to involve Community Solutions in identified cases.
Benchmarking	Q4 2018/19: Redbridge 110.0 per 100,000, Havering 281.9 per 100,000, England 1,052.1 per 100,000	

SOCIAL CARE AND HEALTH INTEGRATION

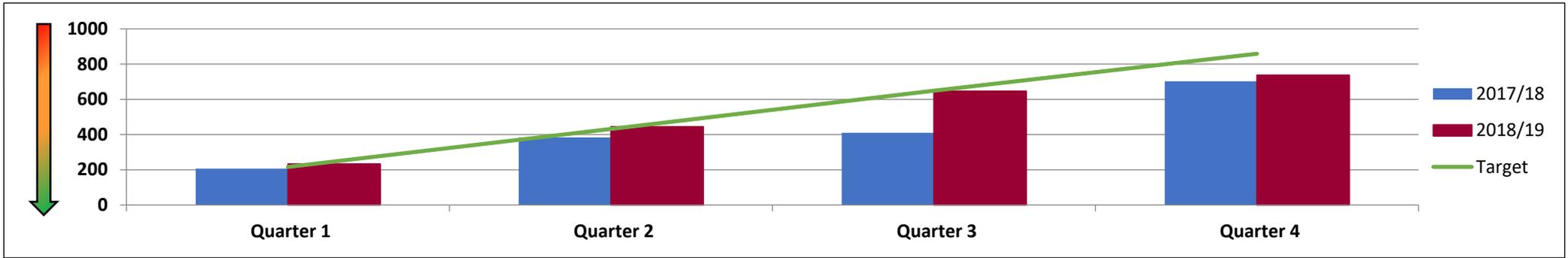
The number of permanent admissions to residential and nursing care homes (per 100,000)

Quarter 4 2018/19

Definition	The number of permanent admissions to residential and nursing care homes, per 100,000 population (65+).	How this indicator works	This indicator looks at the number of admissions into residential and nursing placements throughout the financial year, using a population figure for older people. A lower score is better as it indicates that people are being supported at home or in their community instead.
What good looks like	The Better Care Fund has set a maximum limit of 170 admissions, equivalent to 858.9 per 100,000.	Why this indicator is important	The number of long-term needs met by an admission to a care homes is a good measure of the effectiveness of care and support in delaying dependency on care and support services.
History with this indicator	2014/15 - 177 admissions, 905.9 per 100,000 2015/16 - 179 admissions, 910.0 per 100,000 2016/17 - 145 admissions, 737.2 per 100,000 2017/18 –139 admissions, 702.3 per 100,000	Any issues to consider	The indicator includes care home admissions of residents where the local authority makes any contribution to the costs of care, irrespective of how the balance of these costs are met. Residential or nursing care included in the indicator is of a long-term nature, short-term placements are excluded.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	232.4	444.5	646.6	737.5	
Target	216.2	432.4	648.7	858.9	
2017/18	207.1	384.0	409.8	702.3	

Page 285



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	During 2018-19, 146 older people were admitted to long-term residential and nursing care (737.5 per 100,000). This is equivalent to 5% more than in 2017-18 (139) and indicates an increased number of people can no longer be cared for at home and demand care home provision. The factors that lead to admission are varied. Previous analysis noted the main reasons were carer-related factors and the individual’s deterioration due long-term health conditions. Year-end analysis will be undertaken to investigate whether this pattern continues.	<ul style="list-style-type: none"> Adult Care and Support continues to maintain significant management focus on ensuring that community-based care, that enables people remain living at home independently for as long as possible, is maximised.
Benchmarking	2017-18: ASCOF England average – 585.6 per 100,000; London average – 406.2 per 100,000	

SOCIAL CARE AND HEALTH INTEGRATION

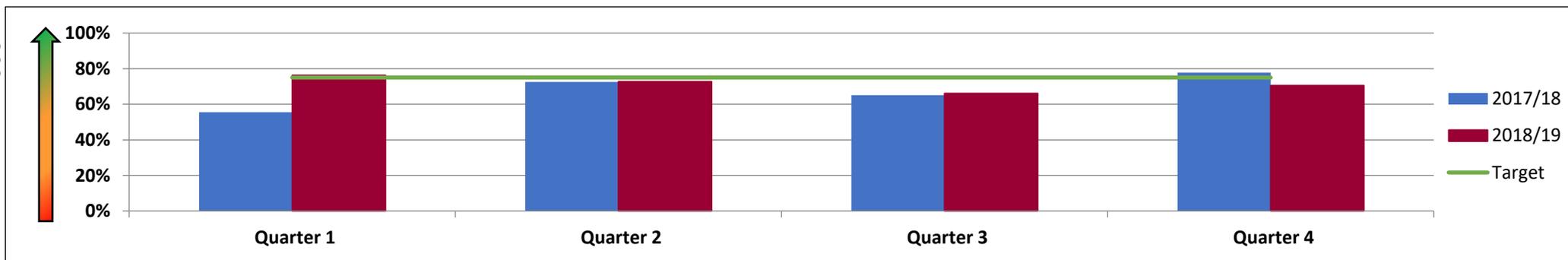
The percentage of children who received a 12-month review by 15 months of age

Quarter 4 2018/19

Definition	Number of children who received a 12-month review by 15 months	How this indicator works	This indicator is a measure of how many children receive their 12-month review by the time they reach the age of 15 months.
What good looks like	For the percentage to be as high as possible.	Why this indicator is important	Every child is entitled to the best possible start in life and health visitors play an essential role in achieving this. By working with families during the early years of a child's life, health visitors have an impact on the health and wellbeing of children and their families.
History with this indicator	2017/18: 67.5% 2018/19: 71.4%	Any issues to consider	This reporting for this indicator has been revised (for 2017/18 and 2018/19 data) and hence these figures may not match historic figures reported.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	76.3%	72.6%	66.1%	70.5%	↓
Target	75.0%	75.0%	75.0%	75.0%	
2017/18	55.5%	72.5%	65.1%	77.8%	

Page 286



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance in quarter 4 was 70.5%, which is below target. However, the monthly data showed a marked improvement from February to March, increasing from 62.8% to 84.8% which is rated green as it is above the target of 75% and marks the end of 6 months below target. The performance improvement also reflects assurances made by the provider that performance would increase following changes to the booking process.	<ul style="list-style-type: none"> Monthly performance monitoring meetings with NELFT, the lead commissioner, Senior Intelligence and Analysis Officer and senior Public Health team representative(s) are taking place to seek to increase and maintain performance and ensure data reliability.
Benchmarking	Quarter 3 2018/19: England – 82.2%; London – 75.8%; Barking and Dagenham – 66.2%	

SOCIAL CARE AND HEALTH INTEGRATION

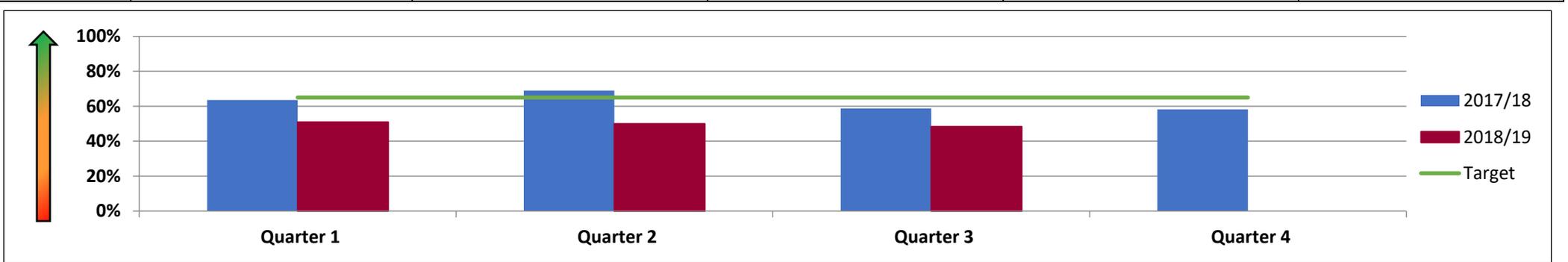
The percentage of healthy lifestyles programmes completed

Quarter 4 2018/19

Definition	The percentage of children and adults starting healthy lifestyle programmes that complete the programme.	How this indicator works	The number of people starting the HENRY, Exercise on Referral (EOR), Adult Weight Management (AWM) and Child Weight Management (CWM) programmes who complete the programme.		
What good looks like	For the percentage of completions to be as high as possible.	Why this indicator is important	The programmes allow the borough's GPs and health professionals to refer individuals who they feel would benefit from physical activity and nutrition advice to help them improve their health and weight conditions.		
History with this indicator	2016/17: 48.8% 2017/18: 61.9%	Any issues to consider	Data operates on a 3-month time lag as completion data is not available until participants finish the programme. For CWM programmes, including HENRY, figures only include the target child and not other family members who attend. Note: data only counts individuals participating in both AWM and EOR programmes once due to difficulties in monitoring completions per programme for these individuals. This is being addressed from April 2019 onwards.		

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2017/18
2018/19	50.9%	50.0%	48.3%		
Target	65.0%	65.0%	65.0%	65.0%	
2017/18	63.6%	68.9%	58.8%	58.2%	

Page 287



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	In quarter 3, 331 people started programmes and 160 of those completed them (48.3%). Only 24 of the starters (11 of the completers) were on children's programmes as no HENRY or child weight management programmes began in November or December.	<ul style="list-style-type: none"> • A rolling 12-week AWM programme has started. This will reduce waiting times and increase self-referrals. • 4.5 FTE vacancies have now been filled, although start dates are to be confirmed. • The service has been building partnerships with others (e.g. dieticians and the National Diabetes Prevention Programme) to increase the number of referrals. • Various taster workshops are being provided to parents and children. Healthy eating workshops are planned with six schools, with a target reach of 1,800 children. • Processes have been agreed with Everyone Active to capture data on continuing physical activity at 12 weeks and beyond. Lifestyle coaches are following up missed appointments by phone to review patient progress.
Benchmarking	This is a local indicator.	

SOCIAL CARE AND HEALTH INTEGRATION

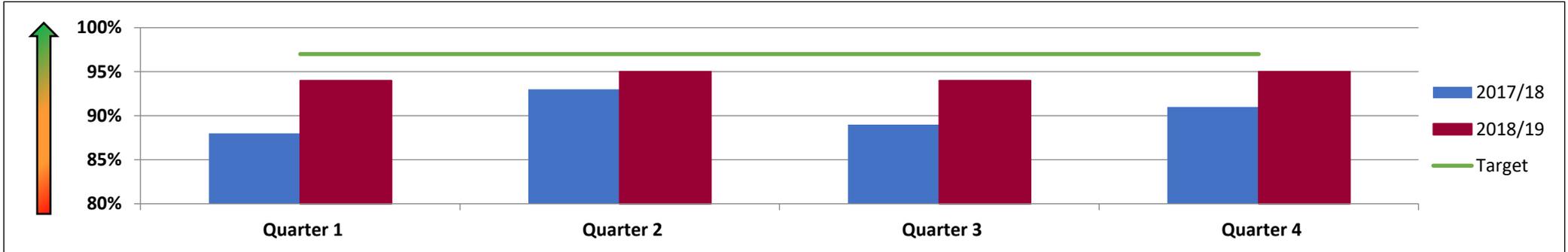
The percentage of 4-weekly Child Protection Visits carried out within timescales

Quarter 4 2018/19

Definition	The percentage of children who are currently subject to a child protection (CP) plan for at least 4 weeks who have been visited.	How this indicator works	The indicator counts all those in the denominator and of those, how many have been visited and seen within the last 4 weeks. The figure is reported as a percentage.
What good looks like	Higher is better.	Why this indicator is important	Child protection visits are vital to monitor the welfare and safeguarding risks of children on a child protection plan.
History with this indicator	4 weekly CP visits have been monitored since August 2015, compared to 6 weekly CP visits previously.	Any issues to consider	This indicator is affected by numbers of child protection cases increasing and the impact of unannounced child protection visits by social workers resulting in visits not taking place and potentially becoming out of timescale.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	94%	95%	94%	95%	↑
Target	97%	97%	97%	97%	
2017/18	88%	93%	89%	91%	

Page 288



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at the end of Q4 2018/19, performance has increased slightly to 95% (265/279) compared to 94% (287/305) at the end of Q3 18/19. Performance remains below target of 97%. 2 weekly CP visits is now the agreed standard and performance is at 76% - below the target set at 90% plus (RAG rated Red).	Outstanding CP visits are being monitored via team dashboards and monthly Children's care and support meetings.
Benchmarking	This is a local indicator and is not published by the DfE. No benchmarking data is available.	

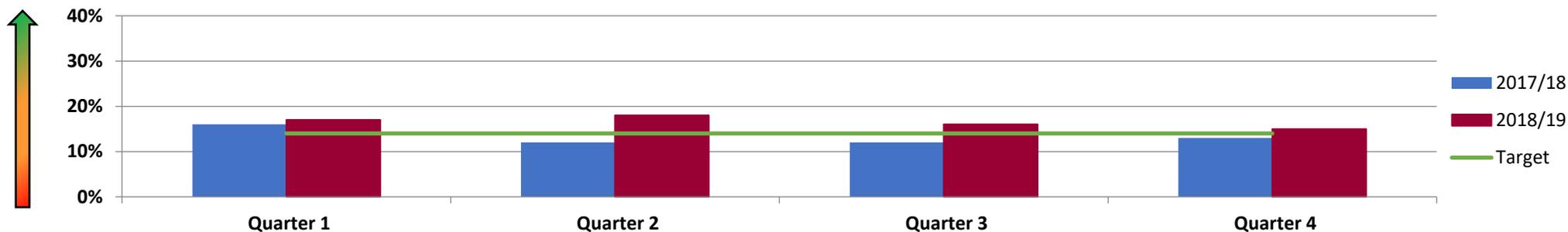
SOCIAL CARE AND HEALTH INTEGRATION

The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time

Quarter 4 2018/19

Definition	The total number of children who have become subject to a child protection plan in the year, and of those how many have previously been subject to a child protection plan	How this indicator works	The indicator measures the number who had previously been the subject of a child protection plan, or on the child protection register, regardless of how long ago that was, against the number of children who have become the subject to a child protection plan at any time during the year, expressed as a percentage. The figure presented is a year to date figure as of the end of each quarter.		
What good looks like	A low percentage, but not necessarily zero percent: some subsequent plans will be essential to respond to adverse changes in circumstances	Why this indicator is important	Subsequent Child Protection plans could suggest that the decision to initially remove the child from the plan was premature and that they are not actually safer. It may be reasonable to question whether children were being taken off plans before necessary safeguards have been put in place, so therefore a low percentage is desirable.		
History with this indicator	2015/16 8% 2016/17 17% 2017/18 13%	Any issues to consider	None at present		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	17%	18%	16%	15%	
Target	14%	14%	14%	14%	
2017/18	16%	12%	12%	13%	

Page 289



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at Q4, 15.4% (52/337) children have become subject of a CPP for a second or subsequent time, lower than the Q3 figure of 16% (43/268). Performance is slightly above target but in line with the London average and lower than the national average.	<ul style="list-style-type: none"> The CP Chairs currently undertake a six week and three month 'paper' review of cases with a ceased CP Plan to ensure that the family remains open to services. Audits to be undertaken to identify themes as to why children become subject to a CP Plan for a subsequent time.
Benchmarking	London Average 15%, National Average 20%, Statistical Neighbours 21%	

