

Notice of Meeting

CABINET

Wednesday, 18 December 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

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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 12 November 2019 (Pages 3 - 10)

4. Budget Monitoring 2019/20 - April to October (Month 7) (Pages 11 - 21)

5. Update on Budget Strategy 2020/21 to 2023/24 (Pages 23 - 33)

6. **Dedicated Schools Budget and School Funding Formula 2020/21 (Pages 35 - 45)**
7. **Review of the Housing Allocations Policy (Pages 47 - 116)**
8. **Corporate Plan 2018-2022: Quarter 2 2019 Performance Reporting (Pages 117 - 199)**
9. **Procurement of Insurance Contracts (Pages 201 - 207)**
10. **Supply of Electricity through Cyclo Meters to Residential Properties (Pages 209 - 216)**
11. **Essex and Suffolk Water Agreement (Pages 217 - 221)**
12. **Debt Management Performance and Write-Offs 2019/20 (Quarter 2) (Pages 223 - 234)**
13. **Any other public items which the Chair decides are urgent**
14. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

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

15. **Investment Acquisition in Barking Town Centre (Pages 235 - 244)**
16. **Any other confidential or exempt items which the Chair decides are urgent**



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, 12 November 2019
(7:00 - 8:25 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 Lynda Rice and Cllr Maureen Worby

Apologies: Cllr Margaret Mullane

66. Declaration of Members' Interests

There were no declarations of interest.

67. Minutes (15 October 2019)

The minutes of the meeting held on 15 October 2019 were confirmed as correct.

68. Development of Land Adjacent to Padnall Lake, Marks Gate, Chadwell Heath

The Cabinet Member for Regeneration and Social Housing presented a report proposing the development of land adjacent to Padnall Lane in Marks Gate to provide 200 new affordable homes, as well as wider community benefits including a community centre and improvements to the public realm. All local residents had been written to about the proposals and formal public consultation events would commence shortly.

In response to questions, the Cabinet Member confirmed that the proposed improvements to the public realm would benefit existing residents as well as new residents, and that the consultation would seek residents' views on the design and layout of the development.

During a discussion regarding how residents who did not have access to a computer or the internet would be able to take part in the consultation, the Chair reminded Members that Marks Gate benefitted from a staffed centre which provided internet access. The Cabinet Member stated that in addition to the online consultation, the Council's Communications team were planning face to face workshops with residents.

Cabinet **resolved** to:

- (i) Approve that the site be redeveloped to provide, subject to planning approval:
 - (a) 200 affordable homes comprising a mix of
 - 50% Affordable Rent (100 units)
 - 35% London Affordable Rent (70 units)
 - 15% Shared Ownership (30 units)
 - (b) c.250m² of community space; and
 - (c) High quality open space and public realm improvement;

- (ii) Agree the estimated Total Scheme Development costs of £63,940,000;
- (iii) Approve that, subject to the grant of an acceptable planning permission and receipt of satisfactory construction tender prices, the project be financed and held within the residential asset class of the Investment and Acquisition Strategy;
- (iv) Agree to allocate up to £6,781,000 from the Investment and Acquisition Budget to fund the pre-development costs;
- (v) Agree to the principle of borrowing up to £46,900,000 within the General Fund from the Public Works Loan Board to finance the development and ownership of the affordable rent homes via a loan agreement made between the Council and the affordable rent Special Purpose Vehicle;
- (vi) Delegate authority to the Director of Inclusive Growth, in consultation with the Director of Law and Governance, the Chief Operating Officer and the Cabinet Members for Finance, Performance and Core Services and Regeneration and Social Housing, to negotiate terms and agree the contract documents to fully implement and effect the project;
- (vii) Authorise the Director of Law and Governance, or an authorised delegate on their behalf, to execute all the legal agreements, contracts and other documents on behalf of the Council; and
- (viii) Approve in principle the appropriation of the land, as shown edged red in the plan at Appendix 2 to the report, from the Housing Revenue Account to the General Fund, pursuant to Section 122 of the Local Government Act 1972 and S.227 of the Town and Country Planning Act 1990 for planning purposes.

69. Budget Monitoring 2019/20 - April to September (Month 6)

The Cabinet Member for Finance, Performance and Core Services presented a report on the Council's revenue budget monitoring position for the 2019/20 financial year as at 30 September 2019 (Month 6).

The forecast expenditure in the General Fund was £159.07m against a budget of £148.82m. Once planned drawdowns from reserves and surpluses from Collection Fund and Business Rates budgets had been taken into account, the overall budget gap was projected at £7.582m.

Across the Council there were known budget pressures of up to £15.5m, with some underspends of £5.5m forecast centrally, giving rise to a forecast net spend position of £10m. A significant proportion of this was attributed to care and support services, which was being closely monitored.

Members discussed the importance of supporting enterprises such as the Relish Café against this financial backdrop and the Cabinet Member referred to the Council's Investment and Acquisition Strategy as a means to raise income to support the Council's ambitious plans.

Cabinet **resolved** to:

- (i) Note the projected revenue outturn for Council services as set out in sections 2 - 11 and Appendix A to the report;
- (ii) Note the implications for the reserves position and the need to identify in-year action in relation to General Fund expenditure;
- (iii) Note the update on the Capital Programme and approve the additional 2018/19 slippage on the General Fund budget of £0.366m for My Place;
- (iv) Note the update on the Transformation Programme, including the quarter 2 forecast position, and approve the net carry-forward of £2.907m; and
- (v) Approve the proposed allocation of the London-wide Strategic Investment Pot to the individual projects listed in paragraph 16.8 and Appendix C of the report.

70. Consultation on Barking and Dagenham's Draft Local Plan

The Cabinet Member for Regeneration and Social Housing presented a report on the work being undertaken to produce a new Local Plan, a key strategic document which would set out the local planning policy framework to guide development within the Borough for the next 15 years.

The Cabinet Member advised that consultation on the draft Local Plan would be carried out in two stages as required by regulations and this report concerned the first stage, referred to as the 'Regulation 18 consultation'. The second stage (the Regulation 19 consultation) would be carried out in Spring 2020, after which the Local Plan would be submitted to the Planning Inspectorate for an independent examination. Following that, the Local Plan would be submitted to the Assembly for adoption in Spring 2021.

Members were positive overall about the consultation documents and applauded the work to date. Officers were asked, however, to make clearer references in the documents to other Council strategies and priorities; for example, the public health benefits of aspects such as cycling routes.

In response to other comments, the Cabinet Member referred to the sections in Annexe 1 of the report discussing the mitigation against flood risk and assured Members that the water management systems in the Barking Riverside development area were robust.

Cabinet **resolved** to:

- (i) Agree to public consultation on the Regulation 18 draft Local Plan at Annexe 1 of the report, and its associated evidence base studies, taking place from 29 November 2019 to 24 January 2020;
- (ii) Delegate authority to the Director of Inclusive Growth to make non-material amendments to the consultation documents, in advance of public

consultation; and

- (iii) Note the proposed timeframe for adopting the Local Plan.

71. Contract for the Continuation of the East London Women's Project

The Cabinet Member for Social Care and Health Integration presented a report regarding the East London Women's Project (ELWP) which had operated since 2014 in the London Borough of Newham and accommodated previously homeless women with complex needs.

The Cabinet Member stated that the Ministry of Housing, Communities and Local Government (MHCLG) had awarded the ELWP a grant of £597,000 to continue the existing provision and provide a more enhanced level of service on the basis that it would continue to operate from the same premises and be delivered by the incumbent provider, St. Mungo's. It was noted that St. Mungo's had developed considerable expertise in working with the client group and there were no other providers operating within the sub-region who currently delivered such a specific service.

The Cabinet Member for Regeneration and Social Housing, having also been involved in discussions around the grant, assured colleagues that as St. Mungo's was the only provider, there was a robust framework in place to provide quality assurance and continuous high standards of service.

Cabinet **resolved** to:

- (i) Waive the Council's Contract Rules and, on behalf of the East London Housing Partnership, approve the direct award of the East London Women's Project contract to St. Mungo's in accordance with the strategy set out in the report, effective from 1 January 2019 until 31 March 2020; and
- (ii) Authorise the Director of Law and Governance, or an authorised delegate on their behalf, to execute all the legal agreements, contracts and other documents on behalf of the Council.

72. Annual Education Performance Review 2018/19

The Cabinet Member for Educational Attainment and School Improvement introduced a report on the performance of schools during the 2018/19 academic year.

In reference to the Council's Education and Participation Strategy, the Cabinet Member highlighted the achievement of an 'outstanding' or 'good' Ofsted rating by 91.7 % of the borough's schools, which was above the national benchmark and just shy of the London average of 92 %. With regard to 2018/19 attainment levels, it was noted that whilst there had been some progress at GCSE level, there were challenges at primary and A-level.

The Cabinet Member highlighted the progress made in the number of young people who were Not in Education, Employment or Training (NEET) with the borough now having a lower number than the London and national averages. She

also referred to the continued pressures in the High Needs block, which funded specialist provision for children and young people with additional needs.

Cabinet Members applauded the achievements of pupils and School staff during the year, highlighting particularly the achievements of Looked After Children who had outperformed the national averages in most subject areas at Key Stage 1 and 2. Members also welcomed the 5.2% increase, compared to the previous year, in the number of young people going from a school in the Borough on to University and a 17% increase in young people going to the Universities ranked in the top third nationally. Members were pleased to see the initiatives in place to offer a rich and varied curriculum including culture, the arts and sports, which would support young people in their personal growth and improve their future employment prospects.

In response to a question on how schools would move towards achieving attainment levels that matched London averages, the Cabinet Member clarified that several attainment levels were already at the London average but for those that were not, the School Improvement Partnership, which focussed on improving attainment via shared best practice, would be the main vehicle to achieve that aim. With regards to A-levels, it was noted that external research had been commissioned and the findings would be known next month.

Cabinet **resolved** to:

- (i) Renew the Council's commitment to continuing to strengthen and develop partnerships with Barking and Dagenham's family of schools, BDSIP, Barking & Dagenham College, CU London and other key partners to achieve the best possible outcomes and opportunities for the borough's children and young people;
- (ii) Note performance against the five priorities of the Education and Participation Strategy 2018-22, as set out in section 2 of the report;
- (iii) Note the performance of schools in national tests and examinations as set out in Appendix 1 to the report; and
- (iv) Note the further achievements and progress of BDSIP in its first year of operation, as detailed in Appendix 2 to the report.

73. Fees and Charges 2020/21

The Cabinet Member for Finance, Performance and Core Services presented a report on the proposed fees and charges for Council functions and services, to be applied from 1 January 2020 or another specified date.

Cabinet **resolved** to:

- (i) Agree the proposed fees and charges as set out in Appendix A to the report, to be effective from 1 January 2020 unless otherwise stated;
- (ii) Note the fees and charges no longer applicable from 1 January 2020, as set out in Appendix B to the report; and

- (iii) Delegate authority to the Director of People and Resilience, in consultation with the Chief Operating Officer and the relevant Cabinet Members, to set fees and charges to be applied from September for schools and academic-year based activities.

74. Treasury Management 2019/20 Mid-Year Review

The Cabinet Member for Finance, Performance and Core Services presented a report on the mid-year review of Treasury Management 2019/20.

The Cabinet Member highlighted in particular the 1.61% return on investments (excluding direct property investments such as those through Reside) which continued to significantly outperform the average of 0.98% for London Local Authorities and 0.90% for the total comparable population of 168 authorities, and he recognised the hard work of the Investment Fund team in achieving this.

Cabinet **resolved** to:

- (i) Approve the revised 2019/20 Minimum Revenue Provision at Appendix 1 to the report;
- (ii) Note the Treasury Management Strategy Statement Mid-Year Review 2019/20;
- (iii) Note that in the first half of the 2019/20 financial year the Council complied with all 2019/20 treasury management indicators;
- (iv) Note the value of the treasury investments as at 30 September 2019 totalled £330.7m;
- (v) Note the value of the commercial and residential loans lent by the Council as at 31 March 2019 totalled £76.6m;
- (vi) Note the value of long term borrowing as at 30 September 2019 totalled £785.3m. This is split with £275.9m of Housing Revenue Account borrowing and £509.4m of General Fund borrowing. This comprised market, Public Works Loan Board (PWLB), Local Authority and European Investment Bank loans;
- (vii) Note the value of short term borrowing as at 30 September 2019 totalled £130.0m; and,
- (viii) Note the increase in the interest rates offered on new PWLB loans by 1.0% on top of existing loans terms of 0.8%, which equates to a margin of 1.8% above the relevant gilt yield.

75. Development of Land at Rectory Road, Dagenham

Further to minute 111 (23 April 2019), the Cabinet Member for Regeneration and Social Housing presented a report on the outcomes of a public consultation with regards to proposals to redevelop a site at Rectory Road, Dagenham to deliver

c.56 affordable homes, together with c.468m² of new community space.

The Cabinet Member explained that 13 of the 16 residents at Jarvis Court, including 12 of the 13 Council tenants, had taken part in the resident engagement process and nine (all Council tenants) were in favour of comprehensive redevelopment. Three tenants were opposed to comprehensive development while the sole leaseholder to take part was in favour of an infill development.

Members noted that the comprehensive redevelopment proposal would provide circa 56 affordable homes and the Council tenants would have a Right to Return at Council target rent and on an Assured tenancy. Resident leaseholders would also have a Right to Return and financial assistance would be available to tenants and leaseholders to support the choices they make.

Cabinet **resolved** to:

- (i) Approve the proposed redevelopment of the former Royal British Legion site and Jervis Court, as shown edged red in the plan at Appendix 1 to the report;
- (ii) Agree the service of Initial Demolition Notices on all secure tenants at the affected properties at the appropriate time, in order to suspend the requirement for the Council to complete Right to Buy applications for as long as the notices remain in force, and delegate approval and timing of final notices to the Director of Inclusive Growth, in consultation with the Director of Law and Governance;
- (iii) Approve to the use by the Council of its Compulsory Purchase Order (CPO) making powers, should they prove necessary to facilitate the future redevelopment of the site;
- (iv) Agree that, subject to the grant of an acceptable planning permission and receipt of satisfactory construction tender prices, the project be financed and held within the residential asset class of the Investment and Acquisition Strategy;
- (v) Agree the inclusion of the project in the Council's Capital Programme in the total sum of £19,700,000, subject to securing planning permission and procurement of a contractor in accordance with the project outputs and budget;
- (vi) Agree the Funding Strategy set out in section 5.10 of the report, including borrowing up to £13,402,000 within the General Fund from the Public Works Loan Board, to finance the development and ownership of the affordable rent homes via a loan agreement made between the Council and any suitable vehicle that the new units may be held in (e.g. a new B&D Reside Registered Provider or other vehicle); and
- (vii) Approve the appropriation of the land, as shown edged red in the plan at Appendix 2 to the report, under Section 122 of the Local Government Act 1972, from the Housing Revenue Account to the General Fund.

76. Leader of the Year Award

The Deputy Leader and Cabinet Member for Finance, Performance and Core Services congratulated the Leader of the Council on winning the 'Leader of the Year' award at the recent LGiU and CCLA's 2019 Councillor Achievement Awards. The Leader's passion for his community, persistence and leadership had been just a few of the comments made by the judging panel.