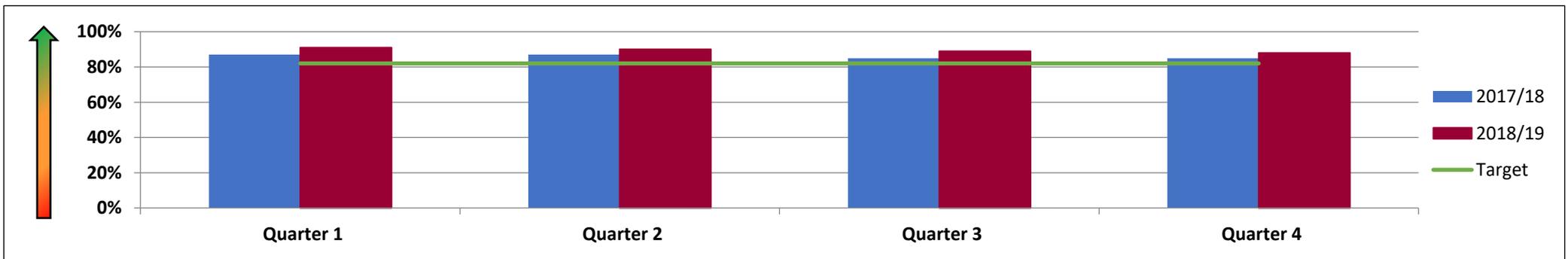
SOCIAL CARE AND HEALTH INTEGRATION

The percentage of assessments completed within 45 working days

Quarter 4 2018/19

Page 290

Definition	The total number of Assessments completed and authorised during the year and of those, the number that had been completed and authorised within 45 working days of their commencement	How this indicator works	This indicator counts all single assessments that have been authorised in the year to date as of the end of each quarter		
What good looks like	Higher the better	Why this indicator is important	The timeliness of an assessment is a critical element of the quality of that assessment and the outcomes for the child. Working Together to Safeguard Children sets out an expectation that the Single Assessment will be completed within a maximum of 45 working days of receipt of the referral		
History with this indicator	Performance by year: 2013/14 - 78% 2014/15 - 71% 2015/16 - 76%, 2016/17 - 78%, 2017/18 - 85%	Any issues to consider	Although most Single assessments are initiated at the end of referral process, this indicator includes review single assessments on open cases.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	91%	90%	89%	88%	
Target	82%	82%	82%	82%	
2017/18	87%	87%	85%	85%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	As of Q4, 88% (3198/3655) of single assessments were completed and authorised within 45 working days. This is above our target of 82% and above 2017/18 performance of 85%.	Ongoing assessments are routinely monitored by the Assessment Team daily, which enable them to highlight any assessment that is approaching 45 working days and ensures those that fall out of timescale are kept to a minimum.
Benchmarking	London Average 83%, National Average 83%, Statistical Neighbours 81%	

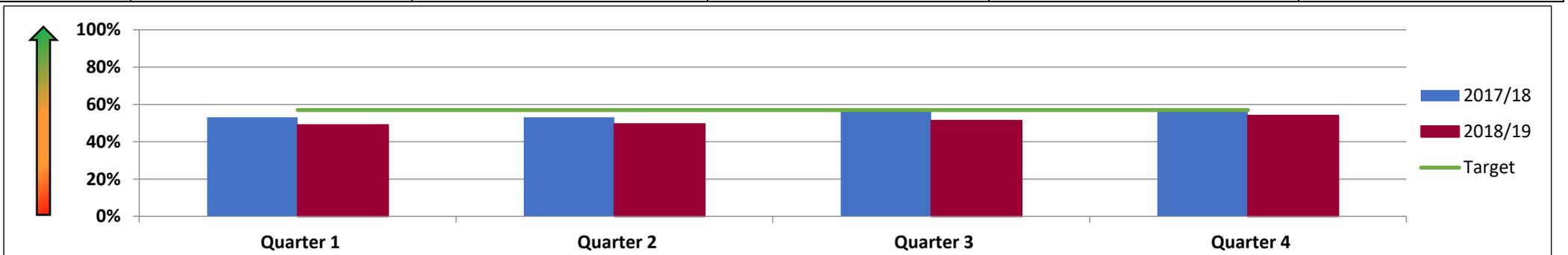
SOCIAL CARE AND HEALTH INTEGRATION

Quarter 4 2018/19

The percentage of Care Leavers in employment, education or training (EET)

Definition	The number of children who were looked after for a total of 13 weeks after their 14th birthday, including at least some time after their 16th birthday and whose 17th, 18th, 19th, 20th or 21st birthday falls within the collection period and of those, the number who were engaged in education, training or employment on their 17th, 18th, 19th, 20th or 21st birthday.		How this indicator works	This indicator counts all those in the definition and of those how many are in EET either between 3 months before or 1 month after their birthday. This is reported as a percentage.	
What good looks like	Higher the better.	Why this indicator is important	The data allows us to make performance comparisons with other areas and provides a broad overview of how well the borough is performing in terms of care leavers accessing EET and improving their life chances. This is an Ofsted area of inspection as part of our duty to improve outcomes for care leavers and is a key CYPP and Council priority area.		
History with this indicator	The cohort for this performance indicator has been expanded to include young people formally looked after whose 17th, 18th, 19th, 20th or 21st birthday falls within the collection period i.e. the financial year.		Any issues to consider	Care leavers who are not engaging with the Council i.e. we have no contact with those care leavers so their EET status is unknown; or in prison or pregnant/parenting are counted as NEET.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	49.0%	49.6%	51.4%	54.1%	
Target	57.0%	57.0%	57.0%	57.0%	
2017/18	53.1%	53.2%	57.4%	57.1%	

Page 291

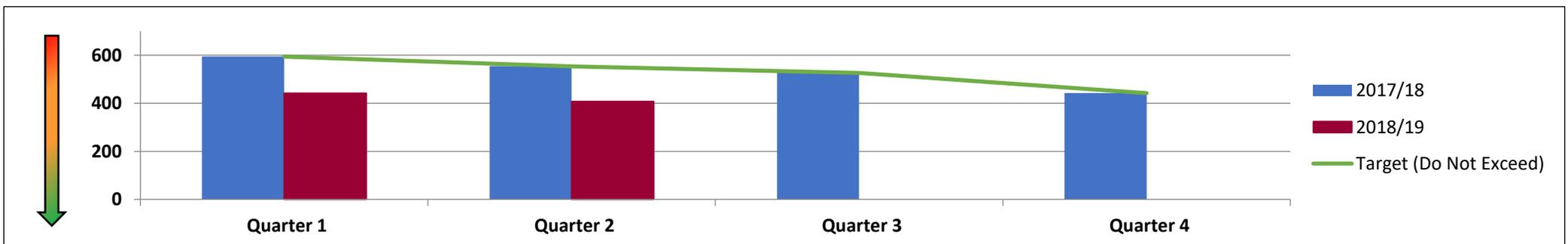


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Q4 performance has increased to 54.1% (131/242) compared to Q3 performance of 51.4% (95/185). Performance is in line with all comparators. Of the 111 young people not in EET as of the end of Q4, 5 are in Prison, 2 are young mothers, 42 we are not in contact with and 62 are open to the L2L service and are NEET. For those young people we are in contact with, performance is 66%.	<ul style="list-style-type: none"> The L2L team has been involved in the NEET workshops with Members and Officers, with care leavers having a particular profile. Progress has been made with regards to the development of internships and apprenticeships within the council for care leavers. Agreement has been obtained to provide a financial incentive in addition to the apprenticeship payment so that care leavers are not in deficit by loss of benefits. Further work is being planned to develop the support element to care leavers to ensure they are well prepared for the world of work and are supported through each stage of the process to successfully move from NEET to EET.
Benchmarking	Based on latest published data, LBD is performing better than national (50%); similar areas (50%) and London average (52%).	

SOCIAL CARE AND HEALTH INTEGRATION
Quarter 4 2018/19
The number and rate per 10,000 First Time Entrants

Definition	First Time Entrants (FTEs) to the criminal justice system are classified as offenders, (aged 10 – 17) who received their first reprimand, warning, caution or conviction, based on data recorded on the Police National Computer	How this indicator works	The measure excludes any offenders who at the time of their first conviction or caution, according to their PNC record, were resident outside of England or Wales. Penalty notices for disorder, other types of penalty notices, cannabis warnings and other sanctions given by the police are not counted.		
What good looks like	Ideally, we would see a reduction on the previous year.	Why this indicator is important	The life chances of young people who have a criminal conviction may be adversely affected in many ways in both the short term and long term. Reducing First Time Entrants is a priority for all London boroughs to address as set by the Mayor’s Office for Policing and Crime.		
History with this indicator	2014/15: 522 per 100,000 10-17 year olds (n=122) 2015/16: 613 per 100,000 10-17 year olds (n=135) 2016/17: 620 per 100,000 10-17 year olds (n=140) 2017/18: 433 per 100,000 10-17 year olds (n= 102)	Any issues to consider	The latest data is for the rolling 12 months to September 2018 released on 22/02/2019. The next release will be on 22/05/2019. ONS mid-year population estimates to 2017 are used in the calculations. A rising young population is expected which could lead to a natural increase in youth offenders.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19 (n)	104	96			
Rate	442	407			
Target	594	553	526	442	
2017/18 (n)	134	125	119	102	
Rate	595	554	527	443	

Page 292



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The rate has decreased to 407 per 1,000 10 - 17 year olds from 402 in the previous quarter's results. In real terms this is a difference of -8 First Time Entrants (96 down from 104). RAG rated AMBER to reflect that B&D rate is still above regional and national averages (306 and 248 respectively). Barking and Dagenham currently has the 7th highest rate of FTE's in London.	<ul style="list-style-type: none"> The YOS continues to maintain capacity in the out of court disposal area of work to ensure that young people receive a quality intervention that reduces the likelihood of them entering into the court arena. This has included one to one work as well as group work and parenting education programmes. The 'At Risk' matrix in schools continues to be delivered and works with young people identified as being at risk of becoming involved in criminal behaviours. The schools have really valued this service and feedback has been really positive.
Benchmarking	The Barking and Dagenham rate at September 2018 is 407 as compared to London: 306 and National: 248.	

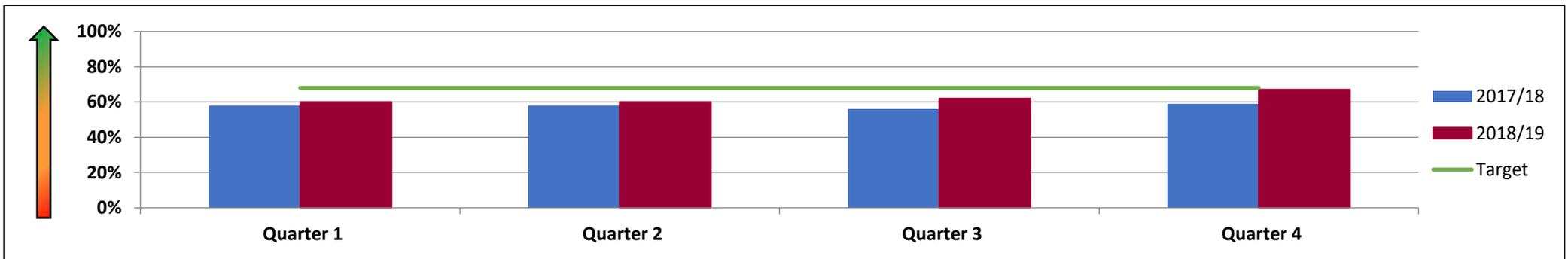
SOCIAL CARE AND HEALTH INTEGRATION

Long term stability of placements for children in care

Quarter 4 2018/19

Definition	The number of children aged under 16 in care who have been looked after continuously for at least two and a half years and in the same placement for the last two years		How this indicator works	This is a rolling indicator, which look at those children who have been in care for two and a half years at the end of each quarter.	
What good looks like	Higher the better		Why this indicator is important	Frequent moves between care placements have a negative impact on the ability of children to succeed both in education and in other areas of their lives. Therefore, placement stability is central to supporting the needs of children in care.	
History with this indicator	2015/16	60%	Any issues to consider	An adoptive placement move is not counted in this KPI as a move although other positive moves i.e. from residential to a family setting are. In 2017-18, 9% of placement moves impacting on this indicator were for positive reasons, although the impact on performance was an end of year figure of 59%. If these changes had not occurred our performance would have been in line with the national performance (69%) and above London (66%).	
	2016/17	60%			
	2017/18	59%			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	60%	60%	62%	67%	↑
Target	68%	68%	68%	68%	
2017/18	58%	58%	56%	59%	

Page 293



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Q4 performance has increased to 67%. (88/126) We remain below the target of 68%, but we are now above the London average.	<ul style="list-style-type: none"> Expansion of the Mockingbird Fostering Programme is planned for 2018-19. Targeted marketing to recruit carers for remand fostering, teenage fostering and children with SEND will be developed. Consideration will need to be given to a review of the fostering fee and support packages to support these placements.
Benchmarking	London average 66%, National average 68%, Statistical neighbours 69%	

Educational Attainment and School Improvement – Key Performance Indicators 2018/19

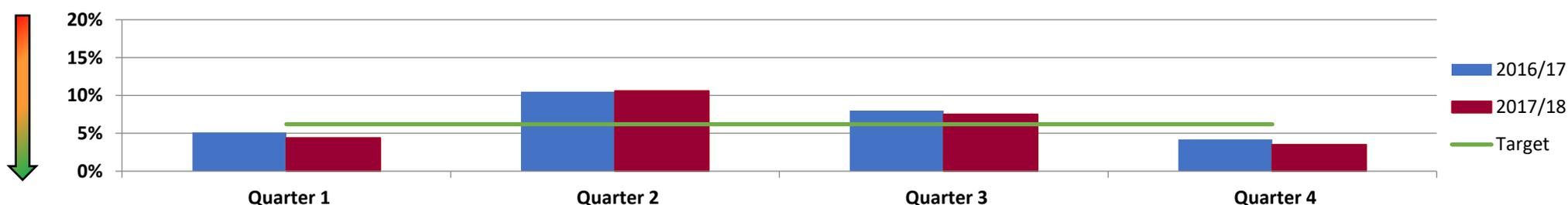
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

The percentage of 16 to 18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations

Quarter 4 2018/19

Definition	The percentage of resident young people academic age 16 – 17 who are NEET or Unknown according to Department for Education (DfE) National Client Caseload Information System (NCCIS) guidelines.		How this indicator works	Data is taken from monthly monitoring information figures published by our regional partners and submitted to DfE in accordance with the NCCIS requirement.	
What good looks like	The lower the number of young people in education, employment, or training (not NEET) or not known, the better.		Why this indicator is important	The time spent not in employment, education, or training leads to an increased likelihood of unemployment, low wages, or low-quality work later in life. Those in Unknown destinations may be NEET and in need of support.	
History with this indicator	The annual measure was previously an average taken between November and January (Q3/4). It is now the average between December and February.	Any issues to consider	Although NEET and Unknown figures are taken monthly, figures for September and October (Q2) are not counted by DfE for statistical purposes and are not indicative of final outcomes. This is due to all young people's destinations being updated to 'Unknown' on 1 September until re-established in destinations by all East London boroughs. Q3 figures have been updated below. The annual indicator, the average taken between December and February has been updated in the Q4 column. The target (national annual headline measure) has also been updated based on the recently released national figure.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DoT from Q4 2018/19
2018/19	4.4%	10.6%	7.5%	3.5% (Dec-Feb average)	↑
Target	6.2%	6.2%	6.2%	6.2%	
2017/18	5.1%	10.5%	8%	4.2%	

Page 294



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Q3 performance and the annual headline indicator (Dec-Feb average) have improved compared to a year ago. This indicator is based on a timeframe period ranging from December 2018 to February 2019 of the average of NEET and Unknown young people, and the national benchmark is now 5.5%.</p> <p>We have exceeded the national benchmark by 2%, ranking the borough in Quintile 2 nationally. The borough is 1.3% stronger than the London benchmark. Barking and Dagenham has improved performance on this measure faster than the rest of East London.</p>	<ul style="list-style-type: none"> • A NEET 'data feed' has been established with Community Solutions allowing frequent updates of NEET status directly onto the Liquid Logic database. • Activity Survey figures show improved participation of Year 11 borough school leavers in 2018. • The NEET board met again in March 2019 to identify and target support for young people through Community Solutions and the Tracking team. Further appointments have been made, bringing the NEET team in Community Solutions to 4 officers.
Benchmarking	The annual published indicator (Dec-Feb average NEETs + Unknowns) in 2018/19 is 5.5% (national benchmark). The equivalent figure for London is 4.8%.	

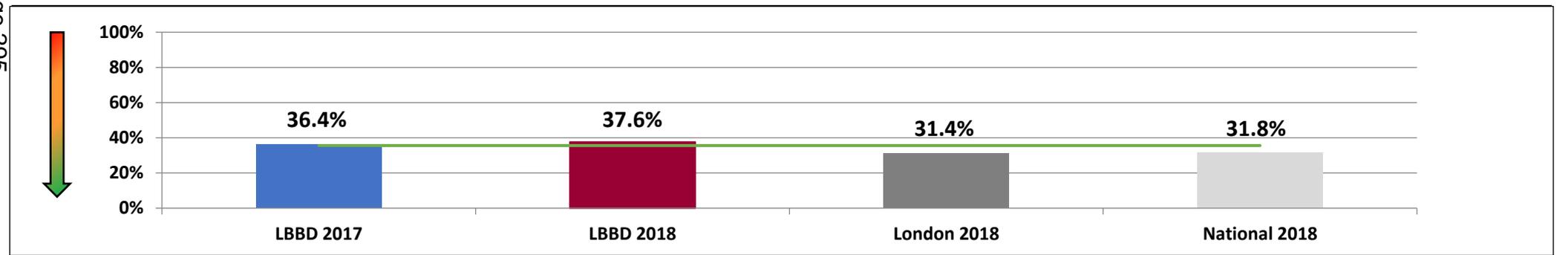
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

Early Years Foundation Stage (EYFS) Inequality Gap

Quarter 4 2018/19

Definition	The gap is calculated as the percentage difference between the mean average of the lowest 20% and the median average for all children.	How this indicator works	It measures the attainment gap at the end of Early Years Foundation Stage between the lowest 20% and the median average of all children.		
What good looks like	The lower the percentage, the better.	Why this indicator is important	It shows how far adrift the lowest attaining children are from their peers at the end of Early Years Foundation Stage.		
History with this indicator	Barking and Dagenham’s gap has historically been quite low. However, as the number of children achieving a ‘Good Level of Development’ (GLD) increased, the gap between the lowest and higher performing children increased. The gap has widened further this year.	Any issues to consider	This indicator is measured annually only at the end of Foundation Stage. Results are published in July/August.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2016/17
2018/19					
Target	37.6%				
2017/18	36.4%				

Page 295



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Our focus with schools has been on increasing the % of children achieving a GLD. We have not worked with schools to sufficiently highlight the gap between the lowest attaining children and the rest of the cohort.	<ul style="list-style-type: none"> Working with all schools to use their data to specifically target and support the lowest attaining children, particularly identifying children at risk of language delay. Developing a programme of support and interventions in nursery to support children’s early language development. The Director of Children’s Services is leading a piece of work to review the LA’s approach with partners and put in place an action plan. The LA was successful in securing the opportunity to work with the National Literacy Trust to deliver the ‘Early Words Together’ programme across 50 early years settings.
Benchmarking	In 2018 National was 31.8% and London was 31.4%.	

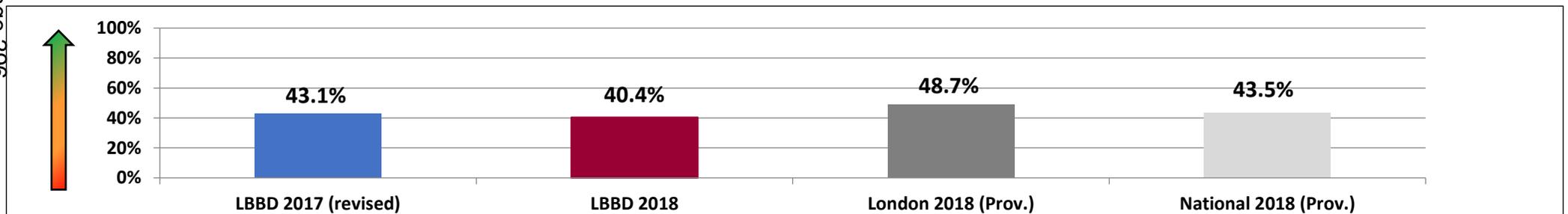
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

The percentage pupils achieving 9-5 in English and Maths

2018/19

Definition	The percentage of pupils at the end of Key Stage 4 achieving grade 5 or above in both English and maths GCSEs.	How this indicator works	To be counted in the indicator, pupils must have achieved grade 5 or above in both English and maths GCSEs.
What good looks like	For the percentage of pupils achieving this standard to be as high as possible.	Why this indicator is important	This is an important indicator as it replaces the old measure of pupils achieving grades A*-C in English and maths. It improves the life chances of young people, enabling them to stay on in sixth form and choose the right A Levels to access other appropriate training.
History with this indicator	Grade 5 is a new measure introduced for the first time in 2017. For 2018, the revised Barking and Dagenham position stands at 40.4%. London is 48.7% and National (state funded schools) is 43.5%.	Any issues to consider	As grade 5 is set higher than grade C, fewer students are likely to attain grade 5 and above in English and maths than grade C in English and maths, which was commonly reported in the past. These new and old measures are not comparable.
Annual Result			DOT
LBBB	40.4%		
Target	To be agreed		

Page 296



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The borough's performance has dropped by 2.9% from 2017 and is below national and London, both of which have seen increases in 2018.	<ul style="list-style-type: none"> • Raising educational standards to exceed national and then London is a priority in the new Education & Participation Strategy 2018-22. The strategy includes headline actions for key partners and the Council. • Working in close partnership with BDSIP to support and challenge schools, particularly schools who struggled most with performance. Improving Maths outcomes is the key and has been a longstanding challenge; English, whilst traditionally strong has also dropped under the new tougher regime. BDSIP has engaged new expertise for English and Maths to support those secondary schools who struggled in the Summer exams. It is also working with the council to broker school to school support and share expertise. • Retention and recruitment of Maths teachers is one of the biggest challenges for schools and BDSIP is working with the council to support schools. • Programme of training and Maths network meetings, advisory support and a conference for Maths, and network meetings for English to incorporate learning from exam results in light of the new grading arrangements.
Benchmarking	In 2018, National was 43.5% and London was 48.7%.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

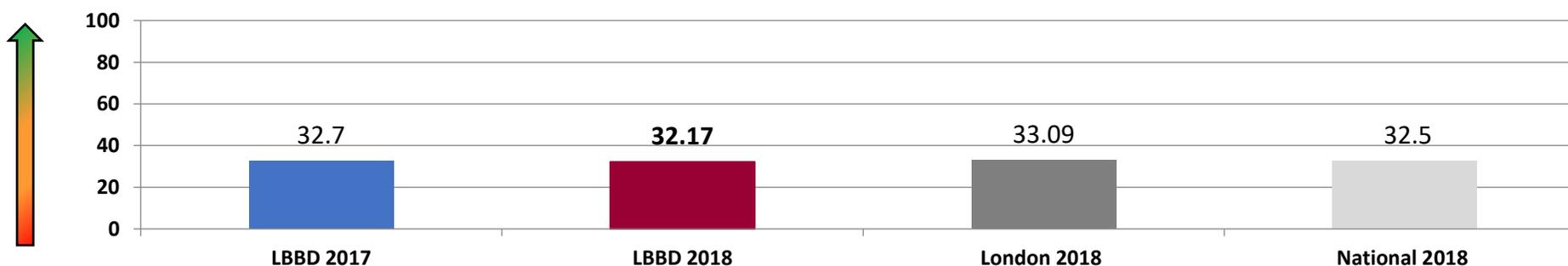
2018/19

Average point score per entry – Best 3 A-Levels

Definition	The average point score for the highest scoring A' Levels across pupils.	How this indicator works	Points for the 3 A' Levels with the highest attaining scores across pupils are used to calculate this. This indicator applies to the subset of A' Level students who entered at least one full size A' Level (excluding AS Levels, General Studies or Critical Thinking). Results are published as a provisional and revised score annually by the DfE.
What good looks like	The higher the score, the better.	Why this indicator is important	Strong attainment at A' Level improves the life chances of young people, enabling them to access high quality post 18 opportunities, including Higher Education and employment.
History with this indicator	In 2018, Barking and Dagenham scored 32.17, a slight fall from our 2017 score of 32.7, and lower than London (33.09) and National (32.49).	Any issues to consider	N/A

	Annual Result	DOT
LBBB	32	
Target	To be agreed	

Page 297



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	This continues to be challenging. Despite some improvement the previous year, performance for the borough has fallen in 2018 and is below national.	<ul style="list-style-type: none"> Raising educational standards to exceed national and then London is a priority in the new Education & Participation Strategy 2018-22. The strategy includes headline actions for key partners and the Council. The council continues to work closely with BDSIP, which delivers commissioned school improvement support. This is discussed and reviewed regularly at BDSIP contract monitoring meetings. The council is working with BDSIP and schools to improve the recruitment and retention of Maths and Science teachers – recruitment and retention is also supported by headline actions in the new Education & Participation Strategy 2018-22.
Benchmarking	In 2018, National was 32.49 and London was 33.09.	

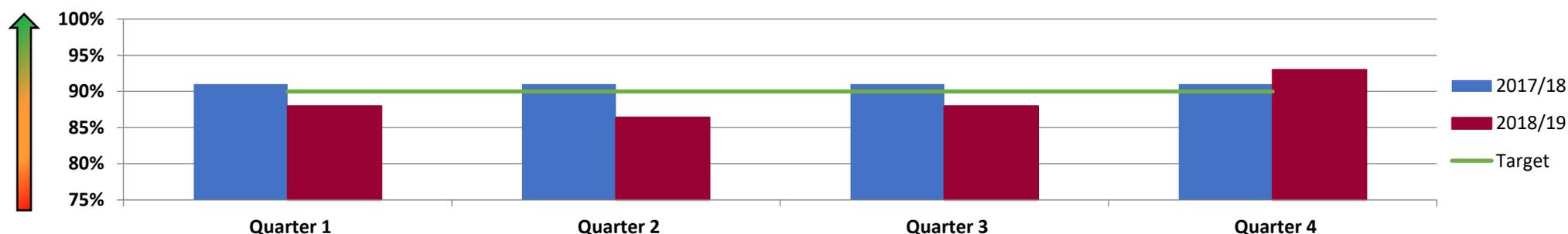
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

The percentage of schools rated outstanding or good

Quarter 4 2018/19

Definition	Percentage of Barking and Dagenham schools rated as good or outstanding when inspected by Ofsted. This indicator includes all schools.	How this indicator works	This is a count of the number of schools inspected by Ofsted as good or outstanding divided by the number of schools that have an inspection judgement. It excludes schools that have no inspection judgement. Performance on this indicator is recalculated following a school inspection. Outcomes are published nationally on Ofsted Data View 3 times per year (end of August, December and March).		
What good looks like	The higher the better.	Why this indicator is important	This indicator is important because all children and young people should attend a good or outstanding school in order to improve their life chances and maximise attainment and success. It is a top priority set out in the Education Strategy 2014-17 and we have set ambitious targets.		
History with this indicator	See below.	Any issues to consider	No current issues to consider.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	88%	86.4%	88%	93%	
Target	90%	90%	90%	90%	
2017/18	91%	91%	91%	91%	

Page 298



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	At end of March 2019, 93% of inspected schools in Barking and Dagenham were judged 'Good' or better, above national and London published figures as at December 2018. During this quarter, inspection outcomes have been published for 6 schools. Valence, St Joseph's RC Primary, Furze Infants and Riverside secondary maintained their 'Good' ratings. The alternative provision Mayesbrook Park (inspected in Q3), Eastbury Primary and Marks Gate Infants progressed from 'Requires Improvement' to 'Good', which has raised performance from 88% to 93%. All LA maintained schools inspected maintained their 'Good' ratings or improved them.	<ul style="list-style-type: none"> The council and BDSIP are working together to support Riverside Bridge school, judged 'Inadequate' by Ofsted in September 2018 (Ofsted judged that leadership had the capacity to improve the school). The Head of Trinity Special School is working as Executive Head across both schools to provide support. Ofsted monitoring visit to Riverside Bridge school on 7 March. Elutec also received a monitoring visit. Both monitoring visits stated that leadership was taking effective action. The Ofsted monitoring inspection report for Riverside Bridge school commented that the school has been ably supported by advisors from the LA. There is now only 1 LA maintained school which is not judged 'Good' by Ofsted. The LA has commissioned additional support for this school through the appointment of an experienced interim Executive Headteacher and additional governors to the governing body. Officers are working with the governing body to secure an executive Headteacher from a local school who can drive rapid improvement. In total, there are 5 schools that are not yet rated 'Good' plus Greatfields which is expecting its first inspection later this term. We expect 1 out of the 5 schools to be inspected this academic year and to move to 'Good'.
Benchmarking	National is 85% and London is 92% at December 2018 – Ofsted Data View December 2018	

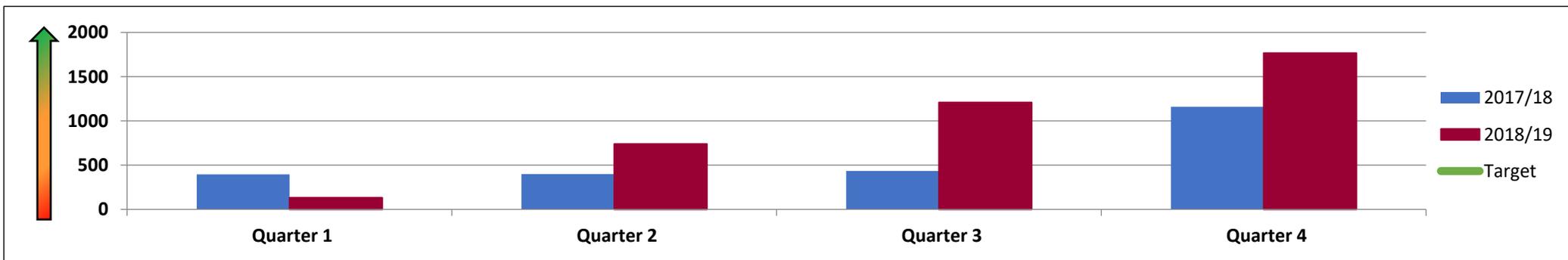
Employment, Skills and Aspiration – Key Performance Indicators 2018/19

EMPLOYMENT, SKILLS AND ASPIRATION

The total number of households prevented from being homeless Quarter 4 2018/19

Definition	Number of households approaching the service threatened with homelessness and assisted with preventative activities to alleviate homelessness	How this indicator works	Provides a cumulative total for the number of households prevented from becoming homeless the end of each quarter, with the total number of households prevented over the course of the year shown at quarter 4.		
What good looks like	Number of households prevented from becoming homeless increases, while the number of households requiring emergency accommodation decreases.	Why this indicator is important	With homelessness continuing to remain high on the political and media agenda's it is important to show that new ways of working (in accordance with new legislation) is having the desired impact of preventing households from becoming homeless.		
History with this indicator		Any issues to consider	Increasing demand on Homeless Prevention Service, impact of Homelessness Reduction Act and Welfare Reform. Impact of housing market and regeneration programme. Financial pressure on budgets. Other considerations should be given to the number of households where a financial payment is made to prevent homelessness which is not directly linked to the total number of households where prevention activities have taken place. For reference there were 428 cases where a financial payment was made top prevent homelessness.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	132	740	1,209	1,766	↑
2017/18	395	398	433	1,159	

Page 299



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	In line with new ways of working and with new legislation via the Homelessness Reduction Act, the ambition is to work and support all households with the ambition of preventing homelessness by providing alternative housing solutions as oppose to having to procure and provide expensive temporary accommodation.	Ongoing development of staff and service to provide alternative solutions to homelessness. Improvement of relationships with internal and external partners to communicate the prevention agenda.
Benchmarking	Data unavailable.	

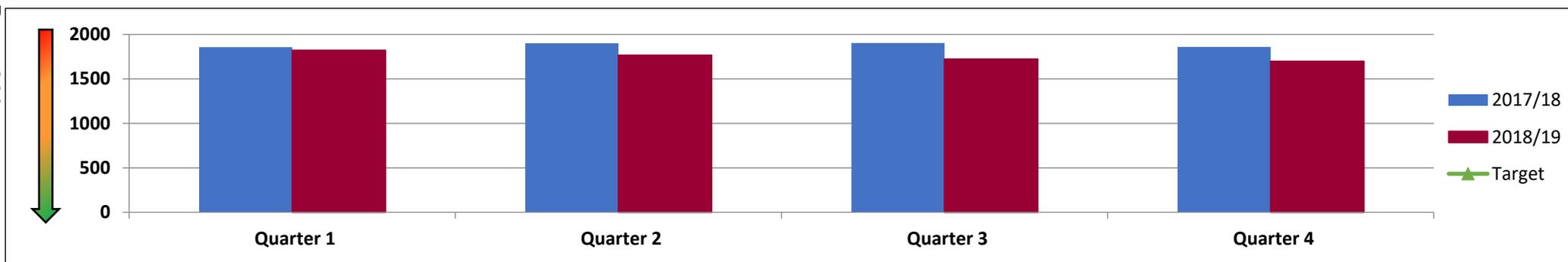
EMPLOYMENT, SKILLS AND ASPIRATION

The number of households in Temporary Accommodation over the year

Quarter 4 2018/19

Definition	Number of households in all forms of temporary accommodation, B&B, nightly Let, Council decant, Private Sector Licence (PSL) (in borough and out of borough)			How this indicator works	The number of households occupying all forms of temporary accommodation at the end of each quarter.
What good looks like	Increase in temporary accommodation / PSL supply, however with a reduction in the financial loss to the Council leading to a cost neutral service.			Why this indicator is important	Financial impact on General Fund. Reduction in self-contained accommodation is likely to lead to an increase in the use of B & B and the number of families occupying that type of accommodation for more than 6 weeks.
History with this indicator	PSL accommodation was considered cost neutral. Due to market demands, landlords/agents can now request higher rentals exceeding LHA rates.			Any issues to consider	Increasing demand on homelessness service, impact of Homelessness Reduction Bill and Welfare Reform. Impact of housing market and regeneration programme. Renewal of PSL Contract. Non-conformance of other LA's to the "Pan-London" nightly rate payment arrangements.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	1,822	1,766	1,722	1,697	↑
2017/18	1,857	1,901	1,904	1,861	

Page 300



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	As the need to get a better appreciation of the overall cost of temporary accommodation is prioritised, work is being done to reduce the overall number of properties being utilised as last 3 quarters would suggest. A more targeted approach is now being developed to look at opportunities to further reduce the number while offering alternative solutions to households.	Development of a temporary accommodation model to easily identify where reductions in the portfolio can be made. Better access to longer term housing solutions including through Choice Homes / Reside / Private Rented Sector.
Benchmarking	Data unavailable.	