The Leader thanked his colleagues for the recognition, cited various inspiring leaders in different fields throughout the history of Barking and Dagenham, and thanked all Cabinet Members for their teamwork and support.

CABINET**18 December 2019**

Title: Budget Monitoring 2019/20 - April to October (Month 7)	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision: No
Wards Affected: All	Key Decision: No
Report Author: Katherine Heffernan, Group Manager – Service Finance	Contact Details Tel 020 289 3262 Email: katherine.heffernan@lbbd.gov.uk
Accountable Director: Philip Gregory – Director of Finance	
Accountable Strategic Director: Claire Symonds - Chief Operating Officer	
<p>Summary</p> <p>This report provides a high-level overview of the key financial risks and issues faced by the Council in this financial year. There are significant demand and cost pressures within the forecast which are being monitored carefully but which carry a degree of uncertainty and are therefore likely to change during the remainder of the year. The report describes the potential impact of these pressures in high level terms and the forecasts have been made on a prudent basis. The position may therefore be overstated but the scale of the challenge means that there is no room for complacency.</p> <p>The forecast expenditure in the General Fund is £159.059m against a budget of £148.820m. A net £0.205m will be funded by planned draw down from reserves leaving £158.854m which equates to a gross General Fund overspend of £10.034m, before Collection Fund and Business rates surpluses including monies brought forward from the previous year are added which puts the overall variance at £7,562m (see Appendix A) This is broadly in line with last month.</p> <p>It should however be noted that there are emerging signs of a cost pressure in Disabilities where a data cleansing exercise is being carried out which may show that care commitments have been understated for some clients. This exercise is not yet complete and there may be additional offsetting income, but this is an area of risk.</p> <p>As at the end of 2018/19 the budget support reserve stands at £12m. £4m of this however has been earmarked to fund Transformation programmes. This would mean that this year's overspend could be mostly covered from this reserve with any residual overspend being taken from the unearmarked General Fund reserve of £17m.</p> <p>Although the reduction in reserves in 2019/20 is foreseen and can be managed, it is not desirable and will limit our future ability to respond to unforeseen events or invest in the borough. If this level of expenditure continues into next year it would exceed the funding plans set out in our Medium Term Financial Strategy (MTFS) and so would require the identification of further savings or income in order to set a balanced budget. For these two reasons the overspend must not be allowed to continue to grow and serious</p>	

consideration needs to be given to possible remedial measures.
<p>Recommendations</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the projected revenue outturn for Council services as set out in sections 2 to 11 and Appendix A to the report, and (ii) Note the implications for the reserves position and the need to identify in-year action in relation to General Fund expenditure.
<p>Reason(s)</p> <p>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.</p>

1 Introduction and Background

- 1.1 The final outturn for 2018/19 was an overall overspend of just under £3m (after transfers to and from reserves were taken into account). This was the net position after collection fund surpluses and there was an underlying overspend of £7m in service expenditure budgets. In addition, it must be remembered that last year the budget setting approach was that as far as possible services would be expected to contain their own growth. Only a limited amount of additional funding was identified, and this was applied in the most part to Care and Support Services. This reduced the gap for budget setting purposes and meant that additional savings proposals were not required to be identified so 2018/19 could be a “consolidation” year.
- 1.2 However, the expectation that services could contain their own growth is a challenge for many. The small amount of growth funding that could be identified was used both to deal with some specific issues in the budget and then to provide additional care and support funding. However, the sums available for this purpose (£1m for Children’s, £1.3m for Disabilities) were lower than the 2018/19 pressures. This means that those services with existing pressures have continued to overspend into 2019/20.

2 2019/20 Budget Monitoring Position - Summary

- 2.1 Across the Council there are known budget pressures of up to **£15.5m, with some underspends of £5.6m forecast centrally giving rise to a forecast net spend position of £10m.** It should be noted that this forecast has been made on a prudent basis and so there is potential for further reduction although there is also the potential for additional costs to be incurred especially in Care and Support where we are seeing high levels of client and demand growth.

- 2.2 As in previous years there is an expected underspend within Central Expenses. The £2m provision for non-delivery of savings included in the budget in 2018/19 is still available. There are other contingency budgets such as the Redundancy budget (£1.3m of which half is currently assumed in the forecast) and the Council consistently over-achieves on gainshare against its budget (c£1.5m). In addition, there is a forecast underspend on levies of £0.2m resulting in net forecasted **underspend of £5.5m** on central budgets.
- 2.3 Included within Corporate Income are additional Collection Fund surpluses and business rates via the London pool totalling **£2.5m additional income**. Overall the net overspend forecast at the end of October is now expected to be £7.5m.

DEPARTMENT	ADJUSTED BUDGET	FORECAST OUTTURN	VARIANCE	Change
SDI COMMISSIONING	8,345,510	8,195,510	(150,000)	(100,000)
CORE	6,226,000	6,339,768	113,768	(78,232)
CENTRAL MINUS F30080	35,099,327	29,632,327	(5,467,000)	0
EDUCATION, YOUTH & CHILDCARE	3,909,800	3,909,800	0	0
LAW, GOVERNANCE & HR	(638,206)	(655,206)	(17,000)	30,048
POLICY & PARTICIPATION	2,800,380	2,995,883	195,503	14,503
CARE & SUPPORT	71,104,978	84,414,978	13,310,000	53,000
INCLUSIVE GROWTH	994,880	994,880	0	0
COMMUNITY SOLUTIONS	9,746,030	10,241,030	495,000	379
MY PLACE	6,292,391	6,726,493	434,102	102
CONTRACTED SERVICES	4,938,920	6,058,920	1,120,000	70,000
RESIDE PARENT	0	0	0	-
TOTAL GENERAL FUND BUDGET	148,820,010	158,854,383	10,034,373	(10,200)
CORPORATE INCOME	(148,820,010)	(151,291,610)	(2,471,600)	(9,225)
NET GENERAL FUND POSITION	0	7,562,773	7,562,773	(19,425)

- 2.4 More information about the key areas of risk are given below. The overall impact on reserves will be a drawdown of around £7.5m from reserves. This is manageable as there is sufficient funding to do this, but it would restrict our ability to respond to future unforeseen events and to invest in the borough. If this level of spending continues it could also put at risk our Medium Term Financial plans, requiring the identification of future savings.

3. Care and Support/ People and Resilience

- 3.1 The overall budget for People and Resilience (excl Education) in 2019/20 is £81.810m. The total expenditure forecast (main case) for these services 2019/20 is £95m which would result in an overall budget pressure of £13m. There is also a significant savings gap which is contributing to the budget gap.
- 3.2 Further information on the specific services is given below.

People & Resilience Group	19/20 Budget £000	19/20 Forecast £000	Variance £000	Period Movement £000
Adults Care & Support	19,474	22,940	3,466	(395)
Adults Commissioning	5,756	5,756	0	(100)
Disabilities Service	18,403	22,479	4,076	454
Children's Care & Support	34,490	40,258	5,768	(17)
Children's Commissioning	4,387	4,237	(150)	0
Public Health	(700)	(700)	0	0
Group Total	81,810	94,970	13,160	(58)

4. Adults' Care and Support

4.1 The total forecast for Adults Care and Support is £22.9m resulting in a budget overspend of £3.47m as there continues to be upwards growth in expenditure and demand.

Service Area	19/20 Budget £000	Forecast £000	Variance £000	Period Movement £000
Adult packages	7,781	8,572	790	(593)
Adult teams	3,735	3,735	0	0
Adult homes and centres	2,031	2,231	200	(150)
Mental Health	4,567	7,042	2,476	348
Adults Other (Support services)	1,360	1,360	0	0
Directorate Total	19,474	22,940	3,466	(395)

4.2 The main area of increase and budget pressure is in the Adults' Care Packages. This forecast includes provision for the expected care fee increases (which will be funded from the IBCF) and assumes a continuation of the clear upward trend in demand. This means that if demand growth slows or ceases the position may improve. There are no further savings targets within Adults. However, the brought forward savings shortfall from previous years is a significant part of the current overspend.

4.3 The main areas of pressure in this area are spread across the range of provision:

- £1m in Homecare – although this makes up a significant portion of the overspend, compared to last year this area has actually seen a significant reduction in net expenditure mostly due to better collection of client contributions. However it still remains one of the main causes of the overall overspend. The budget is insufficient for current demands and is a key area for investment in the MTFs.
- £2.5m overspend in Direct Payments which is consistent with last year's outturn position in this area but continues to be an area of significant pressure. It is expected that Direct Payments will decrease in the future as more regular reviews mean that the amount paid to clients is more accurate of their needs.

- The above is partially offset by a £1.6m forecast on direct payment refunds. This is where unspent balances are clawed back from clients' accounts where overpayments have been made. If the reviews above start to take place, we will see a drop in this figure as less will be paid out to clients in the first place thus not requiring as much claw back.
- The above is further offset by the £913k of winter pressures money which we expect to receive in December and £400k of BCF which was additional in year growth only ratified in September, this is the main reason for the improved position this period from the last.

- 4.4 Adults Homes and Centres - £200k overspend due to two significant areas, Kallar Lodge where there is an income shortfall due to not being able to attract the self-funders required to meet the income target. The ongoing overspend in Relish where there is a historical pressure due to the challenges in running the café as a self-funded business.
- 4.5 Mental Health - £2.48m overspend the bulk of which is on supported living, this is due to 14 new service users in 19/20, as well as several packages having been reviewed and uplifted. Mental Health has seen over 350 Dementia cases transfer over from the Locality teams this year, which has caused a significant increase in Homecare, Residential and Nursing expenditure. A lack of in borough provisions to support these numbers is also partially to blame in the significant rise in spend within Mental Health this year.
- 4.6 The changes to the Charging Policy are expected to produce some level of savings, the current estimate for the in-year effect is £0.4m. The policy went live in October and data from the care system can evidence increased contribution rates being applied, it is hoped the November actuals will show this income coming in and therefore a confident figure can be incorporated into the forecast for P8 which will improve the outturn position.
- 4.7 If there is no further growth above that allowed for (approx. 3% on the previous year) and the initiatives listed above have effect (£0.4k charging, £0.2m Kallar/Relish) then a best-case forecast would be in the region of £3m overspend.

5. Disabilities Care and Support

- 5.1 The total forecast for Disabilities Care and Support is £22.4m and would result in a budget overspend of £4m. The budget including iBCF transferred from Adults has increased by £1.9m – however this has effectively been matched by upwards growth in expenditure leaving the variance at around the same level as 2018/19.

Service Area	19/20 Budget £000	Forecast £000	Variance £000	Period Movement £000
Adults Care Packages (inc Equipment)	9,284	11,233	1,949	402
Children's Care Costs	1,074	2,011	937	2
SEND transport	2,619	3,188	569	0
Centres and Care Provision	1,756	2,052	296	39
Staffing/Management	3,670	3,995	325	11
Directorate Total	18,403	22,479	4,076	454

- 5.2 The main increases/budget variances are on the demand-led budgets for care provision especially:
- £1.9m overspend on Learning Disabilities Adults across Direct Payments, Homecare, day care and residential care;
 - £935k Overspend on Children with Disabilities across Direct Payments, Respite packages and legal / court costs;
 - £621k overspend on Teams and Centres, made up of pressures within the education psychology service, 80 Gascoigne Road and Life Planning; and
 - £569k overspend on SEND Transport, due to existing pressure in the cost of the routes- the growth that was given to meet this pressure doesn't fully cover it.
 - In the last month there have been package reviews resulting in increased client costs and new entrants to the service adding the sum of £402k to the bottom line.
- 5.3 The forecast is based on known commitments and has not been adjusted for future placement growth. The assumption is that the care package review activity, improved life planning and increased CHC will be enough to contain the costs of growth. If these initiatives produce greater benefits, then this would reduce the forecast, however so far demand and complexity of care needs has meant costs have increased and reviews are revealing more care costs than savings. It should be noted that there is a large cohort of young people who are due to move from Childrens to Adults services over the next few years. This may result in a large net increase in cost (for a number of reasons – a net increase in client numbers, Education funding drops out, care packages may increase as parents may not provide the same level of care and needs can increase.)
- 5.4 Including this year's savings, the service has a cumulative total of £0.835m undelivered savings built into its budget which is contributing to the pressure. There are two MTFs savings initiatives in 2019/20 – the expansion of Shared Lives and new provision at 80 Gascoigne. It is now clear that the 80 Gascoigne savings can no longer be delivered as the CQC has deemed the additional room unfit for use, whereas the shared lives scheme is still considered high risk, thus the position is unlikely to improve this year.
- 5.5 Due to the high levels of growth in this forecast – which is largely outside the services control then this forecast is a reasonable main case. The position is unlikely to improve and if anything may worsen with further transition cases being identified that will be coming into the disability service.
- 5.6 There is a data cleansing exercise currently underway that suggests there may be some additional costs that will need to be added into the forecast for some existing clients with complex packages.

6. Children's Care and Support

- 6.1 The total forecast for Children's Care and Support is £40.26m and would result in a budget overspend of £5.77m. The budget has been given growth of £1.4m but is currently undergoing a whole service transformation to deliver its savings proposals.
- 6.2 The third year of MTFs savings of £1.126m has been taken from the Looked After Children and Placements budget.

Service Area	19/20 Budget £000	Forecast £000	Variance £000	Period Movement £000
Care Management	5,063	6,761	1,698	(8)
Looked After Children	20,555	25,748	5,193	18
Assessment Teams	3,355	4,398	1,043	2
Adolescence & YOS	1,213	1,346	132	(57)
Other/Central	4,304	2,005	(2,298)	28
Directorate Total	34,490	40,258	5,768	(17)

- 6.3 The additional costs of the Children's TOM can be met from budget available within the growth funding. This is currently held centrally but will be vired across the service in line with the new TOM implementation. However, there are staffing pressures on the service in addition to this. Currently there are posts above the TOM establishment in the forecast – additional staff in Rapid Response and staff to support the probationary period of the social workers recruited from overseas. The usage of agency is around 39% which is excess of the budgeted ratio of 15%. These costs together are adding around £2m to the staffing forecast; however, it is possible that successful implementation of the Children's' TOM will mean that this reduces over time during the year.
- 6.4 The service are confident of achieving the low risk targets which amount to £0.55m, most of these are to do with contract frameworks that are currently in place and costs are reducing as and when client packages are being transferred over to the cheaper framework rates, therefore these are effectively already within the projections and will not improve the outturn significantly as they will be converted to the new framework over time as reviews are undertaken.
- 6.4.1 The high-risk savings targets are unlikely to be achieved in this financial year as progress on these are still very minimal. Edge of Care may have up to 8 clients by the end of the year, but this will only at best achieve half of the target savings due to timing. The specialist in house provision will not be fully operational till January thus minimising the amount of savings this can generate in year.
- 6.5 Most of the pressure, however, relates to the cost of Looked After Children as follows:
- £1.5m overspend on Residential Homes, a reduction from last month
 - £1.1m overspend in the Leaving Care Service
 - £758k overspend in Specialist Agency Fostering
 - £532k overspend on Adoption Placements
 - £351k overspend in Children in Care
 - £310k overspend Family Assessment Units, an increase from month 6.
 - £251k overspend in the Leaving Care Team
 - £178k overspend on Secure Units, a reduction from month 6.

- £155k overspend in the Fostering Team

- 6.5.1 There are significant staffing pressures across the directorate totalling £2.84m, these are predominantly due to a significant reliance on Agency Social Workers across the service. The agency reduction forecasts have been based on a very thorough review of staffing (at the individual post level) and so are regarded as reasonably robust. However, changes in demand or recruitment levels could still affect these plans.
- 6.6 The above overspend is being partially offset by a budget increase of £2.35m (including the Social Care grant). This growth has not yet been allocated out to individual services but is currently sitting as a credit in the Directorate central costs. Following final approval of the Children's TOM we will allocate this funding to the relevant areas of need with the support of the Operational Director.
- 6.7 The forecast also assumes the below savings actions provided by the service in order to keep the overspend within the level expected, failure to achieve these will result in a worsening of the current position;

	2019/20
AYSE deployment	139,600
Other agency reduction	422,840
Reduction in weekly cost of placements	233,567
Recruitment Retention Clawback	90,000
Reduction in 18+ placement costs	62,123
PAUSE funded from PHG	220,000
	1,168,130

7. My Place

- 7.1 My Place are forecasting a budget pressure of £434k, which is unchanged from Month 6. The pressure is within Public Realm, which is forecast to overspend by £1.127m. This is offset by a forecast underspend of £693k across other services within My Place.
- 7.2 The pressure within Public Realm has not abated, and the service continues to forecast a cost pressure of £1.127m. This is within Refuse, Cleansing and Parks, offset by an underspend within Caretaking, and income over-recovery in Core and Commercial and Transport services. An in-depth exercise is being undertaken to review the forecast and to identify areas where the cost pressure can be mitigated. The new vehicles are now in use and the impact on the cost of fleet may start to be seen over the next few months.
- 7.3 The forecast underspend of £693k across other services within My Place is largely within Business Development and is due to vacant posts. There are also underspends within Contract Management and Property and Asset Management. An overspend of £609k is forecast for Landlord Services, which is attributable to interim management costs and repairs and maintenance costs outside the scope of the contract with BDMS.

8. Contracted Services

- 8.1 Contracted Services are forecasting a budget pressure of £1.12m. This consists of a forecast overspend of £994k for Barking and Dagenham Direct and £126k on ICT. Over the past two years savings of £0.7m have been taken for the Customer Experience and Digital Programme that have not yet been achieved in cashable terms. This is currently being assumed will be a net overspend on the budget at the end of the year.

9. Policy and Participation

- 9.1 Policy and Participation are forecast to overspend by £195.5k. This is an increase of £14k in the position that was forecast at Month 6. The main overspends are £107k on Valence House, £116k on Eastbury Manor and £64k on the Film Office, offset by underspends on Countryside and Conservation (£74k) and Strategy and Performance (£62k). There are staffing pressures at both Valence and Eastbury and Valence has a pressure on NNDR.

10. Core

- 10.1 Core services are anticipating to overspend by £114k. This consists of £203k on the Elevate Client Unit, and an underspend of £89k on Finance.

11. Law, Governance and HR

- 11.1 Law, Governance and HR are forecast to underspend by £17k. There is currently a nil variance on Law and Governance. Enforcement are forecast to underspend by £17k after transferring a £45k surplus within the Markets cost centre to the Markets reserve.
- 11.2 Within Enforcement where there are underspends across a number of service areas, offset by a forecast overspend of £293k within Parking. Parking income is below forecast and staffing costs are higher than budgeted. With the implementation of the restructure and the introduction of new CPZs there is an expectation that income levels will increase. PRPL income levels from the introduction of the new scheme from September 2019 continue to be monitored closely.

12. Community Solutions – £0.495m overspend

- 12.1 Community Solutions are now reporting a pressure in their staffing budgets especially within Intervention services where there appear to be nine staff above the funded establishment. In addition, there appears to be a shortfall on the Troubled Families funding which could result in a net overspend of £0.495m. Now this issue has been identified, the Director and his management team will identify mitigations to reduce this forecast.
- 12.2 There are challenging targets for Temporary Accommodation reductions built in the budget. These have been achieved to date. There are some associated risks around income collection in the hostels and the costs of the rent deposit and other prevention schemes, but these are being managed closely. If the Temporary

Accommodation performance is sustained, this is expected to offset these risks and may even be a further mitigation against the other pressures in the service

13. Financial Implications

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

13.1 This report details the financial position of the Council.

14. Legal Implications

Implications completed by Dr Paul Field, Senior Governance Lawyer

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

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

List of Appendices

- Appendix A – General Fund Revenue budgets and forecasts.

BUDGET MONITORING REPORT - OCT 2019

CODE	DEPARTMENT	MAR-20	OCT-19	FORECAST	RESERVE TRANSFERS		OUTTURN	VARIANCE
		ADJUSTED BUDGET	ACTUAL		TO	FROM		
F1000A	SDI COMMISSIONING	8,345,510	3,502,144	8,195,510			8,195,510	(150,000)
F1500A	CORE	6,226,000	(4,795,994)	6,339,768			6,339,768	113,768
F1600A	CENTRAL MINUS F30080	35,099,327	3,577,987	29,632,327			29,632,327	(5,467,000)
F2000A	EDUCATION, YOUTH & CHILDC	3,909,800	11,075,348	3,909,800			3,909,800	0
F3000A	LAW, GOVERNANCE & HR	(638,206)	(4,728,129)	(700,206)	45,000		(655,206)	(17,000)
F4000A	POLICY & PARTICIPATION	2,800,380	(128,679)	2,995,883			2,995,883	195,503
F4500A	CARE & SUPPORT	71,104,978	43,332,727	84,414,978			84,414,978	13,310,000
F5000A	INCLUSIVE GROWTH	994,880	1,664,967	1,244,880		(250,000)	994,880	0
F5500A	COMMUNITY SOLUTIONS	9,746,030	7,005,318	10,241,030			10,241,030	495,000
F6500A	MY PLACE	6,292,391	(16,604,428)	6,726,493			6,726,493	434,102
F7000A	CONTRACTED SERVICES	4,938,920	14,063,608	6,058,920			6,058,920	1,120,000
F8000A	RESIDE PARENT	0	102,654				0	0
	TOTAL GENERAL FUND BUDGE	148,820,010	58,067,524	159,059,383	45,000	(250,000)	158,854,383	10,034,373
	CORPORATE FUNDING							
F30700	COUNCIL TAX	(61,786,000)	0	(61,786,000)			(61,786,000)	0
F30700	BUSINESS RATES	(79,161,010)	0	(79,839,349)			(79,839,349)	(678,339)
F30700	NON-RINGFENCED GRANTS	(7,873,000)	(28,062,260)	(7,106,974)	209,968	(975,994)	(7,873,000)	0
F30700	C/F SURPLUS	0	0	(1,793,261)			(1,793,261)	(1,793,261)
		(148,820,010)	(28,062,260)	(150,525,584)	209,968	(975,994)	(151,291,610)	(2,471,600)
	NET GENERAL FUND POSITION	0	30,005,264	8,533,799	254,968	(1,225,994)	7,562,773	7,562,773
F2500A	DEDICATED SCHOOLS GRANT	0	3,623,000	3,056,095			3,056,095	3,056,095
F3500A	HRA MINUS F51020	0	4,913,114	2,790,603			2,790,603	2,790,603
OVERALL LBBD POSITION		0	38,541,378	14,380,497	254,968	(1,225,994)	13,409,471	13,409,471

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CABINET**18 December 2019**

Title: Update on Budget Strategy 2020/21 to 2023/24	
Report of the Cabinet Member for Finance, Performance & Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Helen Seechurn, Interim Finance Director	Contact Details: Tel: 0208 227 3497 E-mail: helen.seechurn@lbbd.gov.uk
Accountable Director: Philip Gregory, Director of Finance	
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>On 16 July 2019 (Minute 30), the Cabinet approved a refreshed Medium Term Financial Strategy (MTFS) for 2020/21 to 2023/24. This showed how the delivery of a strategy for better outcomes goes hand in hand with organisational financial health and was prepared recognising the financial uncertainty facing the sector. The MTFS offered a framework to close the budget gap ensuring resources are aligned to the Borough Manifesto and corporate plan. This report builds on that strategy and provides an update taking into account the Autumn 2019 Spending Round and other information which has increased the level of uncertainty throughout the public sector.</p> <p>The next full multi-year Spending Review has been delayed by other Government business and instead, in September, the Chancellor of the Exchequer carried out a one-year Spending Round. This included headline information on the funding for Local Government. The current Local Government funding settlement comes to an end at the end of this financial year. There is an in-depth review of Local Government funding currently underway based on the principles of business rates retention and self-financing and including an updated distribution formula for needs-based funding. However, the full review has also been delayed by other Government business and as an interim measure we are expecting a one year settlement for 2020/21.</p> <p>At this stage only high level indicative information has been released and further announcements will necessarily be delayed until after the General Election effectively until late in December. This will be subject to consultation and the final settlement will only be confirmed in January. The funding assumptions for 2020/21 have been now revised to reflect the latest information but are likely to require further revision.</p> <p>It is in this context that the report updates Cabinet on changes to the Council's medium term financial position since July 2017. It sets out how the remaining 2020/21 gap may be resolved and the implications for services and council tax-payers in the borough.</p>	

Recommendation(s)

The Cabinet is recommended to:

- (i) Note the continued commitment to delivering the savings proposed in the MTFs reports approved by Assembly in February 2017 and updated in subsequent years;
- (ii) Agree the proposed consultation process for the budget, as set out in section 9 of the report;
- (iii) Agree to consult the residents and taxpayers of the borough on the levying of a 2% General Council tax increase and a 2% Social Care Precept to support the Borough's most vulnerable residents;
- (iv) Note that London authorities are currently exploring the possibility of a further business rates pooling arrangement and approve, in principle, that the Council should join such an arrangement if deemed appropriate; and
- (v) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, to enter into the Memorandum of Understanding for any future London pooling arrangements.

Reason

Financial planning is key in supporting the Council to deliver its vision of "One borough; one community; London's growth opportunity."

1. Introduction and Background

- 1.1 The Council continues to face significant challenges of cuts to revenue support grant, and increasing demographic and demand led pressures. This report is written as the Council is coming to the final stages of its ambitious 2017-21 strategic transformation and savings programme. This programme was developed in order to support the Council meet unprecedented financial challenges resulting from deep cuts to its funding from central government. This was at a time of high population growth and increasing demand for services and was based on the principles of investing in the borough to generate growth and prosperity, while redesigning and transforming council services to better meet the needs of our citizens at a lower cost.
- 1.2 The strategy included an initial £48m of savings and transformation proposals which were supplemented by a further £9.6m of savings proposed in July and October 2017.
- 1.3 However, despite the massive progress and significant savings delivered to date, there is still further work to be done and there is now further uncertainty as to the Government's intentions on funding.
- 1.4 As set out in July, after the delivery of the remaining £20m 2019/20 and 2020/21 savings, once funding changes and growth are taken into account there is still a budget gap that must be closed over the next four years. The MTFs brought

together anticipated demands and pressures and set out how the Council will ensure a balanced medium-term position, and although the Council is building on its transformation work and is confident of the benefits this will bring, it is acknowledged that the level of uncertainty with regard funding outside of the Council's control is growing.

1.5 This report provides an update on this funding gap and potential routes to close it.

2. The Barking and Dagenham MTFS 2017/18 to 2020/21

2.1 The 2017-21 Transformation Programme identified £48.8m of savings to be delivered over the four years of the programme. As at **Sept 2019**, £23.8m of this had been delivered as shown in the table below:

£'000	2016/17	2017/18	2018/19	2019/20	2020/21	Total	% of Target
Agreed MTFS	270	8,085	20,185	7,588	12,696	48,824	
Delivered	735	8,341	15,115	(721)	299	23,769	48.7%
Low Risk			1,329	2,895	620	4,844	9.9%
Medium Risk			335	6,531	6,792	13,658	28.0%
High Risk				3,052	5,163	8,215	16.8%
To Be Confirmed				31	400	431	0.9%
Total Forecast	735	8,341	16,779	11,788	13,274	50,917	104.3%
In Year Net Shortfall / (Excess)	(465)	(256)	3,406	(4,200)	(578)	(2,093)	(4.3%)
Cumulative Shortfall / (Excess)	(465)	(721)	2,686	(1,514)	(2,093)	(2,107)	
Cumulative - exc Investment Strategy	(77)	569	4,987	634	71	6,184	
Proposed Write-Off							

2.2 The table shows an overachievement of savings which reflects the above target performance of the Investment strategy in 2018/19. This income has been taken to a smoothing reserve as a mitigation against risk and to cover potential future shortfalls. If this income is excluded from the totals then the overall position is broadly on balance across the four years of the programme.

2.3 The above summary shows that of the £49m MTFS savings target:

- 16.8% (£8.2m) of all savings are high risk. This is 32.5% of all the savings yet to be delivered. A further 1% (£0.431m) are still to be confirmed – largely within Children's Services.
- 56% of the total programme savings have been delivered with a further 9.9% being deemed low risk.
- The medium and high risk savings in 2019/20 are largely shown as not delivered in our budget monitoring forecast and are contributing (along with other factors) to the in year overspend.

2.4 The not yet delivered savings from 2018/19 represent the contribution of the companies where there are still ongoing discussions about how this can flow back

to the council. Income from dividends are likely to flow back one year in arrears which may mean that the profiling of savings will need to be revised.

2.5 Although there are challenges in the delivery of the remaining savings, the progress to date must be acknowledged as a considerable achievement. However, the delivery of the remaining £25m is essential to the balancing of the budget in 2020/21 and beyond.

2.6 The 2020/21 savings (£12.696m) are made up as follows:

MTFS savings	2020/21
	£000
Be First	2,247
Children's	1,461
Community Solutions	970
Core & Elevate Exit	4,281
Customer Experience and Digital	310
Disabilities	250
Heritage & Culture	25
Home Services	740
Investment & Acquisitions	1,392
Leisure	91
Parks Commercialisation	300
Public Realm	164
My Place including Street Lighting	329
Traded Services	136
	12,696

3. The MTFS for 2020/21 to 2023/24

3.1 The MTFS approved by the Cabinet in July 2019 included an estimate of the unavoidable service and corporate cost pressures expected over the next four years, a forecast of the funding changes and some technical adjustments including changes to Minimum Revenue Provision (the mechanism for repayment of capital). This resulted in a short term gap in 2020/21 and a longer term gap over the four years as shown in the table below.

£m (in year)	2020/21	2021/22	2022/23	2023/24
Unavoidable costs	3.1	1.1	1.2	1.3
Pay and Price inflation	3	3	3	3
Service Demands	12	3	2.9	2.6
Strategic Investment	0.8	-0.1	-0.1	0

£m (in year)	2020/21	2021/22	2022/23	2023/24
Total cost increases	18.9	7	7	6.9
Additional Council Tax	-2.8	-2.9	-3	-3
Additional Business Rates/Grants	2.3	-1.6	-1.7	-1.7
Total funding increase	-0.5	-4.5	-4.7	-4.7
Approved transformation	-12.6			
Commercial and technical	-1	-6.2		
Gap in year	4.8	-3.7	2.3	2.2

3.2 The proposed strategy for filling the gap was through three routes:

- Savings that will be generated to get us to the tipping point of sustainable growth, a short-term bridge;
- Delivery of the strategic mission and corporate plan priorities that turn the curve sustainably for the long term;
- The prudent use of reserves to bridge funding shortfall and give capacity to the delivery of corporate plan priorities.