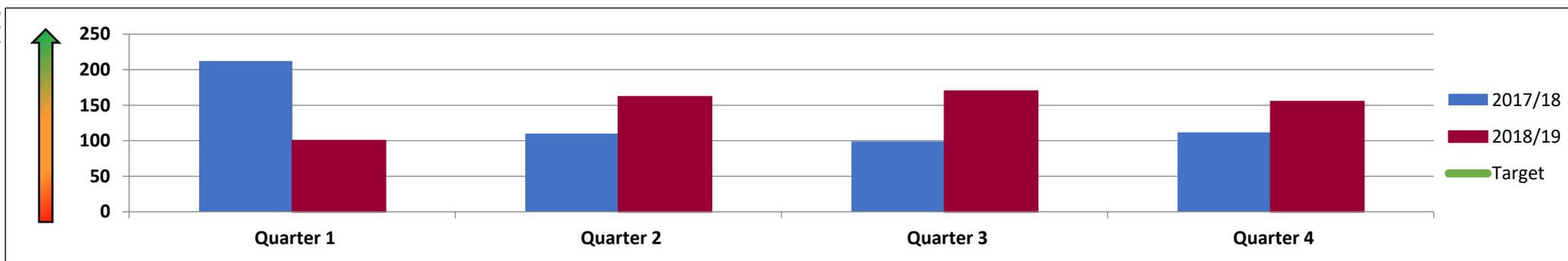
EMPLOYMENT, SKILLS AND ASPIRATION

The total number of households moved out of temporary accommodation

Quarter 4 2018/19

Definition	Number of households in all forms of temporary accommodation, B&B, nightly Let, Council decant, Private Sector Licence (PSL) (in borough and out of borough)		How this indicator works	Total number of households where housing duty has been discharged at the end of each quarter and the Council no longer Housing responsibility.	
What good looks like	Increase in number of households removed from temporary accommodation into longer term housing solutions, with an overall reduction on the use of temporary accommodation.		Why this indicator is important	Financial impact on General Fund. Cost of providing temporary accommodation continues to increase which has a negative impact on budgets. With the reduction in other “move on” accommodation, the ongoing cost of providing temporary accommodation increases.	
History with this indicator	No previous data reported		Any issues to consider	Increasing demand on homelessness service, impact of Homelessness Reduction Act and Welfare Reform. Impact of housing market and regeneration programme. Renewal of PSL Contract. Non-conformance of other LA’s to the “Pan-London” nightly rate payment arrangements. Lack of alternative Housing exit strategies.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Quarter 4 2017/18
2018/19	100	162	170	155	↑
2017/18	212	110	99	112	

Page 301



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Work is being done to reduce the overall number of temporary accommodation properties being utilised. A more targeted approach is now being developed to look at opportunities to further reduce the number while offering alternative solutions to households.	Development of a temporary accommodation model to easily identify where reductions in the portfolio can be made. Better access to longer term housing solutions including through Choice Homes / Reside / Private Rented Sector.
Benchmarking	Data not available.	

Regeneration and Social Housing – Key Performance Indicators 2018/19

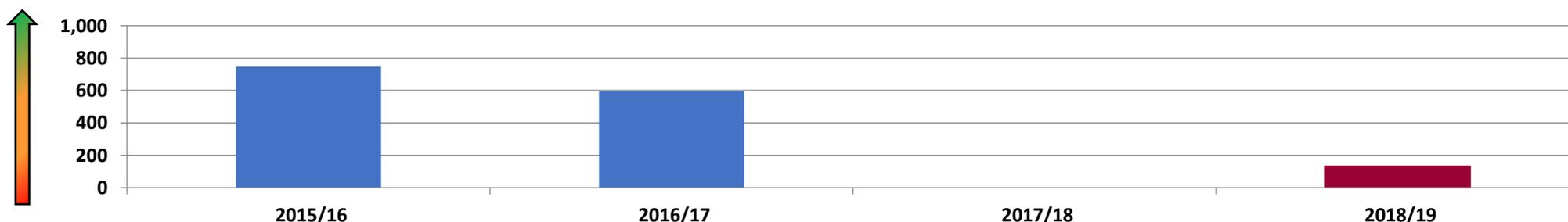
REGENERATION AND SOCIAL HOUSING

The number of new homes completed (Annual Indicator)

Quarter 4 2018/19

Definition	The proportion of net new homes built in each financial year.	How this indicator works	Each year the Council updates the London Development Database by the deadline of 31 st August. This is the London-wide database of planning approvals and development completions.
What good looks like	The Council's target for net new homes is in the London Plan. Currently this is 1,236 new homes per year.	Why this indicator is important	It helps to determine whether we are on track to deliver the housing trajectory and therefore the Council's growth agenda and the related proceeds of development, Community Infrastructure Levy, New Homes Bonus and Council Tax.
History with this indicator	2016/17 end of year result – 596 2015/16 end of year result – 746 2014/15 end of year result – 512 2013/14 end of year result – 868	Any issues to consider	The Council has two Housing Zones (Barking Town Centre and Barking Riverside Gateways) which are charged with the benefit of GLA funding to accelerate housing delivery in these areas. There are 13,000 homes with planning permission yet to be built and planning applications currently in the system for another 1,000. The Housing Trajectory for the Local Plan identifies capacity for 27,700 by 2030 and beyond this a total capacity for over 50,000 new homes. The draft London Plan due to be published in November will have a proposed housing target of 2264 net new homes a year. Be First forecasts a reduction of new homes in the Borough in 18/19 due to the timing of unit delivery. The overall trend is that fewer total units will be delivered in the first three years of the Be First Business Plan whilst 21/22 and 22/23 see a significant increase in delivery.
		Annual Result	DOT
2018/19		132	
Target		1453	
2017/18		Awaiting final data	
2016/17		596	

Page 302



REGENERATION AND SOCIAL HOUSING

The percentage of new homes completed that are affordable (Annual Indicator)

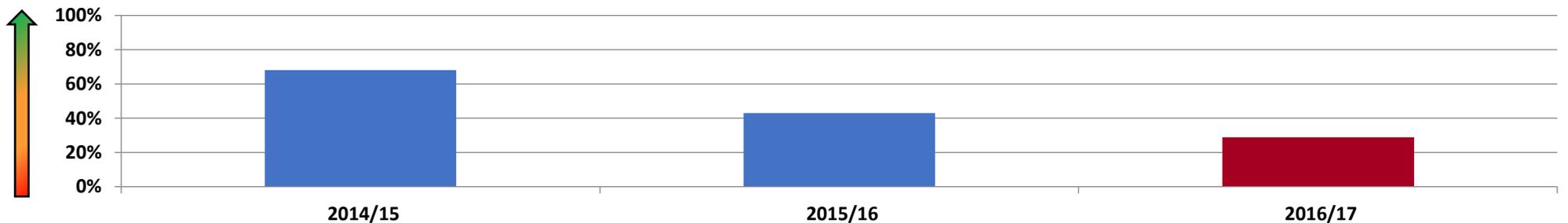
Quarter 4 2018/19

Page 303

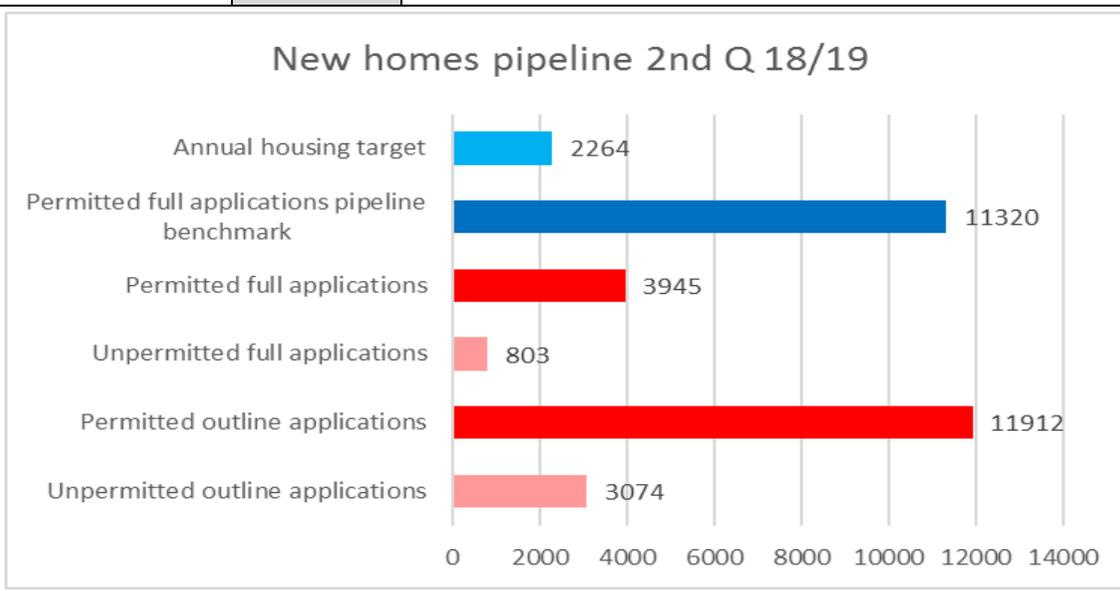
Definition	The proportion of net new homes built in each financial year that meet the definition of affordable housing in the National Planning Policy Framework.	How this indicator works	Each year the Council updates the London Development Database by the deadline of 31 st August. This is the London-wide database of planning approvals and development completions.
What good looks like	The Mayor of London has recently published Supplementary Planning Guidance on affordable housing and viability. This sets a threshold of 35% above which viability appraisal are not required on individual schemes. Over the last six years overall affordable housing has comprised between 30% and 67% of overall homes completed with the exception of 14/15. Generally speaking, good would look like anything between 35-50%. Anything below 35% would indicate the Council has not been successful in securing affordable housing on market housing schemes but equally anything above 50% would suggest an overreliance on supply of housing from Council and RSL developments and lack of delivery of homes for private sale or rent on the big private sector led developments. This has historically been an issue in Barking and Dagenham and explains why the proportion of new homes which are affordable is one of highest in London over the last five years. Whilst performance in 16/17 was 29% this will improve going forward as delivery at Barking Riverside and Gascoigne increases were at least 50% of homes are affordable.	Any issues to consider	The Growth Commission was clear that the traditional debate about tenure is less important than creating social justice and a more diverse community using the policies and funding as well as the market to deliver. At the same time the new Mayor of London pledged that 50% of all new homes should be affordable and within this a commitment to deliver homes at an affordable, “living rent”. This chimes with the evidence in the Council’s Joint Strategic House Market Assessment which identified that 52% of all new homes built each year in the borough should be affordable to meet housing need and that the majority of households in housing need could afford nothing other than homes at 50% or less than market rents. This must be balanced with the Growth Commission’s focus on home ownership and aspirational housing and what it is actually viable to deliver. The Council will need to review its approach to affordable housing in the light of the Mayor’s forthcoming guidance and take this forward in the review of the Local Plan.

History with this indicator	2016/17 end of year result – 29% 2015/16 end of year result – 43% 2014/15 end of year result – 68%	Why this indicator is important	This indicator is important for the reasons given in the other boxes.
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	Annual Result	DOT
2017/18	Awaiting data	
Target	No target set	
2016/17	29%	



<p>Definition</p>	<p>The number of homes yet to be built on sites with full planning permission. This includes homes on sites where construction has started but the homes are not completed.</p>	<p>How this indicator works</p>	<p>Generally speaking there are two types of planning permission outline and full. Full applications are applications which can be built without further approval. Outline applications cannot be built until reserved matters applications are approved. Barking and Dagenham has ambitious plans to build 50,000 new homes over the next twenty to twenty-five years and a corresponding housing target of 2264 new homes a year in the draft London Plan. It has sites with enough capacity to deliver this figure but of these 50,000 homes only 3945 have full planning permission, 11,912 have outline permission and planning applications are currently awaiting approval for a further 803 homes for full permission and 3074 for outline. In 15/16 the top five boroughs built in total 10990 homes from a pipeline of 54950 homes with full permission, a ratio of 5. This indicates that the pipeline of full permissions needs to be five times the borough's housing target. Therefore, Barking and Dagenham's pipeline of full permission needs to increase from 3945 homes to around 11320 homes to help achieve the borough's new housing target of 2264 net new homes a year.</p>
<p>What good looks like</p>	<p>The pipeline of full permissions should be around 11320 which is five times the housing target of 2264 net new homes a year</p>	<p>Why this indicator is important</p>	<p>It evidences whether there is enough potential deliverable new housing supply to meet the borough's housing target in the draft London Plan and the Government's Housing Delivery Test, the growth ambitions set out in the Borough Manifesto and emerging Local Plan and the house building targets in the Be First Business Plan.</p>
<p>History with this indicator</p>	<p>Currently the pipeline of full permissions is 3945 and on average over the last five years only 654 net new homes have been built each year (a factor of five). The pipeline needs to increase three-fold to achieve the housing target of 2264 net new homes a year.</p>	<p>Any issues to consider</p>	<p>GLA data shows that Barking and Dagenham has the third largest total capacity in London for new homes but the 10th highest housing target. This is because many of these sites are not currently deliverable as they either have outline planning permission, no permission and are not allocated in the development plan. The emerging Local Plan/Masterplans being prepared by Be First will be crucial in enabling planning applications to be brought forward on land currently zoned for industry such as Chadwell Heath, Thames Road and Castle Green and for optimising housing supply in Barking Town Centre.</p>



Data available up to Quarter 2 2018/19

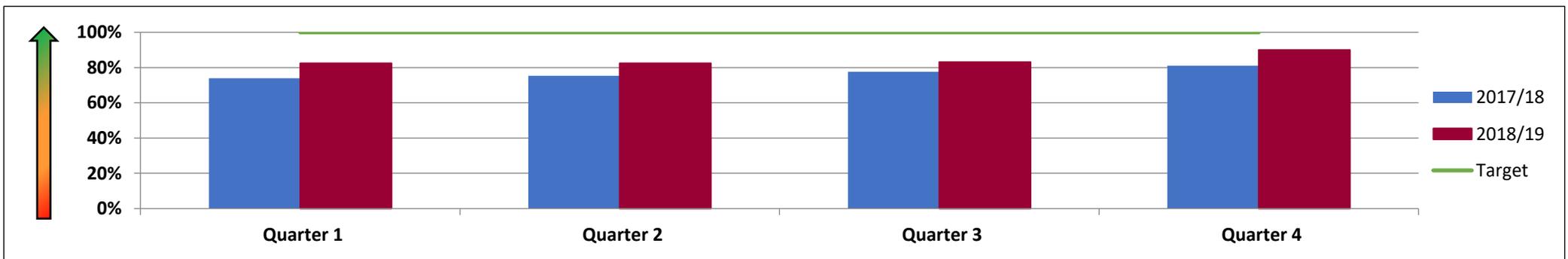
REGENERATION AND SOCIAL HOUSING

The percentage of council homes compliant with Decent Homes

Quarter 4 2018/19

Page 505

Definition	The Decent Homes Standard is a minimum standard council and housing association homes should meet according to the government. Under the standard, council or housing association homes must: be free from any hazard that poses a serious threat to your health or safety.18 May 2018	How this indicator works	Dwellings which fail to meet this criterion are those which lack three or more of the following: <ul style="list-style-type: none"> • a reasonably modern kitchen (20 years old or less); • a kitchen with adequate space and layout; • a reasonably modern bathroom (30 years old or less); • an appropriately located bathroom and WC; • adequate insulation against external noise (where external noise is a problem); • adequate size and layout of common areas for blocks of flats. A home lacking two or less of the above is still classed as decent therefore it is not necessary to modernise kitchens and bathrooms if a home passes the remaining criteria.		
What good looks like	A continuous improvement of the stock with constant monitoring of the stock Investment/knowledge stock condition.		Why this indicator is important	This indicator is important as it aims at providing minimum safe housing for the community/landlord obligation clean safe and hazard. Decent/comfort	
History with this indicator	2010 the access database got decommissioned and the service was without a system for two years.	Any issues to consider	The percentage figure for this indicator is difficult to produce as it is a moving target. The total stock figure changes as some properties drop of the target or new stock gets added to the ratio		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	82.41%	82.5%	83.15%	90.01%	
Target	100%				
2017/18	73.88%	75.26%	77.7%	81.14%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	This is on target – it is a moving target . It might be difficult to get a green on this target as the total stock figure changes every month.	Capital investment is continuing in 2019-20 to meet the target. This is a KPI that the Government continues to monitor, through the annual LAHS returns. The target is whole depended on the performance of the Delivery Agent and the access.
Benchmarking	Data not available.	