3.3 This required a short term drawdown on reserves and longer term initiatives to contain demand and increase growth.

£m	2020/21	2021/22	2022/23	2023/24
Gap in year (- headroom)	4.8	-3.7	2.3	2.2
Getting to the tipping point	-1.6			
Turning the curve			-2.0	-2.0
Cumulative Gap	3.2	-0.5	-0.2	0
To (+) From (-) Reserves	-3.2	0.5	0.2	0

4 Government Funding Changes

4.1 The 4-year funding settlement agreed with the Government expires at the end of the current financial year. Acknowledging this, the Government had previously announced that a spending review would take place in Autumn 2019 which would set out its spending plans for the next 3 years (2020/21 to 2023/24). However due to the government's focus on other legislative agendas, on 4th September 2019, the Chancellor of the Exchequer announced a one-year only Spending Review for 2020/21, pushing the detailed spending review back to 2020 with a new national funding formula commencing on 1st April 2021. The move to the 75% national business rates retention is also pushed back to 1st April 2021. The changes announced and the impact for the Council are summarised below:

- **Council Tax**

The Government's intention is to consult on a main Council Tax referendum threshold of 2 per cent in 2020-21 rather than the current level (3 per cent). This has the potential to reduce council tax income collected by the council by £0.6m. The Government's intention is also to consult on a 2 per cent Adult Social Care precept which will be worth £1.3m of additional income to the council.

The recommendation of the Chief Financial Officer is that the Council should take advantage of the full 4% ensuring that the Adult Social Care element is passported through to the relevant services in full.

- **Social Care Funding**

The Chancellor pledged £1bn for social care through a new grant. This is in addition to the £1.6m social care grant announced in 2019/20 and the £0.9m winter pressures grant. The government is finalising the methodology on distribution, and initial forecasts show the award will be in the region of £3.8m to £4.3m. This funding will be used to fund the growth already agreed for Care and Support.

- **Better Care Grant/Improved Better Care Grant**

As part of the government's 2015 Spending review, an initial tranche of Better Care Fund was allocated; with another tranche in the Chancellor's 2017 Spring Budget. This funding has been utilised to support continued investment in adult social care. The Improved Better Care Fund funding will continue at 2019-20 levels. The proposed BCF/iBCF is worth over £9m to the council. The Winter Pressures grant (£0.9m) will be rolled into the iBCF in 2020-21. However, these funds were already assumed within the July MTFS report and so is not a gain.

- **Public Health Grant**

The Public Health Grant will increase by around £100 million nationally (over 3 %). The grant to the Council is worth approximately £16.8m, which is an £0.4m increase from 2019/20. The grant had continued to be reduced from 2015/16 to date. This is a ring fenced grant and so changes do not affect the wider budget position of the Council.

- **New Homes Bonus**

As part of our roll-forward settlement the Government proposes to retain the £900 million top-slice of Revenue Support Grant to fund New Homes Bonus payments in 2020-21. In addition to funding legacy payments associated with previous allocations, the Government is minded to make a new round of allocations for 2020-21. Indicative allocation for 2020-21 is £2m (£3.5m in 2019/20).

The Government will retain the option of adjusting the baseline in 2020-21 to reflect significant additional housing growth and spending limits. The Government will set out proposals on the baseline for 2020-21 at the provisional settlement alongside any new allocations. Any funding intended for New Homes Bonus payments in 2020-21 that is not used for this purpose will be returned to local government.

It is the Government's intention to look again (and consult) on the New Homes Bonus and explore the most effective way to incentivise housing growth. As the roll forward is for one year, with any funding beyond 2020-21 subject to the 2020 Spending Review and potential new proposals, any new allocations in 2020-21 will not result in legacy payments being made in subsequent years on those allocations.

The total removal of New Home Bonus without replacement could have a catastrophic detrimental effect on the MTFs as it is a key element of the Be First business plan target and underpins our efforts to regenerate the Borough.

- **Homelessness/Housing**

Additional funding of £54 million to reduce homelessness and rough sleeping was confirmed nationally as well as £40 million of new funding for Discretionary Housing Payments. Individual council allocations have not yet been announced but are expected early December with the final provisional being announced late January 2020.

5. Business Rates Pooling 2020/21

- 5.1 The Council is currently part of the London-wide business rates pilot introduced in 2018-19. Initially the pilot allowed London to benefit from retaining 100% of the business rate growth but this then changed in 2019-20 to 75%. It had been assumed the pilot would be further extended into 2020-21 due to the spending review being pushed back. However, the government has just recently announced it will be terminating the London pilot. Currently London Councils is working with London authorities to set up a new London pilot based on the original 67% rates retention scheme. Overall the impact of the changes to the business rate scheme is forecast to be a pressure of about £4m in 2020/21.
- 5.2 Cabinet are asked to approve in principle the Council's participation in the London pilot if it is accepted by Central Government. Our membership of the existing pool has proved beneficial and showed that London authorities can work together in this way.

6 Other Pressures

- 6.1 As at the end of September the forecast expenditure in the General Fund was £158.352m against a budget of £148.820m. This equates to a gross General Fund overspend of £9.5m, before Collection Fund and Business rates surpluses are added which then puts the overall variance in the region of £7m.
- 6.2 As at the end of 2018/19 the budget support reserve stood at £12m. £4m of this however, has been earmarked to fund Transformation Programmes in this year. This would mean that this year's overspend could be covered from this reserve. However, this would deplete this reserve leaving only the unearmarked General Fund reserve of £17m to cover future overspends. It may also leave a gap in the Transformation funding in future years (unless additional capital receipts are obtained.)
- 6.3 Although the reduction in reserves in 2019/20 is foreseen and can be contained, it is not desirable and will limit our future ability to respond to unforeseen events or

invest in the borough. If this level of expenditure continues into next year it would exceed the funding plans set out in our Medium Term Financial Strategy and so would require the identification of further savings or income in order to set a balanced budget. For these two reasons, the overspend must not be allowed to continue to grow and serious consideration needs to be given to possible remedial measures.

- 6.4 In summary, the council is monitoring the 2019/20 position closely with the intention of reducing the forecast overspend proactively to limit impact on the budget support reserve and to seek ways in which the budget support reserve can be restored wherever possible. In this way, the Council will be best placed to maintain longer term capacity to achieve its strategic ambitions for the borough.
- 6.5 The MTFS as presented in July already contained growth allocations to services that were particularly under pressure. These are as follows:

Service Pressures and Growth	2020/21 £000
Public Realm	400
Children's TOM	1,500
LAC/Care	3,000
Adults	3,000
Disabilities	3,000
Community Solution	260
Participation and Engagement	400
London Fraud Hub	70
Community Safety	150
Legal services	240
Welfare Reform Impact	800
TOTAL	12,820

- 6.6 This growth addresses some of the underlying financial pressures and will close the budget gap. However, in light of the budget monitoring pressures outlined above a further £2m has been allocated into the MTFS.

7. Updated Budget Position

- 7.1 Taking into account all the factors outlined above the revised budget gap for next year is set out below.

2020/21- SR update	£m	£m
Gap (July Cabinet)		1.6
Impact 2019/20		
Reserve add back	3.2	
Possible continuing care demand	2.0	5.2
Spending Round 2020/21		
Grants (social/winter)	-6.3	
Impact of changes to Business Rates	4.1	
Council Tax Increase	0.6	
ASC precept	-1.2	-2.8
Technical changes		
MRP	-0.5	
Collection Fund surplus	-1.0	
Commercial returns	-2.5	-4.0
Expected position		0

7.2 The current position is an expectation of a balanced budget for 2020/21 although external uncertainties may affect this position closer to budget setting and it will be kept under review following the announcement of the local government finance settlement.

8. Capital Programme

8.1 The MTFs includes provision to fund a small corporate capital programme for operational requirements. The total pot available however has been cut to £5m (from £10m in previous years.) The allocation will be co-ordinated by the Capital and Assets Board. Once prior approved bids and the £1m allocation for urgent works/health and safety are taken into account the funding available is around £3.4m in 2020/21 and following years.

9. Proposed consultation process

9.1 There are no new savings proposals so this year and no new changes to public facing services. There is therefore no explicit requirement to consult on these proposals. Where services have specific changes to introduce, they will need to carry out the appropriate consultation for those initiatives.

9.2 However, we are interested to hear our residents' views on the proposed social care precept. We are also interested in understanding which services residents regard as most valuable to them. We will therefore be undertaking consultation events as follows

- An online budget consultation which will commence in the new year.
- Face to Face events to which representatives of the business community and the voluntary sector will be invited.

9.3 Cabinet will be asked to approve the 2020/21 budget on 17 February 2020 with Assembly being asked to formally approve on 26 February 2020.

10. Financial Implications

Implications completed by Katherine Heffernan Group Manager service Finance

10.1 Financial implications are covered throughout this report.

11. Legal Implications

Implications provided by Dr Paul Feild, Senior Corporate Governance Solicitor

11.1 Local authorities are under an explicit duty to ensure that their financial management is adequate and effective and that they have a sound system of internal control and management of financial risk. This report contributes to that requirement. Specific legal advice may be required on the detailed implementation of any agreed savings options.

11.2 Where budgetary requirements proposals identify the need for the reduction of, or closure or discontinuance of a service or services, appropriate consultation will need to be carried out. The savings proposals that affect staff will require consultation with Unions and staff. In addition to that Members will need to be satisfied that Equality Impact Assessments have been carried out before the proposals are decided by Cabinet because the Public Sector Equalities Duty ("PSED") set out in section 149 of the Equality Act 2010 obliges the Council in performing its functions "to have due regard to the need to:

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

This means an assessment needs to be carried out of the impact of financial strategy measures and a decision taken in the light of such information within the PSED context.

11.3 Further clarification has been given by the Supreme Court has recently endorsed the following general principles of consultation:

- That consultation must be at a time when proposals are still at a formative stage;
- That the proposer must give sufficient reasons for any proposal to permit intelligent consideration and response;
- That adequate time must be given for consideration and response; and
- That the product of consultation must be conscientiously taken into account in finalising any statutory proposals.

11.4 If at any point a resort to constricting expenditure is required, it is essential that due regard is given to statutory duties and responsibilities. In particular the Council must have regard to:

- any existing contractual obligations covering current service provision. Such contractual obligations where they exist must either be fulfilled or varied with agreement of current providers;
- any legitimate expectations that persons already receiving a service (that is earmarked for reduction) may have to either continue to receive the service or to be consulted directly before the service is withdrawn;
- any rights which statute may have conferred on individuals that as a result of which the council may be bound to continue its provision. This could be where an assessment has been carried out for example for special educational needs following a statement of special educational needs;
- the impact on different groups affected by any changes to service provision as informed by relevant equality impact assessments;
- the response to any consultation undertaken.

12. Risk management

12.1 In each of the areas set out in this report, the significant risks have been identified with some of the impacts from those risks highlighted for consideration. Mitigation for those risks is alluded to within this report and have been integrated into the implementation plan to deliver the Budget Strategy.

13. Equality impact assessments

13.1 Full Equality Impact Assessments will be carried out on all applicable proposed savings.

Public Background Papers Used in the Preparation of the Report:

LBBB Medium Term Financial Strategy and Use of Reserves Policy

<https://modgov.lbbd.gov.uk/internet/documents/s132585/MTFS%20Reserves%20Policy%20Appendix%20A.pdf>

List of appendices: None.

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CABINET

18 December 2019

Title: Dedicated Schools Budget and School Funding Formula 2020/21	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Katherine Heffernan, Group Manager – Service Finance	Contact Details: Tel: 020 8227 3262 E-mail: Katherine.heffernan@lbbd.gov.uk
Accountable Directors: Philip Gregory – Director of Finance Jane Hargreaves, Commissioning Director – Education, Youth and Childcare	
Accountable Strategic Director: Claire Symonds, Chief Operating Officer Elaine Allegretti, Director of People and Resilience	
<p>Summary</p> <p>This report provides an update on the national Education Funding reforms and their likely impact on Barking and Dagenham. This report also sets out the Dedicated Schools Budget (DSB) strategy for 2020/21 and the principles that we plan to use for the Local Funding Formula for Schools following discussion with Schools Forum and consultation with schools.</p> <p>The report also considers the implications for the Council of the funding changes and the risks and opportunities that arise as a result.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the latest position on the national Education Funding Reform and the expected implications for Barking and Dagenham, as set out in section 2 of the report; (ii) Approve the 2020/21 strategy for the Schools Block as set out in section 3 of the report; (iii) Agree, subject to consultation with schools and (iv) below, to adopt the proposed model as the method for allocating school funding in 2020/21, as set out in section 4 and Appendix A of the report; (iv) Note the allocated funding for the High Needs Block as set out in section 5 of the report; (iv) Approve, subject to final confirmation of Early Years funding, the increased hourly rates for two, three and four-year olds as set out in section 6 of the report; and (v) Delegate authority to the Director for People and Resilience, in consultation with 	

the Chief Operating Officer, the Schools Forum and the Cabinet Member for Educational Attainment and School Improvement, to approve the final 2020/21 school funding formula submission to the Education Funding Agency.

Reason(s)

The Dedicated Schools Budget is part of the Council's overall budget and Local Authorities are required to develop and maintain a Local Funding Formula to distribute funding to schools.

1. Introduction and Background

- 1.1 Most Education funding including the bulk of funding for individual schools is provided by the Department of Education in the form of a specific ringfenced grant to Local Authorities known as the Dedicated Schools Grant (DSG). This grant was originally introduced in 2006 based on the allocations that Local Authorities were making at that time for Education and Schools. Although the grant has been modified in various ways since that time it remained based on those historic allocations until 2018.
- 1.2 The grant is made up of four distinct blocks of funding: the Schools Block based on an individual school level national funding formula plus an authority level allocation for pupil growth, the High Needs Block (HNB) allocated to Local Authorities to support the education of pupils with additional needs and disabilities, the Early Years block which funds education for two, three and four year old children and the Central Services to Schools Block (CSSB) which is provided to Local Authorities to meet some of their education responsibilities (new since 2018/19). This report will consider each of these blocks in turn.
- 1.3 The Department of Education has been committed for a number of years to an updating the funding system and in 2016 brought forward proposals for a National Funding Formula (NFF) to replace the historic allocations. When fully implemented the allocation to individual schools will be determined by this national formula although the Local Authority will still be responsible for other elements (growth, HNB, CSSB. However the implementation is phased and in 2020/21 which is the third year of the transition period, Local Authorities still have the ability to set a local formula in consultation with their local schools and School Forum.
- 1.4 Although Schools had previously been somewhat sheltered from the impact of austerity, in recent years Education funding has not been increasing in line with inflation resulting in a real terms reduction in funding. There are severe pressures in the High Needs Block which has been historically underfunded in comparison with the level of demand and in the schools block the reallocation of funding implicit in the new National Funding Formula has meant that Barking and Dagenham schools have received only small increases in their per pupil funding (0.5% for primaries and only slightly more for secondaries.) Where this has been combined with a short term reduction in pupil numbers from a small demographic dip this has led to actual overall cash reductions for a small number of schools. All schools will have experienced real terms reductions and some level of budget pressure.

1.5 Following intensive lobbying from many interested parties across the country including locally our own councillors, MPs, headteachers and governors and the teaching unions, Central Government has increased the overall funding available. This has resulted in a large increase in the High Needs block funding (17.6%) and a small increase (3.4% overall or 2.8% per pupil) in Schools funding. At 17.6% the increase in the High Needs Block funding is proportionately the largest increase in the country which underlines the level and extent of the growth in high needs which the borough has been experiencing, largely unrecognised in funding allocations over many years. The increase brings funding more in line with the level of demand but is not sufficient to make up for years of financial pressures. Moreover it should be noted that other elements of funding – the Growth fund and the CSSB have reduced and that the per pupil increase in schools funding still leaves a real terms reduction since the introduction of the new funding formula.

2. The Dedicated Schools Grant (DSG)

2.1 As described above the Dedicated Schools Grant has sub-components or “blocks” which are allocated to fund different aspects of the Education system. The table below shows the baseline allocation for Barking and Dagenham since 2017/18 (ie before the introduction of the new funding formulae) and the baseline indicative figures for 2020/21. These allocations were published on 21st October 2019 (somewhat later than in previous years.) These baseline indicative figures are based on school census data from October 2018 and will be subject to change based on the October 2019 census. The Early Years allocation has not yet been published but the 2019/20 amount is shown for information.

Table One: DSG 17/18 Baselines and provision 2018/19 allocations:

	2017/18 Baseline £000	Current 2018/19 Allocation £000	2019/20 Allocation £000	Indicative 2020/21 Allocation £000
Pupil numbers		38,437	38,661	38,661
High Needs Block (before recoupment)	26,530	27,971	31,678	37,253
Central Block	2,518	2,531	2,574	2,338
Schools Block (exc growth)	205,156	208,217	213,657	218,885
Early Years Block	19,681	21,319	22,230	tbc

Notes: - the HNB is before Recoupment ie includes funding for academies etc that will not come directly to the Borough.

The Schools block does not include Growth fund.

2.2 Further information about each block is provided below.

3. Schools Block

3.1 The national formula for schools funding is intended to provide more consistency and transparency around funding so that, in time, similar children in similar schools will be funded at the same level (adjusted for local cost variations.) It therefore provides a basic age weighted pupil unit (AWPU) of funding for each student in a school with further funding allocated to factors that are indicative of additional needs

(deprivation, English as an additional language and low prior attainment) and a small amount of funding for school led funding (a lump sum and funding for rates and exceptional premises costs.)

- 3.2 The AWPU in the national formula is lower than was previously the case for LBBB schools (this is the case for most London authorities) resulting in a distribution of funding away from London on average. However, the additional needs factors are highly weighted so schools with these kinds of students are partially compensated for this. Finally, a funding floor has been used to contain funding losses at a minimum level. For 2020/21 this has been set at 1.84%.
- 3.3 In 2020/21 a new factor was included in the national formula for in year pupil mobility. This was lobbied for by urban authorities as a driver of additional needs/costs but was previously only a local factor. The new national factor is £989/£1412 (primary/secondary) – which is higher than the previous LBBB unit factor of £422/£700.
- 3.4 There are still some funding elements for special premises factors such as business rates and PFI that have yet to be converted into formulas. Although the DfE is still exploring whether this can be done, funding is still based on historic LA allocations. As by their nature these kinds of costs are very individual and, in most cases, not easily controlled or changed this could present a risk for authorities if the formula allocation does not provide a good match for the distribution of costs. However this is likely to be mitigated by some level of transitional protection.
- 3.5 In practice, if the national funding formula were fully implemented as a hard formula based on the illustrative figures published by the Department of Education all primary schools in Barking and Dagenham bar one are on the funding floor receiving only the minimum increase in per pupil funding of 1.84%. Of the thirteen secondary and all through schools, two also receive an 1.84% per pupil increase and the other eleven would receive an average per pupil increase of 3.34%. This presumably reflects greater levels of need as measured by the formula among secondary pupils. (This does not necessarily reflect actual need as is affected by the level of take up of free school meals for example.)
- 3.6 In addition to the individual school allocations the Schools block also includes allocations for the special premises factors and funding for growth in pupil numbers post the October 2018 census. The special premises funding tends to lag behind budget requirements which results in a slightly lower amount being available for distribution.
- 3.7 Since 2018/19 growth funding has been allocated based on a formula which has resulted in a reduction in the growth funding available to this borough. The formula is time lagged (being based on changes between the 2019 and 2018 census figures) and appears to provide a less generous allocation than the previous arrangements. However this has been mitigated by transitional protection. For the 2018/19 financial year LBBB received £4.044m growth funding but under the formula calculation the 2019/20 was only £1.938m before protection and £2.983m after protection. In 2020/21 this will reduce again to £2.5m. In the light of this reduction in consultation with Schools Forum we changed our growth policy last year to reduce the funding allocated for new classes to be AWPU only (instead of the previous AWPU + 20%.) Despite this change the funding available is short of

the budget requirement for all planned growth and funding will need to be held back from distribution. Failure to do this would mean that growing schools would be severely disadvantaged and could lead to a shortage of places especially in the secondary phase.

- 3.8 Finally there are a number of primary schools that have seen a reduction in pupil numbers as a result of a temporary dip in the birth rate. This is expected to reverse in the coming years but is causing a current squeeze in funding. We therefore propose to make an allocation to support primary schools with large reductions in funding as a result of falling rolls. This was approved in principle by Schools Forum and we will be including in our consultation with all schools. If this is not agreed, the amount for distribution would increase resulting in a very small increase in the AWPU amounts (approx. 0.3%)

	Schools Block Allocation	Budget Required
	£000	£000
Schools Block	218,885	
19/20 Pupil growth adjustment (estimate)	1,584	
Distributed through the formula		218,738
2020/21 Growth Fund (estimate)	2,549	3,781
Falling Rolls	0	500
TOTAL	223,018	223,018

- 3.9 Cabinet are asked to approve the approach to the Schools Block outlined above.

4. The LBB School Funding Formula for 2019/20.

- 4.1 Although funding has been calculated using the national funding formula at Local Authority level Authorities have the ability to vary this in consultation with their local forum.
- 4.2 For Barking and Dagenham the need to set aside additional Growth fund, premises factors funding and a fund for Falling rolls does necessarily mean that there is less funding available for direct redistribution.
- 4.3 It is also a concern that the impact of the formula is uneven in the borough with primaries as a group being more adversely affected than secondaries. For a number of years it has been a local principle that the overall funding ratio between the two sectors should be 1:1.30 (or as near as technically possible.) The operation of the national funding formula however results in a ratio of 1:1.40.
- 4.4 In the previous two years it was agreed that the local formula would be adjusted in order to bring the funding balance approximately one third of the way towards the national formula ie to a ratio of 1:1.34. This would allow a gentler transition towards the eventual funding balance and would offer some protection to primary schools. In practice this was further dampened down by the requirement to offer funding floor protection so in practice the final ratio was in the region of 1:1.31.

- 4.5 In addition to the change in the funding formulas, some primary schools are also being affected by a range of other factors including reductions in pupil numbers from a temporary demographic dip, low take up of early years places, and reduction in pupil premium funding along with supporting increasing numbers of children with complex and additional needs. It is also evidently true that improved attainment in secondary schools is dependent on a strong primary sector.
- 4.6 The Council and Schools Forum have therefore agreed that the Barking and Dagenham local funding formula be based on the following principles:
- Funding should be set aside to support premises factors, the full growth fund requirement and a fund to support schools with falling rolls
 - The national funding formula factors should be used for all the additional needs
 - The AWPU factors should be adjusted in order to meet the funding available.
 - All schools should receive the minimum funding per pupil amounts set out in the national formula either through the AWPU or through MFG
 - All schools should receive as close to the 1.84% uplift as is possible within the total funding available.
 - Additional funding above this level should be allocated to secondary school factors so long as it does not move the ratio above 1:1.35 (midway between the current formula and the impact of the NFF.)
- 4.7 These principles were approved at the recent Schools Forum meeting on 26th November. A consultation with local schools is currently under way. It is therefore recommended that the Cabinet approve in principle the funding factors set out in Appendix A subject to consultation with Schools. These factors have been established using the National funding formula amounts as a starting point but the basic age weighted pupil funding has been adjusted in line with the principles above.
- 4.8 The DfE will release updated census data and revised funding allocations based on that in December. When this is published it may be necessary to adjust some factor weightings or other aspects of the calculation. This will be done in line with the principles approved and in consultation with Schools Forum and local schools. Cabinet are asked to approve delegated authority of the final sign off to the Director of People and Resilience in consultation with the Chief Operating Officer and the Cabinet Member for School Improvement and Educational Attainment. Any significant changes will be reported back to Cabinet in February.

5. High Needs Block

- 5.1 The High Needs Block provides funding for Local Authorities (rather than for delegation to schools) and is made available to meet the additional costs of supporting students with special educational needs aged 0 to 25 years. The funding was previously based on historical allocations with very little linkage to actual levels of need in an area. Over recent years it has become very apparent that the national quantum of funding was not sufficient to meet the true levels of need. Following consistent lobbying from across the country including by our own councillors, MPs, Headteachers and Governors and the Teaching Unions this has been recognised by Central Government with the announcement of additional funding for 2020/21 nationally. The allocation to individual areas varies reflecting the pre-existing gap between historic funding and the local level of need as defined

in the HNB funding formula. LBBD had one of the largest existing funding gaps (in the region of £4m) and so received the maximum possible uplift of 17%.

- 5.2 As a reflection of the historic underfunding and the high levels of demand in previous years there have been severe financial pressures on the High Needs Block which have required the transfer of £1.1m (or 0.5%) from the Schools Block to the HNB. This is not expected to be required in 2020/21.
- 5.3 The High Needs Block will continue to need careful management in order to contain costs within the total funding. The Authority works closely with representatives from local schools through the High Needs Working Party in order to devise strategies to manage and reduce demand and control costs.
- 5.4 Cabinet are asked to note that the increase in HNB funding means that the intra block transfer is no longer required but that there are still demand risks to this budget and stringent management will still be required.

6 Central Block

- 6.1 The Central Block was created in 2018/19 by combining the residual Education Services Grant of £0.6m and £1.9m of funding allocations for central services previously agreed by Schools Forum. The latter is made up specific continuing statutory functions (Admissions and running a Schools Forum) and local arrangements for historically agreed services. The Government's clear intention is to move the ESG and statutory functions elements towards a per head funding regime and to taper off historically agreed services over time.
- 6.2 The historically agreed services within LBBD are shown in the table below along with the ongoing central services element. (Note this is the grant allocation – not necessarily the current budget.)

Services	2019/20 £000	Indicative 2020/21 allocation
On going central services element	1,418	1,413
Trewern Outdoor Education Service	209	167
Community Music Service	310	248
Advisory Teachers	330	264
School Games Organiser Funding	50	40
School Estates	150	120
School Improvement	108	86
Total	2,575	2,338

- 6.3 The funding for the historic services has been reduced by 20% in line with the previously announced taper strategy. This will require the services funded from these allocations to either reduce their costs or to increase income through increased trading or charging.

6.4 Cabinet are asked to note the reduction in historic allocation funding for Central Services as outlined above.

7. Early Years

7.1 The Early Years funding system was reformed in 2017/18 with a welcome increase for Barking and Dagenham which has been largely passed onto our providers, partners and schools in an increased basic unit rate of £4.50. The allocation basis has been increased in 2020/21 by an additional £0.08 per child per hour. It is proposed to passport this increase through to providers. The hourly rates to providers for children in LBBD will therefore be as follows:

	2019/20 hourly rate	2020/21 hourly rate
Two year olds	£5.35	£5.43
3 and 4 year olds	£4.70 to £5.22	£4.78 to £5.30

8. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager Service Finance

8.1 The Dedicated Schools Grant is a ringfenced grant provided by the Department of Education. The anticipated allocation for 2020/21 will be confirmed once October 2017 pupil census data is finalised but is expected to be at least £238m. Any further implications will be reported to Cabinet as part of the final budget report in February.

9. Legal Implications

Implications completed by: - Dr Paul Field, Senior Governance Lawyer

9.1 The Schools Forum is a decision making and consultative body in relation to matters concerning schools' budgets as defined in the School Finance (England) Regulations 2012 and the Schools Forums (England) Regulations 2012 (the Regulations).

9.2 In accordance with the Regulations, the Local Authority must submit to Schools Forum for consultation the Budget formula, for comments on any proposed changes to the funding formula for maintained schools (before the funding period starts) (Regulations 8 & 9).

9.3 This report requires that Cabinet Delegate authority to the Strategic Director for People and Resilience in consultation with the section 151 officer, Schools Forum and with the Cabinet Member for Educational Attainment and School Improvement to approve the final 2020/21 school funding formula submission to the Education Funding Agency.

10. Other Implications

10.1 **Risk Management** – There are several risks in relation to the national funding reform proposals. The first risk is that Barking and Dagenham is losing funding as a whole; secondly the national formula differs from our local formula resulting in large

changes in distribution of funding between schools and especially a change in the balance of funding between primary and secondary schools.

There are also significant risks as the funding formula for High Needs still does not fully reflect the true level of need within the borough and although it has been reduced there is still a level of pressure on the block.

The Minimum Funding guarantee that limits any reduction in funding to 1.84%% per pupil and the Funding Floor that protects funding per pupil at 1% above the 2017-18 baseline offer some mitigation as it provides a smoothing mechanism preventing sudden funding changes.

The Council will continue to work with Schools and others to ensure there are high standards of financial management and control to meet these funding challenges.

- 10.2 **Staffing Issues** – The MFG should mean that consequent reductions in staff can be managed by schools in a phased way. Many schools continue to see growth in pupil numbers. In most cases schools should be able to manage through the usual staff turnover processes. In addition the Council operates a fund for Schools Facing Financial Difficulties and is consulting on the establishment of a Falling Rolls fund.
- 10.3 **Customer Impact** – Schools will continue to take steps to minimise any adverse impact on outcomes for children.
- 10.4 **Safeguarding Children** – The additional needs factors and the pupil premium provide targeted support for looked after children and those entitled to free school meals.
- 10.5 **Health Issues** – The health and well being board and Joint Strategic Needs Assessment (JSNA) highlight the importance of investing in early intervention to support children's long term well being. The reports draw attention to the impact of family background, parental education, good parenting, primary education and the opportunities for learning and development in the crucial first five years of life, and identified what matters most in preventing poor children becoming poor adults.