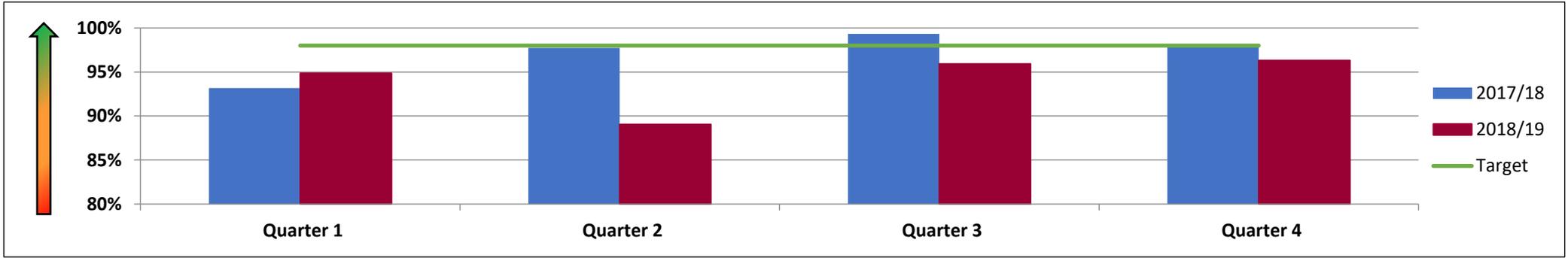
REGENERATION AND SOCIAL HOUSING

The percentage of residents satisfied with capital works

Quarter 4 2018/19

Definition	Monitored monthly to see how satisfied residents are with the quality of repairs	How this indicator works	Our residents provide feedback through a telephone interview they undertake with Elevate. These figures are then cumulated to give a monthly average across the contractors		
What good looks like	We aim for 98% customer satisfaction.	Why this indicator is important	This indicator is important as we are trying to provide more and more value for money service we need to ensure that we are still meeting the needs of our residents. Secondly, we are delivering through contractors and subcontractors and we need to ensure that our residents are getting a good service. We monitor the performance of our contractors through customer satisfaction.		
History with this indicator	This figure has been calculated for the past four years.	Any issues to consider	In LBBD there are a pool of contractors that cover the repairs side of the local stock of buildings when averaging the total customer satisfaction figures we tend to boost up the figures of some poor performing contractors. Figures for individual contractors are available and at a service they are reviewed with the contractors.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	94.84%	89.05%	95.92%	96.3%	
Target	98%	98%	98%	98%	
2017/18	93.17%	97.75%	99.34%	98.11%	

Page 306



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The target was raised from 90% which was for 2017-2018 to 98% for 2018-2019. This was because the 90% was met easily through the year. However, the figure has dropped below 90% for this quarter.	There are weaker contractors within the contractors who we are working with. Their figures get boosted whilst averaging. The service is aware of this and they look at the contractors individually.
Benchmarking	Data not available.	

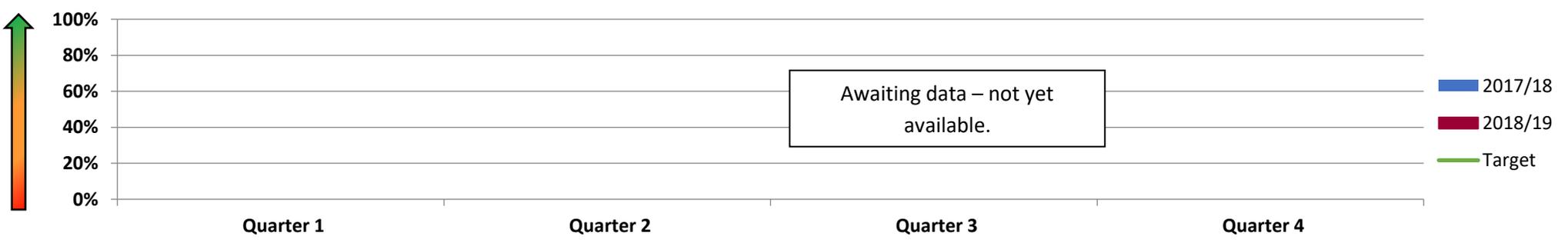
REGENERATION AND SOCIAL HOUSING

Capital spend within year being within 5% of planned budget

Quarter 4 2018/19

Definition	<p>Capital expenditure, or CapEx, are funds used by a company to acquire, upgrade, and maintain physical assets such as property, industrial buildings, or equipment. CapEx is often used to undertake new projects or investments by the organisation. In accounting terms, the money spent will not run through the income statement directly but will appear on the cash flow statement.</p>		How this indicator works	<p>The organisation will set a budget to maintain, upgrade and purchase stock. This budget will be part of the whole capital spend. This indicator enables planning long term projects and forecasting the state of the capital stock. In some cases it is felt that a lot more is required than what the budget allows and in this case the organisation can look at other sources of funding to enable the long term plans of managing their stock.</p>	
What good looks like	When Capital Expenditure stays within 5% of the planned budget. Not going over budget and similarly not underspending.	Why this indicator is important	<p>This indicator is important as it keeps the organisation within planned works where stock can be maintained on a cyclical pattern. This in the long-term stops overspending when stocks decline and helps avoid overspending in repairs and maintenance.</p>		
History with this indicator		Any issues to consider	<p>This indicator can be looked at yearly to see if we have kept within budget. Currently it is not available on a quarterly format. Capital projects have a cycle where the initial planning and tendering takes place hence less spend and towards the middle and end of the yea the money is spent. This makes it difficult to use the full capital spend figure on a quarterly or monthly basis.</p>		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	Data not yet available				n/a
Target					

Page 307



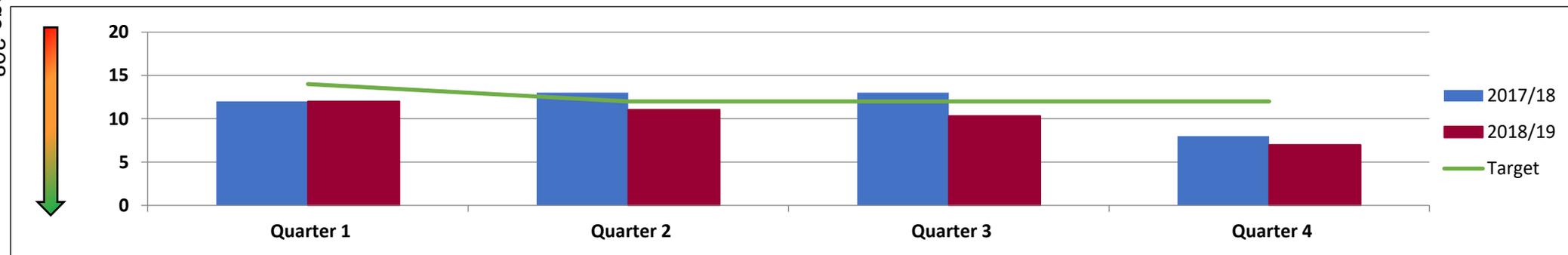
Finance, Performance and Core Services – Key Performance Indicators 2018/19

FINANCE, PERFORMANCE AND CORE SERVICES The average number of days taken to process Housing Benefit / Council Tax Benefit Change Events

Quarter 4 2018/19

Definition	The average time taken in calendar days to process all change events in Housing Benefit and Council Tax Benefit		How this indicator works	The indicator measures the speed of processing	
What good looks like	To reduce the number of days it takes to process HB/CT change events		Why this indicator is important	Residents will not be required to wait a long time before any changes in their finances	
History with this indicator	2017/18 End of year result – 8 days 2016/17 End of year result – 9 days 2015/16 End of year result – 14 days 2014/15 End of year result – 9 day		Any issues to consider	There are no seasonal variances, but however government changes relating to welfare reform, along with Department for Work and Pensions (DWP) automated communications pertaining to changes in household income impact heavily on volumes and therefore performance.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	12 days	11.05 days	10.31 days	7 days	↑
Target	14 days	12 days	12 days	12 days	
2017/18	12 days	13 days	13 days	8 days	

Page 308



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Verify Earnings and Pensions remains fully implemented and utilised.</p> <p>Atlas automation fully utilised.</p> <p>Suspension Reports are being tightly controlled so all claims that hit month (as per legislation) are actioned immediately.</p> <p>Continual tray management and officer redeployment to priority work areas.</p>	Continuation of work structure & plans implemented in 2017/18
Benchmarking	No benchmarking data	

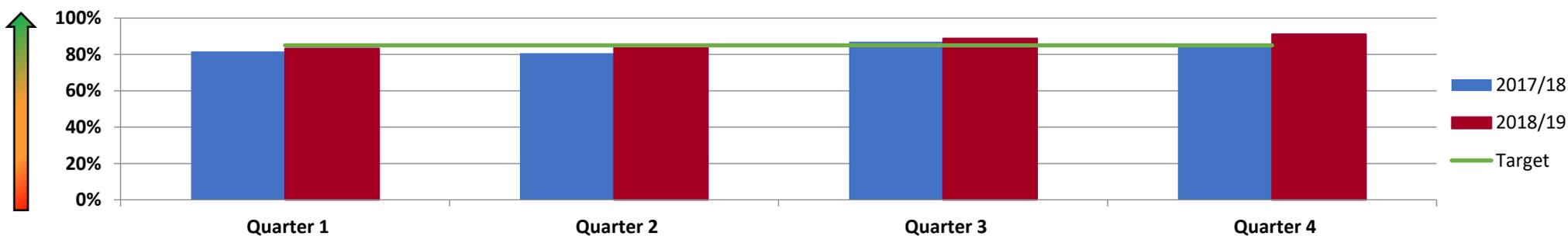
FINANCE, PERFORMANCE AND CORE SERVICES

Quarter 4 2018/19

The percentage of customers satisfied with the service they have received

Definition	The % of customers who say that they were satisfied with the service they received from the Contact Centre.	How this indicator works	A sample of calls to the Contact Centre is taken in which customers are asked to rate their experience.		
What good looks like	85%	Why this indicator is important	Ensuring that our customers are satisfied is a critical determinate in providing surety that we are providing a high standard of service. Having a high level of satisfaction also helps the Council manage demand and thereby keep costs down.		
History with this indicator	New target	Any issues to consider	None at this time.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19 Qtr	83.34%	85%	98%	98%	↑
2018/19 YTD	83.34%	84.17%	88.78%	91.09%	
Target	85%	85%	85%	85%	
2017/18	81.6%	80.66%	87%	84%	

Page 309



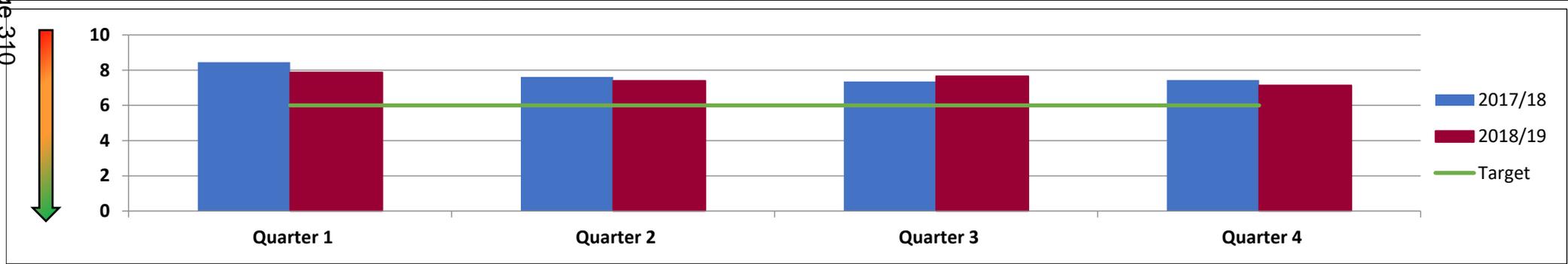
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Performance has improved during Quarter 3 with 98% of customers stating they were satisfied with the service they received.	We are further refining the method statement for collecting satisfaction feedback.
Benchmarking	LA neighbours Benchmark - OnSource is 80%	

The average number of days lost due to sickness absence

Page 310

Definition	The average number of days sickness across the Council, (excluding staff employed directly by schools). This is calculated over a 12-month rolling year and includes leavers.	How this indicator works	Sickness absence data is monitored closely by the Workforce Board and by Directors. An HR Project Group continues to meet weekly to review sickness absence data, trends, interventions and “hot spot” services that have been identified. Managers have access to sickness absence dashboards.
What good looks like	Average for London Boroughs has recently been revised and is 8.2 days (up from 7.8).	Why this indicator is important	This indicator is important because of the cost to the council, loss of productivity and the well-being and economic health of our employees. The focus is also on prevention and early intervention.
History with this indicator	2017/18 end of year result: 7.43 days 2016/17 end of year result: 8.43 days 2015/16 end of year result: 9.75 days 2014/15 end of year result: 7.51 days	Any issues to consider	Sickness has decreased since the previous quarter. Monthly tracking continues to show a reduction in absence. We are still not achieving the target of 6 days but good progress is being seen. A breakdown of sickness absence in services is set out below.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	7.88	7.40	7.65	7.13	↑
Target	6.0	6.0	6.0	6.0	
2017/18	8.45	7.62	7.36	7.43	

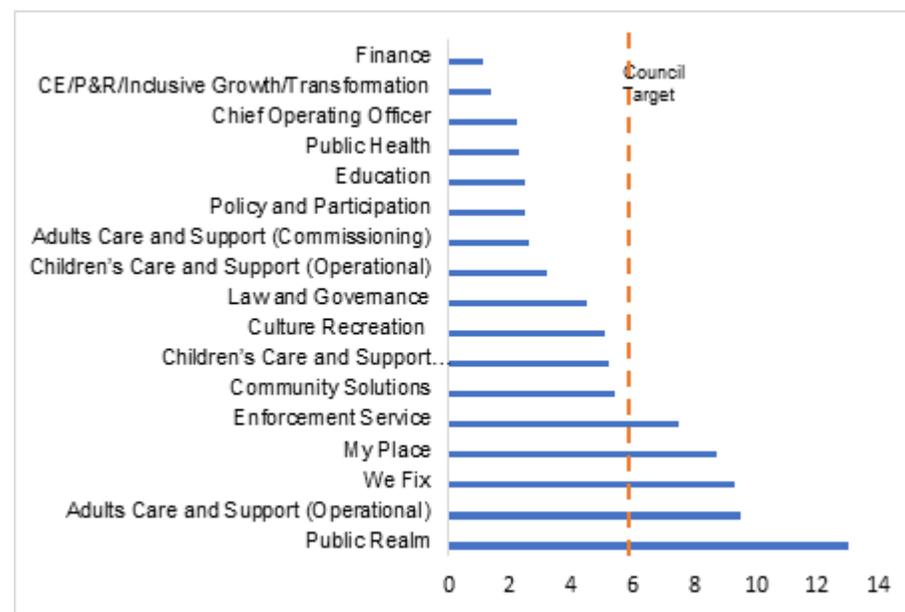
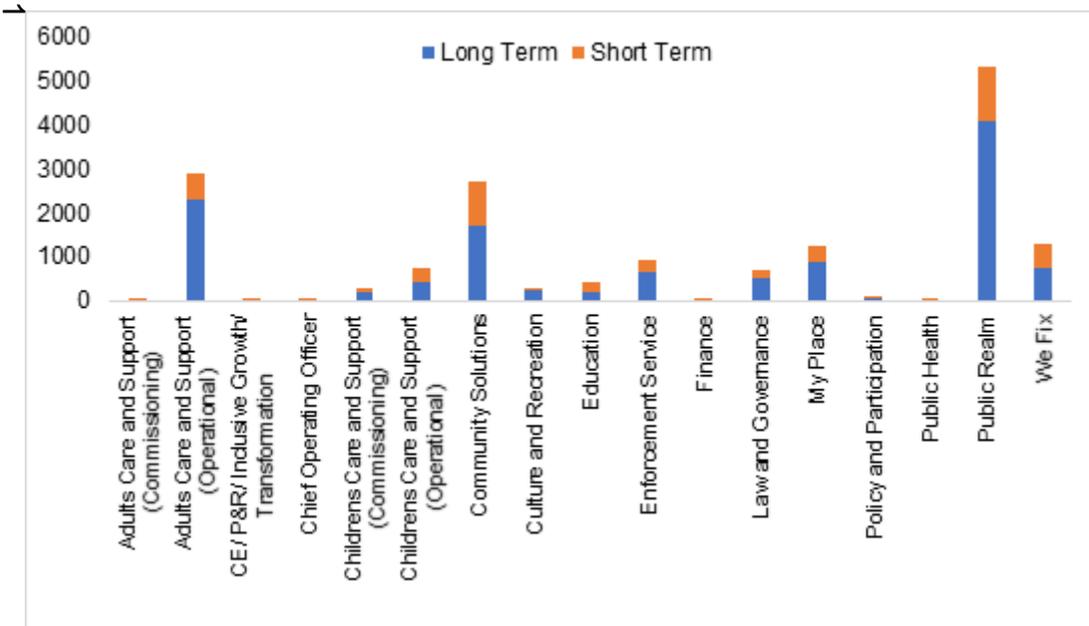