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

List of Appendices:

Appendix A – Funding Formula Rates

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APPENDIX A - Funding Formula Rates

	2019/20 Local Formula Rates		2020/21 NNF with Area Cost		2020/21 rates used in model	
	Primary	Secondary	Primary	Secondary	Primary	Secondary
1) Basic Entitlement Reception uplift						
Description						
Primary (Years R-6)	3,060		3,228	-	3,316	
Key Stage 3 (Years 7-9)		4,303	-	4,540		4,400
Key Stage 4 (Years 10-11)		4,886	-	5,153		5,010
Description			-	-		
2) Deprivation						
FSM	497	497	508	508	508	508
FSM6	610	886	633	921	633	921
IDACI Band F	226	327	237	339	237	339
IDACI Band E	271	440	282	458	282	458
IDACI Band D	406	581	424	604	424	604
IDACI Band C	440	632	458	655	458	655
IDACI Band B	474	677	491	706	491	706
IDACI Band A	649	914	678	949	678	949
Description			-	-		
3) Looked After Child LAC X March 19						
4) English as an Additional Language	581	1,563	604	1,627	604	1,627
N/A			-	-	-	-
5) Mobility						
Pupils starting school outside of normal entry dates	422	700	989	1,412	989	1,412
Description			-	-		
6) Prior attainment						
Low Attainment	1,154	1,750	1,203	1,819	1,203	1,819
Factor			-	-		
7) Lump Sum	124,159	124,159	129,255	129,255	129,255	129,255
8) Sparsity factor						
9) Fringe Payments						
10) Split Sites	160,000	200,000			160,000	200,000
11) Rates						
12) PFI funding						
13) Exceptional circumstances						

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CABINET

18 December 2019

Title: Review of Housing Allocations Policy	
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 Asset Strategy – Inclusive Growth and Ross Graham, Strategy & Commissioning Officer – Inclusive Growth	Contact Details: E-mail: michael.westbrook@lbbd.gov.uk ross.graham@lbbd.gov.uk
Accountable Strategic Leadership Director: Graeme Cooke, Director of Inclusive Growth	
Summary	
<p>Barking and Dagenham’s Housing Allocations Policy sets out how the Council allocates Council homes, and nominations to Housing Associations. It also sets out how we allocate homes managed by Reside.</p> <p>The policy was last reviewed in late 2018 The review identified proposed amendments to the policy, which were approved for consultation by Cabinet on 22 January 2019 (Minute 76). This review had the following objectives:</p> <ul style="list-style-type: none"> • To meet our statutory obligations to help those in housing need; • To make the best use of the scarce resources available; • To ensure that the Council uses its housing stock to assist in meeting the support needs of the community, including those supported by Children’s Services and Adult Social Care; • To ensure that the housing stock is used effectively to reduce costs; and • To encourage local people to engage in finding their own solutions to problems and to become independent and resilient. <p>The consultation took place for 12 weeks between 4 February 2019 and 29 April 2019. It received 251 responses. All changes received majority positive responses in the consultation. Detailed results are set out in section four of this report.</p> <p>The proposed changes received clear support in the consultation (as detailed below). Therefore, these have been drafted into the main policy.</p> <p>Following the consultation, it is also proposed to amend the policy to include the ability to create Local Lettings Policies in the future. Local Lettings Policies can be an effective way of managing the lettings of new homes to ensure that they best meet the Council’s housing aims and have the greatest benefit for local residents.</p>	

The proposed amendments were considered by Overview and Scrutiny Committee at its meeting on 6 November 2019, and its comments are included in this report.

If approved by Cabinet, officers will work to an implementation plan aligned to the development of the new housing management IT system which will operate the Allocations Policy – Capita OPEN – which is due to go live in Spring 2020.

Recommendation(s)

Cabinet is recommended to:

- (i) Note the results of the Housing Allocations Policy consultation as set out in section 4 of the report;
- (ii) Approve the amended Housing Allocations Policy as attached at Appendix 1 to the report;
- (iii) Delegate authority to the Director of Inclusive Growth, in consultation with the Cabinet Member for Regeneration and Social Housing and the Director of Community Solutions, to determine the implementation date of the policy;
- (iv) As per policy change 6 (4.11), delegate authority to the Director of Community Solutions and the Director of My Place (or nominated Heads of Service), to approve rehousing cases on the basis of exceptional circumstances or cases demanding exceptional sympathy; and
- (v) Delegate authority to the Director of Inclusive Growth to work with Reside to approve any variations to Reside policy or operations required to adhere to the allocations policy.

Reason(s)

The proposed amendments to the Allocations Policy seek to ensure that social housing that becomes available to let in the borough is allocated in a way that aligns with the Council's wider housing and social aims, and as such is aligned to its strategy for inclusive growth.

1. Introduction and Background

- 1.1 A key pillar of our Inclusive Growth strategy is our ambitious programme for homes and housing. This is about cost of housing, security of tenure, quality of homes, and the ability of our housing provision to meet changing needs. How we allocate to Council and Reside stock, and make nominations to housing associations, is an important part of this.
- 1.2 The Allocations Policy sets out how the Council decides who will be offered social and affordable housing and on what basis. It is therefore one of the Council's most important housing policies. The last full review of the Allocations Policy was carried out in 2014 and a new Allocations Policy adopted by Cabinet on 8th April 2014. Further amendments were approved by Cabinet in 2015.

- 1.3 It is essential that the Allocations Policy is reviewed from time to time to ensure that it is updated in line with legislation, regulation guidance, case law and current Council goals and priorities.
- 1.4 In 2018, the current housing allocations policy was reviewed. It had last been reviewed in 2014, leading to the 2015 policy. This review had the following objectives for the policy:
- To meet our statutory obligations to help those in housing need;
 - To make the best use of the scarce resources available;
 - To ensure that the Council uses its housing stock to assist in meeting the support needs of the community, including those supported by Children's Services and Adult Social Care;
 - To ensure that the housing stock is used effectively to reduce costs.
 - To encourage local people to engage in finding their own solutions to problems and to become independent and resilient.
- 1.5 A report detailing proposed changes was taken to Cabinet in January 2019. Cabinet approved the changes for consultation. This report can be found [here and is provided in the background papers listed at the end of this report](#).
- 1.6 The amended policy was considered by the Overview and Scrutiny Committee in November ahead of Cabinet submission and was also considered by the Reside Board at its meeting in November.

2. Proposal and Issues

- 2.1 Based on the objectives outlined in 1.4, the policy review developed the following proposals for policy changes:
- To change some aspects of who may register with the applicant as a member of their household;
 - To change the arrangements for dealing with cases which are referred to the Housing Options team for assistance from internal and external partners. The proposal is to establish collaborative working between the relevant services so that vulnerable households can be dealt with in a transparent and well-planned way;
 - To create a smooth pathway that assists older people to access the right housing for their housing and support needs;
 - To give under occupiers a higher degree of priority in order to release much needed family housing;
 - To ensure that exceptional cases are dealt with in a transparent and equitable way, aligning with the Management Transfer and Succession Policy approved by Cabinet in 2016;
 - To improve the access to Reside homes for local working residents on moderate incomes.
- 2.2 The specific changes in the amended policy are as follows:

- Specific wording stated on who can be included in an application: the immediate family (to include applicant, spouse/civil partner, children and parents): **point 11.0**; In case of separate or divorce, dependent children to be included only for the parent where there is a Residence Order in place or where Child Benefit is in payment; adult siblings or in laws only to be included where there is a need to provide care or receive care from them: **points 11.4 – 11.7**.
- The establishment of Joint Assessment Panels and an annual allocation and letting plan to govern to allocation of housing to vulnerable groups supported by the Council's Care and Support services: **points 9.0; 36.5 – 36.10**.
- The policy to state how sheltered and adapted lettings are assessed and allocated (this is not a change of policy, but the wording regarding current practice was not previously included): **points 37.0 – 38.4**.
- People under-occupying their home have the joint highest priority when bidding for a new home, alongside decant cases (those whose homes are being demolished as part of the estate renewal programme): **points 18.4 – 18.5; 32.1 – 32.3**.
- Delegation of powers to two senior directors to deal with exceptional cases, in line with the Council's Management Transfers policy: **points 24.0 – 24.3**.
- Changes to the Reside minimum income test: household incomes can now include in-work benefits, PIP, and housing benefit (provided it is a working household). The affordability threshold (proportion of gross income paid on rent) is now set at 40%, raised from 35%: **points: 44.0 – 44.7**.

3. Options Appraisal

- 3.1 The Cabinet report of January 2019 outlined the initial options: do nothing or consultant applicants on proposed changes. The report recommended proposing the changes and consulting. This option was endorsed by Cabinet. At this point, the options are (a) disregard consultation and do not amend policy and (b) approve the changes as part of the amended allocation policy.
- 3.2 Do not amend policy: there is no absolute requirement to amend the allocations policy at this time and amending the policy does create work for operational staff which has to be fitted into the general work programme. However, given that these changes have been approved through consultation and publicised, there is an expectation that these changes will take place and not delivering would risk the Council's reputation.

In addition, the housing IT system used by Community Solutions is being updated and a new online form is being introduced, the development of this form has been aligned to the policy changes. This option has therefore been recommended.

- 3.3 Approve amended policy: The proposed changes were approved by Cabinet in January 2019, designed to ensure that the Policy more accurately reflects the way in which the Council wants to ensure that Council and Reside homes are allocated. The changes are also to make the decisions that staff make more explicit and transparent.

Allocations Policies are very important as they make decisions that change people's lives and housing opportunities. It is therefore important to refresh them from time to time to ensure that they reflect the latest legislation, regulation, case law and the local market.

In addition, as the below section outlines, the proposals were subject to consultation with residents and stakeholders, and all proposals were approved. Therefore, Cabinet is recommended to approve the amended policy.

4. Consultation

- 4.1 Prior to adopting any major changes to the Allocation Policy a local authority must consult with Private Registered Providers (social landlords), residents and stakeholders.
- 4.2 The consultation took place for 12 weeks between 04/02/19 and 29/04/19. It received 251 responses.
- 4.4 The consultation was hosted online. Respondents were given a scale of strongly agree to strongly disagree and provided space to comment on each proposal. Officers also attended a meeting of the tenant federation.
- 4.5 The consultation was sent to households on the housing register, social landlords, and other key stakeholders. Of the 251 responses, five were from housing association or voluntary sector partners, while the remaining 246 were from local residents including those on the waiting list.
- 4.6 Every proposed policy amendment proposed in the consultation received a positive response. Consultation results are outlined below
- 4.7 **Changes 1 and 2: Access to the Housing Register: who can be included in an application**

Included in policy point 11.0, pages 17 – 18.

Description: The Allocations Policy currently states that anyone who normally resides with or can be expected to reside with the applicant can be included on the application. There are circumstances which are not covered by the current wording describing a household in the Allocations Policy, where it would be helpful to have a clearer definition of who can be included in an application. These two areas are:

- children where a family has split up; and
- adult siblings or relatives in law of the same generation, such as sisters in law, or brothers in law.

Change: Propose to define who can be included in the application as

- the immediate family (to include children and parents);
- dependent children to be included only for the parent where there is a Residence Order in place or where Child Benefit is in payment;
- adult siblings or in laws only to be included where there is a need to provide care or receive care from them.

Results:

- At the moment it does not say in our allocations policy who can be included in your application. We propose that you will be able to include in your application an applicant and partner, their children and their parents. If you wish to include anyone else in the application, you can only do so if they give or receive care for the applicant. To what extent do you agree with this proposal?
 - **Strongly agree: 35%**
 - **Agree: 37%**
 - **Disagree: 6%**
 - **Strongly disagree: 2%**
 - **No opinion: 20%**
- The Policy is also not clear about which children can be included in your application. We propose that you will be able to include in your application any child for whom you receive Housing Benefit, or adult children who chose to live with you. Children cannot be included in two applications, if the parents are no longer living together. To what extent do you agree with this proposal?
 - **Strongly agree: 42%**
 - **Agree: 39%**
 - **Disagree: 6%**
 - **Strongly disagree: 1%**
 - **No opinion 10%**

4.8 Change 3: Referral groups

Included in draft policy point 9.0, pages 16-17, point 36.5, page 37, and sections 37.0 – 38.0, pages 37-38.

Description: There are a range of vulnerable groups supported within Adult Social Care and Children's Services, and in some cases, external agencies. Vulnerable groups include people with an enduring mental health condition, people with learning disabilities, Children Leaving Care, survivors of Domestic Violence and certain ex- offenders. Currently, one of the workers from these services or agencies approach Community Solutions staff, on an ad hoc basis when their client needs to move from their current housing, which might be an institution or supported housing.

Proposed change: proposing to develop an annual Allocations and Lettings Plan which will set an estimated number of homes to be allocated to each need group, based on forecasts of supply, demand, needs and costs. In addition, a cross-council Joint Assessment Panel (or Panels) will be established to agree which cases will be considered for rehousing and which housing option is the most appropriate. Decisions about allocations in these cases will be based on the following criteria:

- An individual or household's level of independence and ability to manage an independent tenancy
- The financial cost of different housing options to the Council

- The appropriateness of the current and proposed housing solution.

Results:

Please indicate whether you agree or not with these proposals

At the moment we help a number of people who are vulnerable at the request of people who are partners of the Council, such as people with learning difficulties, or children leaving care. This is done in an unplanned way at the moment, as cases arise. We are proposing to set up joint panels with Adult Social Care, Children's Services and Older People's Services so that these cases can be discussed, and the relative priority agreed between all the people who understand the case, and the staff who allocate the housing.

- **Strongly agree: 37%**
- **Agree: 43%**
- **Disagree: 2%**
- **Strongly disagree: 1%**
- **No opinion 14%**

4.9 Change 4: People who are under occupying their home

Included in draft policy point 18.0, page 22-23 and point 33.0, page 34

Description: Currently households who are under occupying their homes do not appear in the Allocations Policy list of priority bands. The Allocations Policy does state that households who are under occupying their home may be made a direct offer of housing, as it is in the Council's interest to free up larger homes for other households on the Housing Register. In addition, a household who is under occupying their home, and who is being considered for an offer of a smaller home, may, at the discretion of a Council officer, have any rent arrears disregarded, unlike other applicants who are tenants.

Proposed change: We propose to increase the priority given to households who are under occupying their homes, by including them in the highest band of priorities (so that they can bid for a home if they choose to do so) and to ensure that they will be successful, alongside tenants who are moving because their homes is being demolished.

We will also use the opportunity of the Allocations Policy to draw attention to other ways in which under occupiers can move (such as the GLA's Seaside and Country Homes scheme).

Results:

- **Strongly agree: 56%**
- **Agree: 31%**
- **Disagree: 4%**
- **Strongly disagree: 1%**
- **No opinion 5%**

4.10 **Change 5: People who want to apply for housing owned by our Local Housing Company, Reside**

Included in draft policy point 44.0, page 43-44

Description: The Allocations Policy for Reside homes is included as part of the Council's overall Allocations Policy, and it is proposed that this arrangement will continue. Reside hold properties let at 50% of market rents, 65% of Market rents and 80% of market rents. The properties let at 50% of market rents are let in accordance with the main Allocations Policy and there is no minimum income threshold. However, the properties let at 65% or 80% of market rents have a separate policy

Proposed change: We are proposing to change the minimum income test in the following ways for Reside properties at the Intermediate rent levels (currently let at between 65% and 80%):

- To include in-work benefit entitlement (e.g. Local Housing Allowance and Working Tax Credit, to be subsumed in time into Universal Credit) as part of the household income
- To include Personal Independence Payments (PIP) as part of the household income (for working households)
- To set the minimum 'affordability threshold' at 40% of household income
- To include earned income as household income where the applicant or partners is working at least 16 hours at least the minimum wage
- To allow applicants who have been paying more in rent than the rent on the Reside home they wish to access for more than 12 months without falling into arrears
- Require Reside to maintain an active register of local working households that would like to access a Reside home

Results:

- **Strongly agree: 56%**
- **Agree: 27%**
- **Disagree: 4%**
- **Strongly disagree: 2%**
- **No opinion 9%**

4.11 **Change 6: Exceptional cases**

Included in draft policy point 23.0, page 25-26

Description: There are always cases which don't fit into all the rules but which may need rehousing. These might be cases where some is in fear of violence, or the police want us to move someone quickly. It is important that these cases are dealt with quickly, but that the cases must be limited to really exceptional cases so that they don't clog up the system.

Proposed change: We are proposing to delegate powers to two senior officers to be able to make decisions in line with the policy in order to ensure that these kinds of cases are housed when they need to be.

Results:

- **Strongly agree: 40%**
- **Agree: 43%**
- **Disagree: 4%**
- **Strongly disagree: 1%**
- **No opinion: 11%**

5. Amended Policy

5.1 Taking the final Allocations Policy back to Cabinet has been aligned to the development of the Council's approach in key areas of wider housing policy. These include:

- The enhanced estate renewal offer approved by Cabinet in June (which committed to a Right to Return on equivalent tenancies and rents)
- Reside's tenancy and rent approach considered by Cabinet in October
- Support the work the Council is doing on ensuring the local housing offer support our more vulnerable residents – which will be reflected in a set of commitments going to Cabinet in December 2019.

5.2 The revised Allocations Policy now reflects and supports the commitments and approach set out in these areas. The policy therefore also now includes:

- Proposed provision for future local lettings policies on certain schemes (see below);
- Amends to allocations processes for vulnerable residents as a result of the Housing for Vulnerable People Programme;
- Legislative framework for eligibility has been updated to include latest Government regulations and advice concern the UK's exit from the European Union. This section is subject to legal review prior to Cabinet submission,
- Non-material amends have been made to the policy wording to reflect changes in Community Solutions operations (customer contract addresses).

Local Lettings Policies

Included in draft policy point 40.0, pages 39-40

5.3 The amended policy also contains the provision to create Local Lettings Policies. These are common in London Local Authorities, and mostly used for letting new homes. Under a Local Lettings Policy, the Council may decide to allocate properties on a slightly different basis from normal, in the interests of building strong and sustainable communities or to deal with particular local issues. An example may be some larger estate renewal schemes, where a Local Lettings Policy would enable residents living in future phases to remain on the estate and only need to move once, by enabling them to move into the new homes which have already been built.

5.4 Proposals for specific Local Lettings Policies will be brought forward for approval through council governance and will need to be supported by an equality impact assessment.

Implementation

- 5.5 If Cabinet agrees the amended policy, officers will work to an implementation plan to guide activities including communication and ensuring operational readiness aligned to the development of the new housing management IT system which will operate the Allocations Policy – Capita OPEN – which is due to go live in Spring 2020.

6. Comments of the Overview and Scrutiny Committee

- 6.1 Overview and Scrutiny Committee considered the proposed amendments to the Allocations Policy at its meeting on 6 November 2019.
- 6.2 The committee noted the 251 responses to the consultation and requested further information on who responded. This information was sent to the committee and is included in this report in paragraph 4.5. The Committee also asked for clarification on how vulnerability was judged in the section in the policy on auto-bidding. Further clarification was provided subsequent to the meeting, and the committee were reassured that auto-bidding would only be implemented in these cases with the agreement of the individual.
- 6.3 The Committee also asked about the succession element of the policy. The Council has specific policies relating to succession and related tenancy management issues, which were updated in 2016 and approved by Cabinet at its meeting in March 2016. The amendments to the Allocations Policy reflect those changes approved by Cabinet in 2016.

7. Financial Implications

Implications completed by: Katherine Heffernan

- 7.1 The Housing Allocations policy is administered by staff within Community Solutions. The revised policy is not expected to require significantly more work or require any additional resources once fully implemented and the small costs of making the change will be met from within existing budgets.
- 7.2 Therefore there are no direct financial implications arising – however in the wider sense it is important that the policy supports the best use of the Council's existing resources to meet its strategic objectives. The amendments proposed appear to support this.

8. Legal Implications

Implications completed by: Martin Hall, Housing Solicitor/Team Leader

- 8.1 The allocation of housing by local housing authorities is regulated by Part 6 of the Housing Act 1996 (HA 1996). A local housing authority (LHA) must comply with the provisions of Part 6 when allocating housing accommodation (section 159(1), HA 1996). However, subject to this compliance, authorities may otherwise allocate housing in any manner they consider appropriate (section 159(7), HA 1996).

- 8.2 Section 166A (1) of the HA 1996 provides that every LHA must have an allocation scheme for determining priorities between qualifying persons. In formulating or amending its allocation scheme, a LHA must have regard to its current homelessness strategy under section 1 of the Homelessness Act 2002. An allocation scheme may be framed to give additional preference to particular descriptions of people (section 166A (5), HA 1996). However, a LHA must not allocate housing accommodation except in accordance with its allocation scheme (section 166A (1), HA 1996).
- 8.3 As a result of changes made by the LA 2011, with effect from 18 June 2012, LHAs have been able to decide who “qualifies” for an allocation. Accommodation can therefore only be allocated to someone who qualifies under those local criteria (section 160ZA (6), HA 1996). Who qualifies is largely a matter for the LHA (section 160ZA (7), HA 1996). The Secretary of State does however have the power to prescribe classes of persons who are, or are not, to be treated as qualifying persons (section 160ZA (8), HA 1996).
- 8.4 Where changes are to be made to an allocation scheme it is a requirement to consult with those affected by the changes (s105 HA 1985), including Registered Providers.

9. Other Implications

- 9.1 **Risk Management** – The key risks associated with this policy are set out below:

Risk	Mitigation
There is insufficient time to implement the changes for all applicants	Plan for the re-assessment of applicants over a reasonable period; consider bringing in additional resources if required
Risk of legal challenge to the new policy	Obtain robust legal advice on the new draft policy before implementation
Changes have unforeseen consequences for some applicants, leading to complaints	Carry out a review of the new policy 6 months after implementation.
Giving under-occupiers highest priority has little impact as people do not wish to move	Inform all under-occupiers of the opportunity to bid now available to them; consider offering further incentives

- 9.2 **Staffing Issues** – The new allocations policy will be operated using existing resource.
- 9.3 **Corporate Policy and Equality Impact** - A full Equalities Impact Assessment has been undertaken to the proposed changes to the Allocations Policy and is included at Appendix 4. This shows:
- 9.3.1 The proposed changes to the Allocations Policy are generally designed to improve the operation of the process of deciding and allocating homes. Currently a number of decisions are made by officers interpreting the current policy, but often using judgement which is not explicit and publicised. The changes will make the allocation of new homes more transparent and enable applicants to have a better

understanding of the process and why they have been successful or not in their efforts to obtain council or affordable housing.

- 9.3.2 The positive impact on groups with protected characteristics have been set out – particularly those that enable households with more modest incomes to access the affordable housing managed by Reside. Vulnerable households such as those with disabilities, mental health issues, or learning disabilities will benefit from a better service generated by improve co-operation between services and discussions at a Panel to ensure that the full range of options for housing are considered for older people.
- 9.3.3 The only potential negative impact is that relating to extended families, where the proposed change to the policy is to define the household that can apply together as three immediate generations – parents, children and grandparents. Households will not be able to register their extended families, such as uncles, aunts, adult brothers and sisters or in-laws on the application. This step is being taken because of the lack of larger properties, and the fact that it is not helpful to these households to register them together for property which is not available. The proposal should ensure that such households have better information about what is available and make better choices about how to seek housing.
- 9.3.4 Regarding the post-consultation amendment on including a provision for future local lettings polices, a full Equality Impact Assessment will be completed on each proposed use of this provision.
- 9.4 **Safeguarding Adults and Children** - The needs of any children in a household are taken into account when assessing applications. The impact on the welfare of children is assessed when developing allocations policies, and any changes to such policies. The proposals to change the arrangements for assessing Children Leaving Care will be improved by the institution of a joint Panel between Community Solutions and Children's Services. The proposals to change the arrangements for assessing Vulnerable Adults will be improved by the institution of a joint Panel between Community Solutions and Adult Social Care
- 9.5 **Health Issues** - Good housing has an important impact on the health of individuals and families. Health issues are taking into account when assessing applications, and priority will be awarded where the current housing that a household lives in, has an adverse impact on their health. Other health issues are also considered such as the need for mobility housing, or adapted properties. There are dedicated staff who ensure that the needs of applicants are understood and ensure that appropriate housing is allocated to those who need it.
- 9.6 **Crime and Disorder Issues** - The Allocations Policy seeks to support the victims of crime and disorder through specific arrangements for victims of domestic violence and hate crime. In addition, the Council works with the Police and Probation service to ensure that ex-offenders are assisted in their rehabilitation by the provision of a small number of homes so that they can live within the community and retain family links.

Public Background Papers Used in the Preparation of the Report:

- Current Allocations Policy:
<https://www.lbbd.gov.uk/sites/default/files/attachments/Choice-Homes-Allocation-Policy2.pdf>
- January 2019 Cabinet Report:
<https://modgov.lbbd.gov.uk/Internet/documents/s128201/Housing%20Allocations%20Policy%20Report.pdf>
- Allocation of accommodation: guidance for local housing authorities in England (MHCLG, 2013)
- EU citizens in the UK: access to social housing and homelessness assistance in a no deal scenario (GOV.UK, 2019)

List of appendices:

- Appendix 1: Amended Housing Allocations Policy
- Appendix 2: Equalities Impact Assessment

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London Borough of Barking and Dagenham Housing Allocation Policy

Revised November 2015 and December 2019

Introduction

Previously almost anyone could apply to live in social housing, whether they needed it or not. As social housing is now in great demand, priority is rightly given to those most in need. Many applicants have no realistic prospect of ever receiving a social home.

Local authorities are obliged to ensure that social homes go to the most vulnerable in society and those who need it most.

This document sets out The London Borough of Barking and Dagenham's ('The Council') Allocations Policy ('the policy') for allocating Council homes, and nominations to Housing Associations. It also sets out how we allocate homes owned by our Local Housing Company, Reside.

This Policy sets out the way housing is allocated via Choice Based Lettings and Direct Offers.

This document updates and where necessary amends the previous housing allocations policy, which was implemented in November 2015.

Review and Consultation

Prior to adopting any major changes to the Allocation Policy, a local authority must consult with Private Registered Providers (social landlords), residents and stakeholders.

In 2018, the current housing allocations policy was reviewed. It had last been reviewed in 2014, leading to the 2015 policy. This review produced recommendations for amendments, which would be taken forward in an amended policy.

A report detailing recommend changes following the review was taken to the Barking and Dagenham Council Cabinet in January 2019. Recommendations included:

- That the process of working with partners to meet the needs of vulnerable groups is better planned and more transparent;
- That more working households on modest incomes in Barking & Dagenham can access homes managed by the Council's Local Housing Company, Reside;
- Provide a clearer process for managing the allocation of homes to older people that takes account of the full range of options available to older people and considers vulnerability as well as age as part of the assessment criteria;
- That there is clearer guidance on which members of the household may be registered with the applicant;
- Give greater priority to those households under-occupying their home, to release more larger family homes for waiting families on the Housing Register.

Cabinet approved these changes for consultation, which took place for 12 weeks between 04/02/19 and 29/04/19. It received 251 responses. The consultation was hosted online, consisting of quantitative questions with the option of entering qualitative text in addition. The suggested changes to the policy were all approved by consultation. The full results can be found in the final policy cabinet report.

The final policy and consultation results were taken to Cabinet in December 2019 and adopted as policy. The policy came into force on XXXX.

Aims

While all partners are conscious of the need to provide homes for Barking and Dagenham residents, social housing is still in great demand and barring any major change in central government policy will be so for the foreseeable future. Local authorities are obliged to ensure social homes go to the most vulnerable in society, meaning that many on the register have no realistic prospect of being granted a Council home. In this context, the aims of the policy are as follows:

- To meet our statutory obligations to help those in housing need;
- To make the best use of the scarce resources available;
- To ensure that the Council uses its housing stock to assist in meeting the support needs of the community, including those supported by Children's Services and Adult Social Care;
- To ensure that the housing stock is used effectively to reduce costs;
- To encourage local people to engage in finding their own solutions to problems and to become independent and resilient.

Legal Framework

The Council has specific statutory duties which are relevant to this policy, and the policy has been drafted to be compliant. Relevant legislation includes, but is not limited to, the following:

- **Housing Act 1996 (as amended):**
 - **Part 6 of this Act covers:**
 - Allocations of local authority housing to new tenants;
 - Transfers requests by local authority tenants;
 - Allocations of local authority housing to current tenants of Registered Providers;

- Nominations that the Council makes to Registered Providers;
- Sets out circumstances of applicants to whom reasonable preference must be given with deciding who will be offered a property.
- This act also Governs local authority duties around homelessness assessment, including priority need.
- **Care Act 2014**
 - Governs local authority adult social care duties. Where a local authority becomes aware that an adult may have Care and Support needs, it must carry out a needs assessment. If a person is found to be eligible under the Care Act, the authority must make provision to meet their needs. This often includes accommodation, though the act does not specify.
- **Localism Act 2011**
 - Provided Councils with enhanced flexibility around housing allocations, including the ability to prevent people without housing need from joining the register.
- **Central Government Guidance**
 - Allocation of Accommodation Guidance for Local Housing Authorities in England 2012.
- **London Borough of Barking and Dagenham Homelessness strategy 2019**

Equalities

Barking and Dagenham Council is committed to ensuring our Housing Allocations Policy is designed and applied in a manner that actively promotes equality and complies with our statutory obligations relating to equal opportunities and diversity.

An Equalities Impact Assessment was completed for Barking and Dagenham Council Cabinet when the previous policy was reviewed and changes recommended. This can be found [here](#).

Implementation of this policy involves careful equalities monitoring. The data collected on the registration form is used to ensure that the scheme is being operated in a fair and non-discriminatory manner, as well as for the purpose of undertaking equality impact assessments and subsequent improvements to services. All applicants to the Housing Register are asked to provide details of their ethnic origin, age, and

gender, disability, religion/faith and sexual orientation to enable monitoring to take place. There is no compulsory requirement to provide the relevant information and failure to do so does not affect an applicant's chances of housing. However, applicants are encouraged to comply and will be informed of the important purpose of that this information serves.

The Council recognises that it is important that everyone who applies for housing understands the allocations policy. The Council will produce translations, and large print and Braille versions on request.