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The target of 6 days has not yet been reached, however the council’s sickness figures have improved since Q1 2018/19 and are on a downward trend.	Targeted interventions are in place in areas where there continue to be high levels of absence and initial observations are that this is having a positive impact. Further detailed analysis of areas with high absence levels continues to be undertaken.
Benchmarking	London average – 8.2 days	

Service breakdown of sickness absence

Service Block	Average Days Lost per EE
Adults Care and Support (Commissioning)	2.6
Adults Care and Support (Operational)	9.5
CE/P&R/Inclusive Growth/Transformation	1.4
Chief Operating Officer	2.2
Children's Care and Support (Commissioning)	5.2
Children's Care and Support (Operational)	3.2
Community Solutions	5.4
Culture Recreation	5.1
Policy and Participation	2.5
Education	2.5
Enforcement Service	7.5
Finance	1.1
Law and Governance	4.5
My Place	8.7
Public Health	2.3
Public Realm	13.0
We Fix	9.3

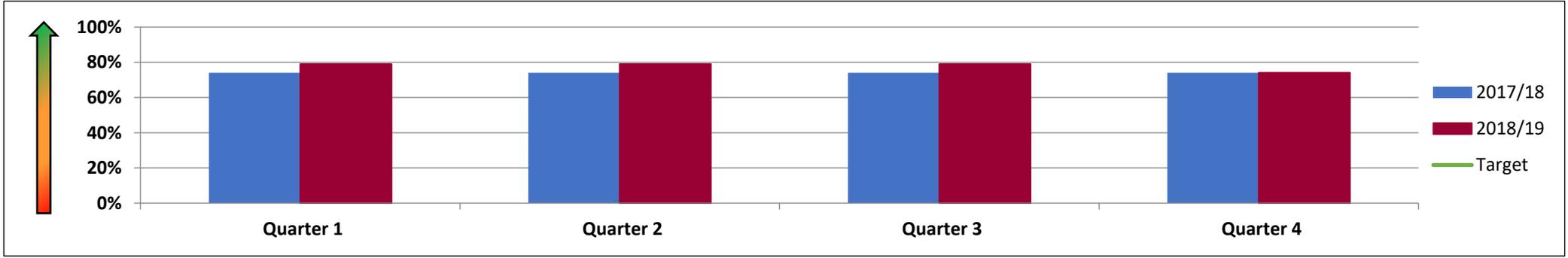
Service Block	Long Term	Short Term
Adults Care and Support (Commissioning)	35	29
Adults Care and Support (Operational)	2292	630.5
CE/ P&R/ Inclusive Growth/ Transformation	0	38.5
Chief Operating Officer	0	54
Children's Care and Support (Commissioning)	205	85.5
Children's Care and Support (Operational)	418	329.5
Community Solutions	1699	1041.5
Culture and Recreation	242	21
Education	196	234
Enforcement Service	676	253
Finance	0	61
Law and Governance	504	196.5
My Place	890	377.5
Policy and Participation	70	18
Public Health	0	21
Public Realm	4096	1243
We Fix	755	533.5



Employee Engagement Index Score

Definition	The employee engagement index calculated from the scoring of the employee engagement questions of the Temperature Check survey.	How this indicator works	The indicator uses the average score of a group of 6 critical engagement questions answered within the Temperature Check survey.		
What good looks like	The new employee engagement index is based on the latest survey that was concluded in January 2019. The score has fallen since the last survey, however more employees are motivated to go the extra mile when required.	Why this indicator is important	This indicator helps to measure the engagement of the council's workforce and enables any underlying issues to be investigated and addressed.		
History with this indicator	Employee engagement Index Score 2017/18: 74%	Any issues to consider	None to be noted.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2017/18
2018/19	79%	79%	79%	74%	↔
Target	Target to be set				
2017/18	74%				

Page 312

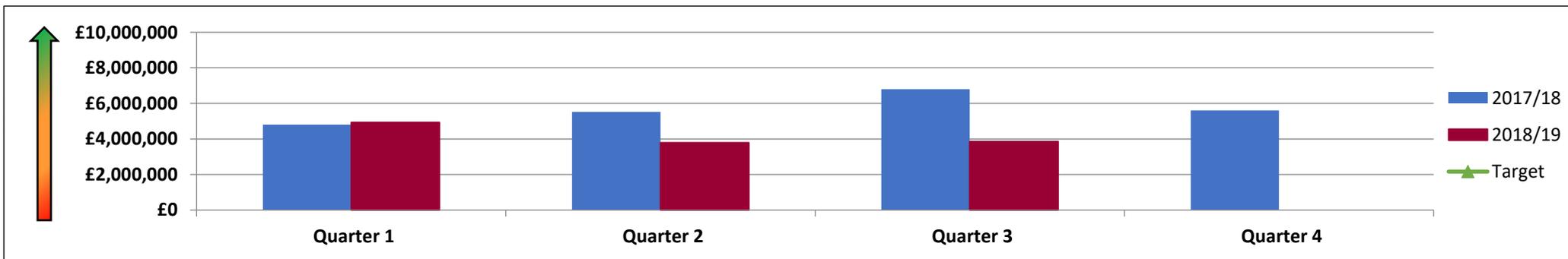


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The next Temperature Check survey is due to take place in May 2019. The current position is positive and demonstrates that the change programme the council has undergone in the past two years have not adversely affected employee's satisfaction and attitudes towards working for the Council.	The survey is analysed across the council and by Directors for their services.
Benchmarking	No benchmarking data available – Local measure only.	

The current revenue budget account position (over or underspend)

Definition	The position the Council is in compared to the balanced budget it has set to run its services.		How this indicator works	Monitors the over or under spend of the revenue budget account.	
What good looks like	In line with projections, with no over spend.		Why this indicator is important	It is a legal requirement to set a balanced budget.	
History with this indicator	2017/18 end of year result: £5m overspend 2016/17 end of year result: £4.853m overspend 2015/16 end of year result: £2.9m overspend 2014/15 end of year result: £0.07m overspend		Any issues to consider	None at this time.	
	Quarter 1	August 2017	Quarter 3	Quarter 4	DOT from Qtr 3 2017/18
2018/19	£4,924,000 forecast	£3,789,000 forecast	£3,857,000 forecast	Data not provided	↑
2017/18	£4,800,000 forecast	£5,517,000 forecast	£6,800,000 forecast	£5,000,000	

Page 313



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Information not provided.	Information not provided.
Benchmarking	No benchmarking data available – Local measure only	

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CABINET**18 June 2019**

Title: Debt Management Performance and Write-Offs 2018/19 (Quarter 4)	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Author: Gill Hills, Head of Revenues	Contact Details: Tel: 0208 724 8615 E-mail: gill.hills@elevateeastlondon.co.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>This report sets out the performance of the Council's partner, Elevate East London, in carrying out the contractual debt management function on behalf of the Council. This report covers the fourth quarter of the financial year 2018/19. The report also includes summaries of debt written off in accordance with the write off policy that was approved by Cabinet on 18 October 2011. The report demonstrates that performance is stable and continuing to improve year on year in terms of overall cash collection, though continuing to be impacted by welfare reform measures.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (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 fourth quarter of 2018/19. 	
Reason	
<p>Assisting in the Council's Policy aim of ensuring an efficient organisation delivering its statutory duties in the most practical and cost-effective way. This ensures good financial practice and adherence to the Council's Financial Rules on the reporting of debt management performance and the total amounts of debt written-off each financial quarter.</p>	

1. Introduction and Background

- 1.1 The Council's Revenues, Benefits, General Income and Rents Service is operated by the Council's joint venture company, Elevate East London LLP (Elevate). The service is responsible for the management of the Council's debt falling due by way of statutory levies and chargeable services. It also collects rent on behalf of Barking and Dagenham Reside. Council debts not collected by Elevate are not included in this report, for example parking and road traffic debt prior to warrants being granted and hostel and private sector leasing debt.
- 1.2 This report sets out performance for the fourth quarter of the 2018/19 municipal and financial year and covers the overall progress of each element of the service since April 2018. In addition, it summarises debts that have been agreed for write off in accordance with the Council's Financial Rules. All write offs are processed in accordance with the Council's debt management policy agreed on 18th October 2011.
- 1.3 The target for Council Tax current year collection remains the same as 2017/18 at 96%. The increase in Council Tax in 18/19 means that to achieve target an additional £5.2m must be collected. The Council Tax arrears target has increased by £180,300 to £2,302,300. The General Income target has increased by 0.2% to 96.2% which approximately equates to an additional £200k.

2. Proposal and Issues

- 2.1 Set out in Table 1 below is the performance for quarter four 2018/19 achieved for the main areas of debt managed by Elevate.

Table 1: Collection Rate Performance – Quarter four 2018/19

Type of Debt	Year end target	Quarter 4 target	Quarter 4 Performance	Variance	Actual collected
Council Tax	96.00%	96.0%	95.7%	-0.3%	£73.235m
Council Tax Arrears	£2.302m	£2.302m	£2.498m	+£0.196m	£2.498
NNDR	98.30%	98.30%	98.30%	0.0%	£60,151m
Rent	96.75%	96.75%	96.36%	-0.39%	£96.271m
Leaseholders	98.30%	98.30%	98.97%	+0.67%	£4.276m
General Income	96.20%	96.20%	96.27%	+0.07%	£111.383m

- 2.2 The table below shows amounts collected in comparison to last year. Only rent and leasehold collection decreased. Rent collection was lower due to the decrease in rent charges and the difficulties experienced by tenants as a result of the introduction of Universal Credit. Leaseholders experienced some delays in billing towards the end of the year.

Type of Debt	Collected 2017/18	Collected 2018/19	Increase/Decrease
Council Tax	£68,071	£73,235	£5,164
Council Tax Arrears	£2,328	£2,498	£170
NNDR	£58,413	£60,151	£1,738
Rent	£99,206	£96,271	-£2,935
Leaseholders	£4,530	£4,276	-£254
General Income	£102,728	£111,383	£8,655
Total	£335,276	£347,814	£12,538

Council Tax Collection Performance

- 2.3 Council Tax collection for Quarter 4 is 0.3% below the target.
- 2.4 The amount of Council Tax charged in 2018/19 has increased by £5.3m compared with 2017/18. Alongside this increase in Council Tax charged, Council Tax Support has decreased month on month since the start of 2018/19. By the end of Quarter 4 of 2018/19 CTS payments had dropped by £709k compared with a drop of £381k for the same period in 2017/18.
- 2.5 The CTS caseload continues to drop month on month. At the end of quarter 4 2017/18 CTS made up 15.4% of the total Council Tax charged, this has now decreased to 14.2% in 2018/19.
- 2.6 This reduction is the equivalent of £1,049,829. This is the additional Council Tax that has been charged to Council Tax payers.
- 2.7 The introduction of Universal Credit (UC) has increased administration and caused the issuing of multiple bills in some cases. This is because the DWP notify the Local Authority of a claimant's new application for UC, CTS is subsequently suspended, and this results in the issuing of a new bill with new instalments. If the applicant is successful and receives UC the Local Authority is informed, CTS is re-applied, and a new bill and instalments issued. This has resulted in an increase in contact and a reduction in debt recovery documents, i.e. reminders. In these cases, the bill is inaccurate until UC is granted, and it is not possible to determine whether the resident is behind with payments.
- 2.8 The effects of this are being closely monitored.

Council Tax Arrears

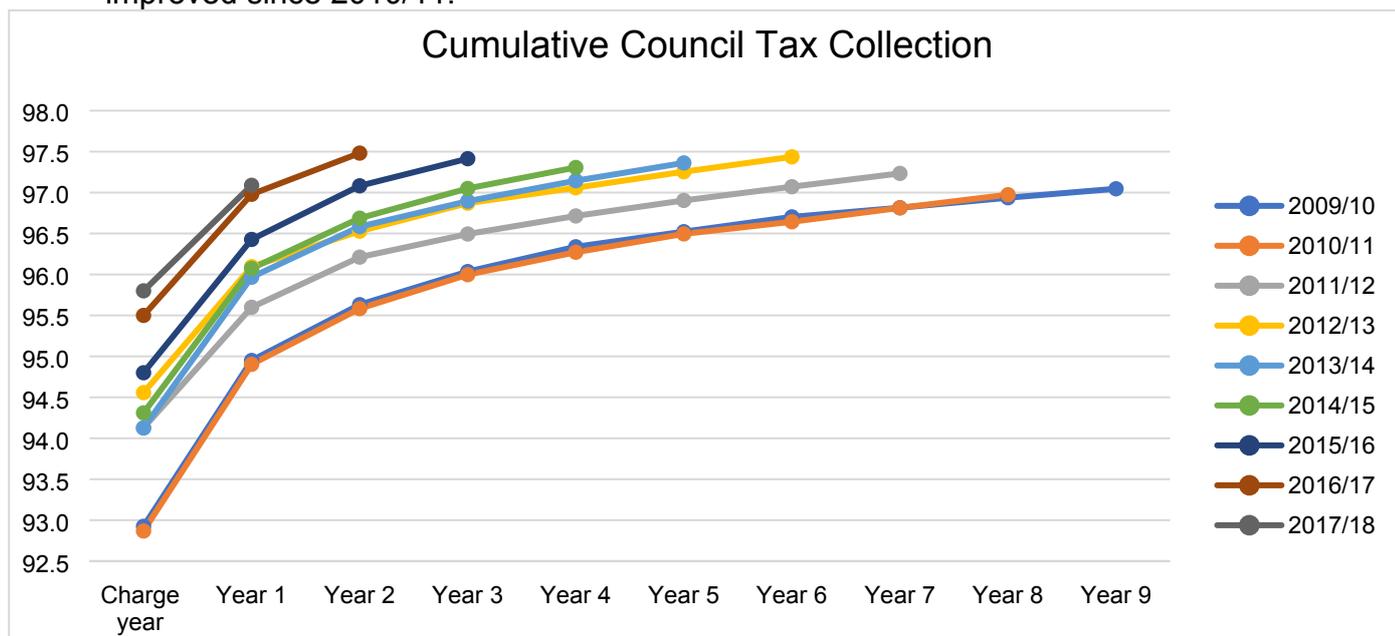
- 2.9 In quarter 4 arrears collection was £239k above the target.
- 2.10 The Council Tax Collection Team continues to face numerous challenges around Council Tax collection. These include the Council Tax Support scheme, the increasing number of properties within the borough, increases in the Council Tax charge and the introduction of Universal Credit.

2.11 The table below shows how Council Tax collection continues long after the initial charge year:

Table 2:

Year	Charge year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
2009/10	92.9	94.9	95.6	96.0	96.3	96.5	96.7	96.8	96.9	97.0
2010/11	92.9	94.9	95.6	96.0	96.3	96.5	96.6	96.8	97.0	
2011/12	94.1	95.6	96.2	96.5	96.7	96.9	97.1	97.2		
2012/13	94.6	96.1	96.5	96.9	97.1	97.3	97.4			
2013/14	94.1	96.0	96.6	96.9	97.1	97.4				
2014/15	94.3	96.1	96.7	97.1	97.3					
2015/16	94.8	96.4	97.1	97.4						
2016/17	95.5	97.0	97.5							
2017/18	95.8	97.1								

2.12 The graph below shows the improved performance in each year, except for 2013/14 when welfare reform had a marked effect on collection rates. Each line shows performance within that year, the bottom line (blue) shows collection for the charge year (the year in which the tax was first raised), the next (orange) shows performance in year 1 (the first year after the charge year) and so on. As can be seen overall collection of Council Tax continues year on year and has steadily improved since 2010/11.



Business Rates (NNDR) Collection Performance

2.13 The NNDR collection rate for quarter 4 achieved target of 98.3%

Rent Collection Performance

- 2.14 Rent collection for quarter 4 is 0.39% below target, which is the equivalent of £389k.
- 2.15 Analysis of the effects of Universal Credit has shown a considerable increase in arrears since going live at the end of March 2018.
- 2.16 The number of tenants currently in receipt of Universal Credit is 1,138 of which 65% are in arrears. In comparison 25% of tenants still in receipt of Housing Benefits are in arrears.
- 2.17 Rent arrears for those tenants in receipt of Universal Credit now totals £1.1m compared with 820k for those still on Housing Benefit. Whilst the total amount of arrears for those on Housing Benefits remains relatively static, arrears for those in receipt of Universal Credit is increasing on average by £108k per month.

Reside Collection Performance

- 2.18 In addition to collecting rent owed on Council tenancies, Elevate also collects the rent for the Barking & Dagenham Reside portfolio. Quarter 4 collection is 99.71% which is 0.21% above target.

Leaseholders' Debt Collection Performance

- 2.19 Leaseholder collection for quarter 4 is 0.67% above target. Collection rates have been significantly improved despite delays in updating the liable parties in quarters 2 and 3.

General Income Collection Performance

- 2.20 General Income collection for quarter 4 is 0.07% above target. Fluctuations in invoicing can result in higher or lower percentages of collection. However, collection remains strong in this area.

Adult Social Care – Collection of Social Care Charges (home and residential)

- 2.21 Homecare collection for quarter 4 is 1.14% above target.
- 2.22 Residential collection for quarter 4 is 2.2% above target
- 2.23 The debt recovery process for these debts is similar to that for other debts, but with extra recognition given to particular circumstances. To ensure that the action taken is appropriate and to maximise payments, each case is considered on its own merits at each stage of the recovery process and wherever possible payment arrangements are agreed. In addition, a further financial reassessment of a client's contribution is undertaken where there is extraordinary expenditure associated with the care of the service user. The relevant procedures have been updated to take account of the Care Act.

Penalty Charge Notices (PCN) – Road Traffic Enforcement

- 2.24 Road Traffic Enforcement collection for quarter 4 achieved target of 14%.

2.25 This recovery work only includes debts due to Penalty Charge Notices (PCNs) for parking, bus lane and box junction infringements once a warrant has been obtained by Environmental and Enforcement Services (Parking Services) from the Traffic Enforcement Centre (TEC). Given the various legal stages required to be exhausted before a warrant can be obtained, this debt is regularly more than six months old before it is released to Elevate for enforcement. Elevate enforce these warrants through Enforcement Agents acting on behalf of the Council and closely monitor the performance of these companies. Overall collection rates on PCNs would be reported by Parking Services.

Housing Benefit Overpayments

2.26 Housing Benefit overpayment collection for quarter 4 is 8.8% above the target of 58%.

Enforcement Agent (Bailiff) Performance

2.27 Enforcement Agent action is a key tool for the Council to recover overdue debts but is only one area of collection work and is always the action of last resort. The introduction of the CTS scheme in 2013/14 meant around 13,000 additional households became liable to pay a proportion of Council Tax. This number increased again in April 2015 with the revised CTS scheme meaning that there has been additional debt recovery action. The affected group of residents are working-age but their circumstances vary as they move in and out of work. The ability to collect all sums due to the Council continues to be made progressively more challenging as welfare reforms continue to take effect. This is alongside the cumulative yearly effect of CTS on arrears which is increasing overall indebtedness.

2.28 Information on the performance of the Enforcement Agents is set out in the table below by type of debt for the fourth quarter of 2018/19.

Table 3: Enforcement Agent Collection Rates – 2018/19

Service	Value sent to enforcement agents £	Total collected by enforcement agents £	2018/19 Collection rate %
Council Tax	£12,430,902	£1,122,746	9.03%
NNDR	£2,673,644	£467,5297	17.49%
Commercial rent	£21,000	£21,000	100%
General Income	£0	£0	N/A

Debt Write-Offs: Quarter 4 2018/19

2.29 All debt deemed suitable for write off has been through all the recovery processes and is recommended for write off in accordance with the Council’s policy. The authority to “write off” debt remains with the Council. The value of debt recommended to the Chief Operating Officer and subsequently approved for write

off during the fourth quarter of 2018/19 totalled £121,510. The value and number of cases written off in the fourth quarter is provided in Appendix A.

- 2.30 328 debts were written off in quarter 4 for which the reasons are set out below. The percentage relates to the proportion of write offs by value, or by number:

Table 4: Write off numbers – 2018/19 Quarter 4

Absconded/not traced	Uneconomic to pursue	Debtor Insolvent	Deceased	Other reasons
£19,416	£16,797	£37,422	£41,400	£6,475
16%	14%	31%	34%	5%

Absconded/not traced	Uneconomic to pursue	Debtor Insolvent	Deceased	Other reasons
29	167	28	89	15
9%	51%	9%	27%	5%

“Other reasons” include the following categories:

Insolvency

Remitted by court

Debtor outside UK

Prison sentence served in respect of debt

Benefit overpayment – unrecoverable in accordance with Housing Benefit General regulations 1987

The court refuses to make an order in respect of the debt

Statute barred due to age of debt

Small balance

Negotiated settlement of part of debt

Vulnerable

In prison

- 2.31 The figures in Appendix B show the total write-offs for 2011/12, 2012/13, 2013/14, 2014/15, 2016/17, 2017/18 and 2018/19.

Arrears

- 2.32 The table below shows the total unpaid debt for previous years at the end of 2018/19. This shows debts that have not been discharged within the year in which they were charged. Although, every effort is made to ensure payment is secured many debts are still being paid in later years or remain uncollected. Debts shown span from the year 1999/2000 to 2018/2019
- 2.33 All debts are pursued regardless of their age. Many customers have made payment agreements which they continue to pay often long after the debt originally occurred, and this includes payments made to Enforcement Agents where they have agreed

to clear arrears over an extended period of time. Enforcement action is also taken where the new address of a debtor who has moved from the borough is found. With the exception of rent, which is classified as arrears when the tenant is more than one week behind, all other debts are classified as arrears when the debt is unpaid after the current year. Business Rates arrears are often created by retrospective changes made to the Rateable Value of properties by the Valuation Office.

1999/2000 - 2018/19	Arrears
Council Tax	£25,011,376
NNDR	£8,117,641
Rent	£3,211,840
Leaseholders	£407,178
General Income	£4,507,818
Total	£41,255,854

3. Financial Implications

Implications completed by Thomas Mulloy, Chief Accountant

- 3.1 Collecting all debts due is critical to the Council's ability to fund Council services and maintain the Council's cash flow. In view of this, monitoring performance is a key part of the monthly meetings with Elevate.
- 3.2 The monthly meetings between Elevate and the Council mainly focus on the areas where the targets are not being achieved to discuss ways to improve prompt collection of Council revenues.
- 3.3 At the end of quarter 4, Elevate has achieved many but not all of its targets. Performance underachieved in some key collection areas. i.e. Council Tax and Rent.
- 3.4 Performance on Council Tax for quarter 4 was below the target by 0.3%, which is equivalent to a cash shortfall of £229k. Performance on Rent for quarter 4 was below the target by 0.39%, which is equivalent to a cash shortfall of £389k.
- 3.5 The importance of prompt collection is that debts become more difficult to collect as the debt ages and there is a much greater risk of not being able to collect older debts. The Council maintains a provision for Bad Debts from which the cost of uncollectable debts relating to 2017/18 and earlier years are charged, the preventing any impact upon the Councils current revenue income. A periodical review is carried out required to ensure the adequacy of the Council's Bad Debt Provisions adjustments to the provisions are met from the Council's revenue budget and reduce the funds available for other Council expenditure.
- 3.6 The level of write offs for the year as at the end of quarter 4 total £121,510. It is important that bad debts are written off promptly so that the Council can maintain the appropriate level of bad debt provision. The approved write offs can be met from the Council's current Bad Debt Provision.

4. Legal Issues

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

- 4.1 Monies owed to the Council in the form of debts are a form of asset that is the prospect of a payment sometime in the future. The decision not to pursue a debt carries a cost and so a decision not to pursue a debt is not taken lightly.
- 4.2 The Council holds a fiduciary duty to the ratepayers and the government to make sure money is spent wisely and to recover debts owed to it. If requests for payment are not complied with then the Council seeks to recover money owed to it by way of court action once all other options are exhausted. While a consistent message that the Council is not a soft touch is sent out with Court actions there can come a time where a pragmatic approach should be taken with debts as on occasion they are uneconomical to recover in terms of the cost of process and the means of the debtor to pay. The maxim *no good throwing good money after bad* applies. In the case of rent arrears, the court proceedings will be for a possession and money judgement for arrears. However, a possession order and subsequent eviction order is a discretionary remedy and the courts will more often than not suspend the possession order on condition the tenant makes a contribution to their arrears.
- 4.3 Whilst the use of Introductory Tenancies as a form of trial tenancy may have some impact in terms promoting prompt payment of rent as only those tenants with a satisfactory rent payment history can expect to be offered a secure tenancy, people can fall behind and get into debt. The best approach to resolve their predicament is to maintain a dialogue with those in debt to the Council, to offer early advice and help in making repayments if they need it and to highlight the importance of payment of rent and Council tax. These payments ought to be considered as priority debts rather than other debts such as credit loans as without a roof over their heads it will be very difficult to access support and employment and escape from a downward spiral of debt.
- 4.4 The decision to write off debts has been delegated to Chief Officers who must have regard to the Financial Rules.

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

List of appendices:

- **Appendix A** – Debt Write Off Table for Quarter 4 - 2018/19
- **Appendix B** – Total debts written off in 2011/12, 2012/13, 2013/14, 2014/15, 2015/16, 2016/17, 2017/18 and 2018/19

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Table 1: Debts Written Off during Quarter 1 2018/19

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Apr-18	Under 2k	£0	£0	£0	£0	£14,058	£0	£14,058
	Over 2k	£0	£0	£0	£0	£0	£0	£0
	Over 10k	£0	£0	£0	£0	£0	£0	£0
	Total	£0	£0	£0	£0	£14,058	£0	£14,058
May-18	Under 2k	£0	£681	£0	£1,307	£0	£0	£1,988
	Over 2k	£0	£5,412	£0	£6,719	£0	£0	£12,131
	Over 10k	£0	£0	£0	0	£0	£0	£0
	Total	£0	£6,093	£0	£8,026	£0	£0	£14,119
Jun-18	Under 2k	£5,956	£2,734	£128	£0	£2,777	£0	£11,595
	Over 2k	£0	£0	0	0	£0	£0	£0
	Over 10k	£0	£0	0	0	£0	£0	£0
	Total	£5,956	£2,734	£128	£0	£2,777	£0	£11,595
Quarter 1 Totals		£5,956	£8,827	£128	£8,026	£16,835	£0	£39,772

Count for Quarter 1 2018/19

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Apr-18	Under 2k	0	0	0	0	40	0	40
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	0	0	0	0	40	0	40
May-18	Under 2k	0	3	0	1	0	0	4
	Over 2k	0	2	0	1	0	0	3
	Over 10k	0	0	0	0	0	0	0
	Total	0	5	0	2	0	0	7
Jun-18	Under 2k	4	4	1	0	20	0	29
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	4	4	1	0	20	0	29
Quarter 1 Totals		4	9	1	2	60	0	76

Table 1: Debts Written Off during Quarter 2 2018/19

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
July 18	Under 2k	£3,648	£0	£0	£0	£1,388	£0	£5,036
	Over 2k	£0	£0	£0	£0	£0	£0	£0
	Over 10k	£0	£0	£0	£0	£0	£0	£0
	Total	£3,648	£0	£0	£0	£1,388	£0	£5,036
Aug-18	Under 2k	£2,490	£175	£0	£0	£0	£12,280	£14,495
	Over 2k	£0	£0	£88,314	£0	£0	£0	£88,314
	Over 10k	£0	£0	£0	0	£0	£0	£0
	Total	£2,490	£175	£88,314	£0	£0	£12,280	£103,259
Sep-18	Under 2k	£344	£0	£73,902	£2,399	£754	£0	£77,399
	Over 2k	£0	£0	0	0	£0	£0	£0
	Over 10k	£0	£0	0	0	£0	£0	£0
	Total	£344	£0	£73,902	£0	£754	£0	£77,399
Quarter 2 Totals		£6,482	£175	£162,216	£2,399	£2,142	£12,280	£185,694

Count for Quarter 2 2018/19

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
July 18	Under 2k	19	0	0	0	20	0	39
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	19	0	0	0	20	0	39
Aug-18	Under 2k	3	3	23	0	0	18	47
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	3	3	23	0	0	18	47
Sep-18	Under 2k	1	0	133	3	21	0	158
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	1	0	133	0	21	0	158
Quarter 2 Totals		23	3	156	3	41	18	244

Table 1: Debts Written Off during Quarter 3 2018/19

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Oct 18	Under 2k	£5,079	£3,072	£0	£0	£0	£0	£8,151
	Over 2k	£0	£0	£0	£0	£0	£0	£0
	Over 10k	£0	£0	£0	£0	£0	£0	£0
	Total	£5,079	£3,072	£0	£0	£0	£0	£8,151
Nov-18	Under 2k	£4,783	£2,867	£9,615	£0	£0	£0	£17,265
	Over 2k	£0	£0	£3,764	£0	£0	£0	£3,764
	Over 10k	£0	£0	£0	0	£0	£0	£0
	Total	£4,783	£2,867	£13,379	£0	£0	£0	£21,029
Dec-18	Under 2k	£0	£0	£170	£0	£0	£0	£170
	Over 2k	£0	£0	£47,659	0	£0	£0	£47,659
	Over 10k	£0	£0	0	0	£0	£0	£0
	Total	£0	£0	£47,829	£0	£754	£0	£47,829
Quarter 3 Totals		£9,862	£5,939	£61,208	£0	£754	£0	£77,009

Count for Quarter 3 2018/19

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Oct-18	Under 2k	19	21	0	0	0	0	40
	Over 2k	0	1	0	0	0	0	1
	Over 10k	0	0	1	0	0	0	1
	Total	19	22	1	0	20	0	42
Nov-18	Under 2k	17	2	13	0	0	0	32
	Over 2k	0	0	1	0	0	0	1
	Over 10k	0	0	0	0	0	0	0
	Total	17	2	14	0	0	0	33
Dec-18	Under 2k	0	0	1	0	0	0	1
	Over 2k	0	0	12	0	0	0	12
	Over 10k	0	0	0	0	0	0	0
	Total	0	0	13	0	0	0	13
Quarter 3 Totals		36	24	28	0	0	0	88

Table 1: Debts Written Off during Quarter 4 2018/19

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Jan-19	Under 2k	£5,604	£2,713	£0	£375	£2,438	£0	£11,130
	Over 2k	£0	£0	£0	£0	£15,797	£0	£15,797
	Over 10k	£0	£0	£0	£0	£26,427	£0	£26,427
	Total	£5,604	£2,713	£0	£375	£44,662	£0	£53,354
Feb-19	Under 2k	£2,897	£29,789	£0	£0	£3,997	£0	£33,683
	Over 2k	£0	£0	£0	£3,151	£0	£28,322	£31,473
	Over 10k	£0	£0	£0	0	£0	£0	£0
	Total	£2,897	£29,789	£0	£3,151	£3,997	£28,322	£68,156
Mar-19	Under 2k	£0	£0	£0	£0	£0	£0	£0
	Over 2k	£0	£0	£0	0	£0	£0	£0
	Over 10k	£0	£0	0	0	£0	£0	£0
	Total	£0	£0	£0	£0	£0	£0	£0
Quarter 4 Totals		£8,501	£32,502	£0	£3,526	£48,659	£28,322	£121,510

Count for Quarter 4 2018/19

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Jan-19	Under 2k	21	3	0	1	117	0	142
	Over 2k	0	1	0	0	44	0	44
	Over 10k	0	0	0	0	14	0	14
	Total	21	3	0	1	175	0	200
Feb-19	Under 2k	12	38	0	0	65	0	115
	Over 2k	0	0	0	1	0	12	13
	Over 10k	0	0	0	0	0	0	0
	Total	12	38	0	1	65	0	128
Mar-19	Under 2k	0	0	0	0	0	0	0
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0
Quarter 4 Totals		33	41	28	2	240	12	328

Appendix B

Table 1: Debts written off during 2011/12

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2011/12 Totals	£260,487	£145,284	£987,383	£2,808	£205,789	£772,683	£2,374,434

Table 2: Debts written off during 2012/13

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2012/13 Totals	£110,876	£141,896	£886,890	£23,360	£1,015,408	£569,842	£2,748,272

Table 3: Debts written off during 2013/14

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2013/14 Totals	£141,147	£256,804	£806,989	£8,681	£80,755	£221,380	£1,515,756

Table 4: Debts written off during 2014/15

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2014/15 Totals	£291,469	£88,675	£1,163,134	£3,166	£205,007	£517,201	£2,268,652

Table 5: Debts written off during 2015/16

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2015-16 Totals	£211,930	£141,411	£693,017	£6,075	£549,051	£741,557	£2,343,041

Table6: Debts written off during 2016/17

Write Offs	Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
2016-17 Totals	£180,049	£72,808	£38,973	£28,183	£0	£132,875	£452,888

Table7: Debts written off during 2017/18

Write Offs	Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
2017-18 Totals	£199,548	£23,145	£392,273	£0	£90,148	£3,246	£708,359

Table8: Debts written off during 2018/19

Write Offs	Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
2017-18 Totals	£30,801	£47,443	£223,552	£13,951	£68,390	£52,882	£437,019

CABINET**18 June 2019**

Title: Purchase of 44-52 River Road, Barking, IG11 0DP	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report with Exempt Appendix 2 (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972 as amended)	For Decision
Wards Affected: Thames	Key Decision: Yes
Report Author: Stephen Hursthouse, Senior Development Manager, Be First	Contact Details: Tel: 07970 643 287 E-mail: stephen.hursthouse@befirst.london
Accountable Director: Ed Skeates, Development Director, Be First	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>The area around River Road is a key employment site within the Borough and is allocated as Strategic Industrial Land (SIL). An opportunity has arisen for the Council to purchase the 4.37 acre site of 44-52 River Road (shown in appendix 1) as an investment asset. The building has a remaining term of 10.8 years to Restore PLC with an overriding guarantee (Authorised Guarantee Arrangement) provided by the previous tenant (Wincanton PLC) which provides a strong covenant. The passing (existing) rent at £7.30 psf is considered reversionary (below the market rate) and the rent review in 2022 is likely to yield a significant uplift (c.£10psf).</p> <p>Given the changing nature of industrial areas in the sub region it is expected this will result in increases in occupational rent and industrial land prices in the locality.</p> <p>Acquisition of the property would meet a number of key objectives for the Council:</p> <ol style="list-style-type: none"> 1. The acquisition of well let commercial property within the borough, in good condition on Full Repairing and Insuring (FRI) lease, providing a satisfactory return with potential for improving returns through rental growth post 2022 that meets the minimum investment criteria of the Council. 2. The acquisition of a large site in an established industrial area which provides the medium-term opportunity (post 10 years) to relocate/decant existing business occupiers on sites which have been identified for redevelopment for residential use to minimise the need for businesses to leave the borough. <p>Restores PLC use the building as a commercial document/archive store.</p>	

The necessary due diligence has been undertaken and the acquisition has been reviewed and approved by the Investment Panel on the basis the purchase price does not exceed the figure set out in Appendix 2 below which it meets the Council's investment criteria.

Recommendation(s)

The Cabinet is recommended to:

- (i) Approve the acquisition of the site at 44-52 River Road, as shown edged red in the plan at Appendix 1 to the report, via borrowing within the General Fund on the terms set out in Appendix 2 to the report;
- (ii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, the Cabinet Member for Regeneration and Social Housing and the Director of Law and Governance, to agree the final terms for completion and retain the asset as an investment on the completion of all due diligence; and
- (iii) Authorise the Director of Law and Governance to enter into all necessary agreements, contracts and other documents to complete the freehold purchase .

Reason(s)

- Acquire a well let commercial property within the borough, in good condition on a FRI lease, providing rental income with potential for improving returns through rental growth that meets the Council's investment criteria.
- Secure a strategic parcel of land which offers the medium term opportunity (post 10 years) to relocate/decant existing occupiers from sites which have been identified for redevelopment for residential use to minimise the need for businesses to leave the borough.

1. Introduction and Background

- 1.1 44-52 River Road, Barking IG11 0DP (the Property) is a 4.37 acre site that contains a large warehouse, a separate two storey office building, small gate house and small facilities building (no longer in use), with a total floorspace of 82,296 sq ft. The warehouse is currently used as a commercial document/archive store. The office building is used by the staff as break out space and administrative staff although much of the space is unused and is in a poor condition. A title plan can be found in Appendix 2 of this report.
- 1.2 The Property is bounded by the River Roding to the west and River Road to the east. The site is elevated from the roadside level and is rectangular in shape with a 43% site coverage. The main building construction is of steel portal frame with brick/profile metal clad elevations beneath and profile steel roof with an eaves height of approximately 8 metres.
- 1.3 The lease falls within the Landlord and Tenant Act so at expiry the current tenant would be entitled to a lease extension under similar terms. There is no break in the lease until expiry which adds to the security of income.

- 1.4 A building survey has been undertaken which shows that it is generally in good repair. The current tenant is liable for all costs of repair, maintenance and insurance so there is no cost to the landlord. The survey suggests that the office element is dated and effectively obsolete. While the current tenant is liable to leave the property and the office element in good condition at the end of the lease it is recognised that this space might be surplus to the requirements of a future occupier.
- 1.5 The site has power lines crossing the site which limits redevelopment opportunities however the site is not being purchased for redevelopment potential.
- 1.6 An independent agent's opinion of value has been procured which justifies the proposed purchase price with reference to current market transactions in the outer London area. Moreover, it confirms that the current rent is revisionary and that the lack of office element would not prejudice the re letting of the accommodation at lease expiry. Therefore, it is considered that the purchase represents a secure investment with the potential for improved returns following a rent review in 2022.

2. Proposal and Issues

Opportunity

- 2.1 Industrial investments provide potential for increased returns driven by a scarcity of stock and the potential to aid residential led regeneration by providing mid to long term decant opportunities. This is an opportunity for the Council to acquire an investment within Borough that will provide acceptable returns at purchase with the potential for improved returns following a rent review in 2022. In the mid to longer-term ownership (i.e. beyond 10 years) the site would assist the Council in accommodating either the existing tenant for a further term or other business occupiers potentially decanted from former industrial sites which are now allocated for residential regeneration.
- 2.2 The purchase offers a sound investment which meets the Council's minimum investment criteria, with an opportunity to benefit from rising land values in the area in the future. The site is not being acquired as a redevelopment site for alternative uses, given the proximity of other traditional employment uses and the SIL status of the land the current use is intended to be retained. The site is allocated as Strategic Industrial Land in the adopted Local Plan where there is a presumption in favour of retaining industrial uses in the B1/ B2/ B8 and sui generis use class.

Heads of Terms

- 2.3 The structure of the transaction has been agreed between the Vendor and Be First as the Council's agent. It is proposed that this purchase is made by a Council in its General Fund given the long term nature of the hold. The Council intends to access Public Works Loan Board (PWLB) borrowing to fund the purchase.

3. Options Appraisal

3.1 Option One – Acquire the Site

Acquisition of the property would meet a number of key objectives for the Council:

- The acquisition of well let commercial property within the borough, in good condition on a FRI lease, providing a rental income with potential for improving returns through rental growth that meets the Council's minimum investment criteria.
- The acquisition of a key strategic site which provides the medium-term opportunity to relocate/decant existing employment occupiers.
- The long-term opportunity to benefit from rising land values in the area in the future.

3.2 Option Two – Do not acquire the Site

- If the Site is not acquired by the Council, it is likely that the property will be sold in the open market to the highest bidder at a level similar to the proposed purchase price;
- It is likely it will be to an investor looking to hold the property in the medium term and benefit from the uplift in rental income at the next rent review and the general upturn in land/property values in the borough over the coming years;
- The Council will have missed the opportunity in the medium to longer term to provide future decant space for local businesses that may be blocking the regeneration of sites elsewhere in the borough such as Castle Green and Thames Road;
- The Council will not benefit from the likely improvement in rental levels/investment values or the long term land value increases.

4. Consultation

- 4.1 There has been no public consultation on the Property purchase as there are no immediate plans to redevelop.
- 4.2 The initial proposal was discussed by the Be First Board on 14th January 2019, which supported the recommendation to proceed with the purchase.
- 4.3 The proposal was discussed by the Investment Panel on 22nd May 2019 on the basis of a lower purchase price, which supported the recommendation to proceed with the purchase.

5. Financial Implications

Implications completed by: David Dickinson, Investment Fund Manager

- 5.1 The investment proposal put forward is not part of the current business plan and will therefore require additional borrowing. The cost of borrowing is 3.25% and this will be covered by the rental return providing a net of interest return each per year.
- 5.2 River Road will be held for investment purposes and will be managed on a fully commercial basis. The purchase will be treated as capital expenditure and will increase the Council's Capital Financing Requirement. The Council will hold River Road for investment purposes, with the option to sell the asset or redevelop it. The property will be leased on a fully repairing basis, with no additional costs outside of the 0.8% set aside for management of the asset.
- 5.3 If the Council intended to buy and develop or buy and sell River Road then no debt repayment, called Minimum Revenue Provision (MRP) would need to be set aside to repay the debt liability. As the asset is going to be held to provide an annual return and possibly re-let and not redeveloped or sold, then MRP will need to be set aside, which will significantly reduce the net income generated.
- 5.4 It is recommended that, prior to the Council purchasing this site, a report containing the full terms of the deal, confirmation of the net return, recommendations for the equitable split of the net return and an independent s123 report, is provided.
- 5.5 Issues have been identified around the constraints inherent with the investment, especially around the Pylons on the property. The impact both on the value of the purchase costs but also on future development and sales value needs to be fully investigated and reported on prior to any deal being agreed.
- 5.6 Clarification is required from Be First over the use of a draft opinion of value from Lambert Smith Hampton to support the development as Lambert Smith Hampton introduced the investment to Be First.

6. Legal Implications

Implications completed by: Paul Field, Legal Practice

- 6.1 This report proposes the freehold acquisition of land known as 44-52 River Road being a 4.37 acre site with a tenanted 82,296 sq.ft warehouse let to Restore PLC for the maximum price set out in Appendix 2. The report notes that in the short to mid-term the site is being acquired as an industrial investment opportunity deemed to yield acceptable returns, with the potential to support future housing led regeneration objectives by providing decant space for businesses relocated from other regeneration sites. The intention is to retain industrial uses on the site which is consistent with its designation of the site in the SIL, and not to redevelop for residential uses. As such the rationale for the acquisition is both investment and regeneration led. Gowling LLP have been retained to advise in respect of the acquisition/terms and are carrying out appropriate due diligence into potential risks, liabilities and relevant Landlord and Tenant Act 1964 matters. The presence of two pylons and their impact on development potential

- 6.2 The purpose for which land is acquired is relevant to the powers to be relied upon. Officers have identified the site as an investment opportunity, with the potential to support further regeneration in the area by providing decant space for displaced businesses from housing led regeneration sites. The Council has the power to acquire the freehold interest in the land by virtue of Section 120 of the Local Government Act 1972. and to carry out the proposed acquisition under the general power of competence, section 1 of the Localism Act 2011 (GPC). Under the GPC power the Council can do anything that individuals generally may do provided that there is no prohibition against it elsewhere. Section 1(5) of the Localism Act provides that the general power of competence under section 1 is not limited by the existence of any other power of the authority which (to any extent) overlaps with the general power of competence. The use of the power in section 1 of the Localism Act 2011 is, akin to the use of any other powers, subject to Wednesbury reasonableness constraints and must be used for a proper purpose.
- 6.3 The general power is also subject to the limitation under section 4 of the Localism Act 2011, to the effect that if it is used for a commercial purpose then the Council must do the activity through a company or registered society. Officers and decision makers must be satisfied that the Council would not be acting predominantly for a commercial purpose in pursuing this investment acquisition. The mid to long term regeneration arguments in favour of the acquisition suggest the purpose is not purely commercial.
- 6.4 Further support for the transaction is available under Section 111 of the Local Government Act 1972 which enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.

Investment Power

- 6.5 The short to mid-term and requires borrowing from PWLB to fund it. The Council's power to invest (Section 12, Local Government Act 2003) is relevant and can be exercised for any purpose relevant to its functions or for the purposes of the prudent management of its financial affairs. In exercising this power, the Council would rely on the second limb, namely that the proposals aid prudent financial management and should have regard to relevant statutory guidance. The financial implications consider how the proposals assist the prudent management of the Council finances.
- 6.6 The Ministry of Housing Communities and Local Government (MHCLG) issued revised statutory guidance under section 15 of the Local Government Act 2003 on local authority investments on 1 April 2018 (the Guidance). In approving the proposals both officers and decision makes should have regard to relevant aspects of the MHCLG Guidance.
- 6.7 Local Authorities are required to have an updated investment strategy as is required in the Guidance. The Council's Investment Strategy contains provision for commercial investments albeit it is pending revisions. The investment metrics are deemed acceptable in line with the current Investment Strategy. The report and any accompanying financial or legal due diligence reports (which are confidential

and exempt) should address how the proposals are aligned with the investment parameters for the commercial asset class.

- 6.8 The Guidance references 'non-financial assets' which includes certain property portfolios: 'non-financial assets that the organisation holds primarily or partially to generate a profit; for example, investment property'. There are specific requirements for non-financial investments, and property portfolios, set out in paragraphs 37 to 40 of the Guidance. The Guidance requires local authorities to consider whether the asset retains enough value to provide security of investment using the fair value model in International Accounting Standard 40: Investment Property as adapted by proper practices.
- 6.9 In taking forward the proposals finance and legal officers should discuss the impact of MHCLG's guidance and whether the arrangements qualify as 'non-financial assets' under it. Consideration of the financial implications should include the extent to which the proposals amount to fair value and any proposed mitigation of risks.

7. Other Implications

- 7.1 **Risk Management** – The land purchase risk has been mitigated via the independent market appraisal undertaken by Lambert Smith Hampton and due diligence to date. Extensive legal due diligence work has taken place regarding the acquisition. Be First has been advised by Gowlings who produced a report on title. A desktop environmental study has been prepared and the vendors have shared a previous intrusive survey. The survey confirms that the site is made ground which will require enhanced foundation design on any redevelopment if this is proposed. The site lies in an area of heavy industry and there is a strong likelihood of contamination in the site and adjacent land. However, if the current use is retained the risk of contamination presenting a danger or leaving the site is limited. It is not considered necessary to purchase environmental insurance at this stage as the current tenant is liable for any activities undertaken on the site.
- 7.2 **Contractual Issues** - The proposal is for the Council to hold the asset in its General Fund. An application to elect for tax has been made so the purchase can progress as a TOGC. It is proposed that the asset would be managed by the Council Property Services Department in My Place and it organise for updates to the buildings insurance policy and the recovery of any costs from the tenant.
- 7.3 **Property / Asset Issues** - The proposal involves a freehold purchase providing an additional asset for the Council. My Place would take the Landlord role collecting rent.

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

List of appendices:

- Appendix 1: Title Plan
- Appendix 2: Financial Information (P&C)

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These are the notes referred to on the following official copy

The electronic official copy of the title plan follows this message.

Please note that this is the only official copy we will issue. We will not issue a paper official copy.

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This official copy is issued on 13 December 2018 shows the state of this title plan on 13 December 2018 at 16:32:19. It is admissible in evidence to the same extent as the original (s.67 Land Registration Act 2002). This title plan shows the general position, not the exact line, of the boundaries. It may be subject to distortions in scale. Measurements scaled from this plan may not match measurements between the same points on the ground.

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M.B. 25

H.M. LAND REGISTRY

TITLE NUMBER

EGL 13670

ORDNANCE SURVEY
PLAN REFERENCE

COUNTY SHEET
GREATER LONDON

NATIONAL GRID
TQ4582 SE & TQ4582 SW

Scale: 1/1250

BOROUGH OF BARKING

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THE BOUNDARY OF THE LAND IN THIS TITLE WHERE IT ABUTS ON THAT PART OF THE RIVER THAMES KNOWN AS BARKING CREEK IS THE LINE OF HIGH WATER MARK OF MEDIUM TIDES FROM TIME TO TIME



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