Contents

London Borough of Barking and Dagenham Social Housing Register	8
1.0 Who can apply?	8
2.0 Eligibility	8
3.0 Qualifying Persons Criteria.....	11
4.0 Exceptions to the Qualifying Persons Criteria.....	11
5.0 Exceptions explained	12
6.0 Non-qualifying Persons Criteria.....	15
7.0 Unacceptable behaviour – suitability to be a tenant.....	15
8.0 If we decide that an applicant cannot join the scheme.....	16
9.0 Annual Allocations and Lettings Plan	16
10.0 How to apply for the Social Housing Register.....	17
11.0 Who can be included on the application?	17
12.0 Duty of applicants to be truthful:.....	18
13.0 How your application will be assessed if you are eligible and qualify to apply	18
14.0 How priority is assessed.....	19
15.0 Reasonable Preferences – Non Statutory	20
16.0 Cumulative Reasonable Preference	21
17.0 Additional Preference.....	22
18.0 Decants and Under Occupiers	22
19.0 Restricted persons	24
20.0 Band Date (waiting time).....	24
21.0 Changes in circumstances	24
22.0 Reduction of priority awarded to a housing application.....	25
23.0 Succession and Management Transfers	26
24.0 Management Transfers.....	27
25.0 Discharge of homelessness duty into the private rented sector	27
26.0 Preference bands:	27
27.0 Casework.....	28
28.0 Registration Letter.....	29
29.0 Advertising	29
30.0 How to bid.....	30
31.0 Short Listing Criteria.....	31
32.0 Shortlist to determine queue position for a property	33
33.0 Suspensions	35
34.0 Multiple viewings.....	35
35.0 Viewing Procedures for LBBD.....	35

36.0	Direct Offers.....	36
37.0	Adapted properties.....	38
38.0	Sheltered Housing and Extra Care.....	38
40.0	Local Lettings Policy	39
41.0	Mutual Exchange.....	40
42.0	Notification and Reviews	41
43.0	Flexible Tenancies	42
44.0	Reside – our Local Housing Company	42

London Borough of Barking and Dagenham Social Housing Register

1.0 Who can apply?

- 1.1 The Council will provide housing advice and assistance to anyone aged 18 or over who approaches Community Solutions, the Council's single front door for people services. Staff will provide support to enable them to access housing solutions which best meets their needs.
- 1.2 An applicant will only be allowed to join the Housing Register if they meet both the eligibility criteria (2.0) and the qualifying persons criteria (3.0), unless they fall into one of the exception categories which are listed at 4.0 of this policy.

2.0 Eligibility

- 2.1 The eligibility criteria are set by the Secretary of State, which focuses on the immigration status of the applicant.
- 2.2 Eligibility is determined with regard to the Allocation of Housing and Homelessness (Eligibility) (England) Regulations 2006.
- 2.3 With the United Kingdom due to exit the European Union, new regulations regarding the allocation of housing and homelessness assistance under the Housing Act 1996 (as amended) have come into force. The Government's policy intent is that those granted pre-settled status under the European Union settlement Scheme will be subject to existing eligibility rules. Updated criteria is reflected below and further information can be found [here](#).
- 2.4 EEA nationals, and their family members, including those with a derivative right to reside, will need to apply to the Home Office under the EU Settlement Scheme to secure their long-term immigration status in the UK. Those with less than 5 years' residence in the UK will be granted limited leave to enter or remain (also referred to as "pre-settled status"), those with 5 or more years' residence will be granted indefinite leave to enter or remain (also referred to as "settled status").
- 2.5 Having acquired leave under the EU Settlement Scheme, an EEA national, or a person with a derivative right to reside such as a Zambrano carer, will have both a right to reside in accordance with domestic immigration rules (under the EU Settlement Scheme) and a right to reside in accordance with their existing rights under EU law (as expressed in the EEA Regulations 2016).

- 2.6** The most recent amendments to the regulation amend regulations 4 and 6 which prescribe the classes of persons who are not subject to immigration control but who are ineligible for an allocations of housing accommodation or for homelessness assistance (2.8). The amendments made ensure that the current restrictions in relation to persons from abroad not subject to immigration control will continue to apply, regardless of whether such persons also have limited leave to enter or remain in the UK by virtue of [Appendix EU of the Immigration Rules](#).
- 2.7** The following classes of people subject to immigration control are persons who are eligible for an allocation of housing accommodation under Part 6 of the 1996 Act -;
- Class A: Those granted Refugee status
 - Class B: Those granted exceptional leave to remain which is not subject to restrictions or recourse to public funds
 - Class C & G: Those who are habitually resident in the UK, Channel Islands, Isle of Man or the Republic of Ireland and who are not subject to any limitation
 - Class D: A person who has humanitarian protection granted under the immigration rules.
 - Class E: A person who is habitually resident in the UK, Channel Islands, Isle of Man or the Republic of Ireland and who has limited leave to remain as an Afghan citizen and who is not subject to limitations
 - Class F: a person who has limited leave to enter or remain in the UK on the ground of the right to a family or private life under the Human Rights Convention and is not limited by a requirement to accommodate and maintain themselves;
 - Class H: a person who is habitually resident and has Calais leave to remain under the Immigration Rules

These regulations are subject to updates within the gift of the Secretary of State, and as such the above list is subject to change, particularly as the United Kingdom leaves the European Union. Latest iterations can be found at the following link: <https://www.legislation.gov.uk/ukxi/2006/1294/contents/made>

- 2.8** (1) A person who is not subject to immigration control is to be treated as a person from abroad who is ineligible for an allocation of housing

accommodation under Part 6 of the 1996 Act if—

(a) subject to paragraph (2), they are not habitually resident in the United Kingdom, the Channel Islands, the Isle of Man, or the Republic of Ireland;

(b) their only right to reside in the United Kingdom—

(i) is derived from his status as a jobseeker or the family member of a jobseeker; or

(ii) is an initial right to reside for a period not exceeding three months

(iii) a derivative right to reside on the basis of being a non-EEA national who is the primary carer of a British citizen child or dependant adult, where such child or dependent adult would be unable to live in the UK or another EEA state if their carer left the UK (a 'Zambrano carer').

2.9 (2) The following are not to be treated as persons from abroad who are ineligible for an allocation of housing accommodation pursuant to paragraph (1)(a)—

(a) a worker;

(b) a self-employed person;

(c) a person who is treated as a worker for the purpose of the definition of "qualified person" in regulation 6(1) of the EEA Regulations pursuant to . . .

(ii) regulation 5 of the Accession Regulations 2013 (right of residence of an accession State national subject to worker authorisation);

(d) a person who is the family member of a person specified in sub-paragraphs (a)–(c);

(e) a person with a right to reside permanently in the United Kingdom by virtue of regulation 15(c), (d) or (e) of the EEA Regulations; and

(f) a person who is in the United Kingdom as a result of his deportation, expulsion or other removal by compulsion of law from another country to the United Kingdom.

3.0 Qualifying Persons Criteria

3.1 To qualify to join the Housing Register applicants **must:**

- Be 18 years old and over;
- Have been resident in the Borough continuously for the last 3 years;
- Continue to reside in the Borough; and
- Fall into one of the reasonable preference categories

4.0 Exceptions to the Qualifying Persons Criteria

4.1 The following groups will qualify to join the Housing Register but do not need to meet the three year residential qualification and / or fall into one of the reasonable preference categories:

4.2 Existing London Borough of Barking and Dagenham (LBBD) tenants and Private Registered Provider (PRP) tenants living within the Borough who under-occupy their accommodation.

4.3 LBBD tenants whose accommodation is subject to the Council's ongoing regeneration and estate renewal programmes (decants).

4.4 Applicants who we are satisfied are subjected to serious domestic violence or hate crime and as a consequence are unable to remain in their home and have sought respite with either family, friends or in a refuge.

4.5 Applicants referred under Special Scheme criteria.

4.6 Applicants who we are satisfied under reasonable preference categories would be assessed as Additional Preference.

4.7 Applicants where London Borough of Barking and Dagenham (LBBD) have accepted a main homelessness duty and that duty is ongoing in accordance with the Housing Act 1996, Part 7, as amended.

4.8 Police referrals received from and accepted in accordance with the Multi Agency Public Protection Panel and National Witness Mobility Scheme.

4.9 Members of the Armed Forces or reserve forces who are required to leave the Armed Forces within the next six months or have left within the last five years at the point of application.

4.10 Bereaved spouses of the Armed Forces leaving services accommodation following the death of their spouse or partner.

4.11 Civil partners of members of the Armed Forces leaving services accommodation following the death of their partner.

4.12 Tenants or Assured Tenants of another local authority in England who fall within The Allocation of Housing (Qualification Criteria for Right to Move) (England) Regulations 2015.

5.0 Exceptions explained

5.1 Existing London Borough of Barking and Dagenham (LBBD) tenants and Private Registered Provider (PRP) tenants living within the Borough who are under-occupying their accommodation as it is in the Council's interest and PRP interest to free up larger properties for re-allocation.

5.2 LBBD tenants do not need to meet the residential qualification to join the scheme nor do they need to fall into one of the reasonable preference categories if their accommodation is included in the Council's ongoing regeneration and estate renewal programme. This is to ensure the successful delivery of the regeneration programme.

5.3 Applicants who are subjected to serious domestic violence or hate crime

5.4 These applicants do not need to meet the residential qualification or fall into one of the reasonable preference categories if the Council is satisfied that domestic violence or hate crime is of a serious nature and this would include cases where there have been representations from the police, Multi Agency Risk Assessment Conference and other agencies that indicate that it is unsafe for the person to remain in their home.

5.5 Applicants referred under Special Scheme criteria

5.6 The Council works in partnership with a number of agencies which include Adults and Children's social services. The Special Scheme applications that are referred by partner agencies for move on from supported/ residential accommodation do not need to meet the residential qualification or to fall within the reasonable preference categories. These referrals will be considered at a number of Joint Assessment Panels, as detailed in section 36.5 of this policy, When the Social Housing Register Team are satisfied that an applicant referred under the special scheme arrangement is ready for independent living, the application will be awarded Additional Preference and the applicant will be considered for a direct offer of accommodation.

5.7 Applicants living in the borough whose applications would be assessed as Additional Preference

5.8 Applicants who do not meet the residential qualification but their housing application is assessed with an award of 'additional preference' will be able to bid their interest in the scheme, or be considered for a direct offer of accommodation.

- 5.9 Applicants where the London Borough of Barking and Dagenham (LBBD) have accepted a main homelessness duty and the duty is ongoing in accordance with the Housing Act 1996 Part 7, as amended.**
- 5.10** Applicants where the LBBD have accepted a main homelessness duty do not have to meet the residential qualification but will fall into at least one of the reasonable preference categories and will be able to bid their interest in the scheme with the appropriate level of priority. The Council can also make a direct offer of accommodation should they choose to do so. An example when a direct offer may be made is when it is in the authority's interest to do so.
- 5.11 Police referrals received from and accepted in accordance with the Multi Agency Public Protection Panel (MAPPA) or National Witness Mobility Scheme (NWMS)**
- 5.12 MAPPA** is a multi disciplinary Panel which can recommend re-housing for individuals whereby it is in the public's interest. These cases do not need to meet the residential qualification or fall into one of the reasonable preference categories. These applicants will be awarded Additional Preference and the applicant will be considered for a direct offer of accommodation.
- 5.13 NWMS** is a scheme whereby the Police can make referrals to the Local Authority and recommend re housing of an applicant. If the referral is accepted the applicant will be awarded Additional Preference and will be considered for a direct offer of accommodation
- 5.14 Members of the Armed Forces or Reserve Forces**
- 5.15** The Allocation of Housing (Qualification Criteria for Armed Forces) (England) Regulations 2012/1869 require that a person can be a qualifying person irrespective of the fact that they may not have a local connection if they are a person who:
- (a) is serving in the regular forces or who has served in the regular forces within five years of the date of their application for an allocation of housing under Part 6 of the Housing Act 1996 Act, as amended;
 - (b) has recently ceased, or will cease to be entitled, to reside in accommodation provided by the Ministry of Defence following the death of that person's spouse or civil partner where—
 - (i) the spouse or civil partner has served in the regular forces; and
 - (ii) their death was attributable (wholly or partly) to that service; or

- (iii) is serving or has served in the reserve forces and who is suffering from a serious injury, illness or disability which is attributable (wholly or partly) to that service.

The London Borough of Barking and Dagenham is a signatory to the Armed Forces Covenant, a voluntary statement of mutual support between a civilian community and the local Armed Forces Community. In relation the Housing, this means:

- As stated in points 4.9 – 4.11, we will not require members of the Armed Forces or Reserve Forces who are leaving the Armed Forces within the next six months, or have left within the last five years, to fulfil the residence requirement of this policy. This includes members of the Armed Forces, their spouses or their civil partners.
- Members of the Armed Forces or Reserve Forces who are leaving the Armed Forces within the next six months, or have left within the last five years, will be awarded Additional Preference and considered for a direct offer of accommodation.

5.16 Qualification criteria for Right to Move

5.17 Local authorities must not disqualify social tenants seeking to transfer from another local authority district in England who:

- have reasonable preference under s.166 (3) (e) because of a need to move to the local authority's district to avoid hardship, **and**
- needs to move because the tenant works in the district, or
- needs to move to take up an offer of work

5.18 Local authorities must be satisfied that the tenant needs, rather than wishes, to move for work related reasons.

5.19 Factors that may be taken into consideration when determining whether a tenant needs to move to be closer to work or to take up a job offer will include:

- the distance and / or time taken to travel between work and home
- the availability and affordability of transport, taking into account level of earnings
- the nature of the work and whether similar opportunities are available closer to home
- other personal factors, such as medical conditions and child care, which would be affected if the tenant could not move

- the length of the work contract
- whether failure to move would result in the loss of an opportunity to improve their
- employment circumstances or prospects, for example, by taking up a better job, a promotion, or an apprenticeship

5.20 The above list of factors is not exhaustive.

6.0 Non-qualifying Persons Criteria

6.1 Where there is a housing application from an eligible and qualifying person, who resides with a person who is ineligible, the ineligible person will not be included on the application, nor will their circumstances be taken into account for the purposes of satisfying the qualification criteria.

6.2 People who own a property will not qualify to join the scheme unless there are exceptional circumstances. There will be an assessment on a case by case basis which will look at (not exhaustive), any medical factors, financial resources and personal circumstances.

7.0 Unacceptable behaviour – suitability to be a tenant

7.1 The Council can exclude applicants from joining the scheme or reduce the priority if their behaviour or that of a member of their household is, or has been considered unacceptable within the last three years at the point of application. The Council considers that unacceptable behaviour within the last three years is sufficiently recent to demonstrate a risk of such behaviour recurring. The following are examples (not exhaustive) that the Council may consider to be unacceptable:

7.2 Where an applicant or a member of their household has demonstrated serious antisocial behaviour within our community

7.3 Where an applicant or a member of their household has been convicted of serious anti social behaviour outside our community

7.4 Where an applicant persistently fails to pay rent or associated charges

7.5 Where an applicant fraudulently obtains a tenancy

7.6 Where an applicant has been found to have sublet their property without authorisation

7.7 Where an applicant has contrived to worsen their housing circumstances in an attempt to increase levels of priority to their application

7.8 Where an applicant has been evicted for causing damage to their previous accommodation or used the property for a purpose incompatible with the terms and conditions of the tenancy.

8.0 If we decide that an applicant cannot join the scheme

8.1 If, following our assessment of an application, we determine that the applicant is not entitled to join the scheme we will write to the applicant to inform them that they cannot join the scheme and give the reasons why. We will advise the applicant of their right to request a review of this decision and the review process.

9.0 Annual Allocations and Lettings Plan

9.1 Each year we look ahead to the number of lettings that we are likely to be able to do each year. This supply of housing may come from new build homes built either by the Council, or our Local Housing Company Reside, or Housing Association partners. It may also come from vacancies arising as people move or leave their home in order to buy a home, or join new partners, or when tenants die. We forecast the number and type of homes likely to arise each year, and decide ideally, how many of each size of home will we need to allocate to different kinds of housing need. These needs include:

- People who are homeless;
- People whose homes are likely to be demolished;
- People who are ready and need to move on from supported housing (referrals);
- People who are under-occupying their home;
- Sheltered homes;
- Adapted homes;
- People on the General Housing Register.

9.2 This is called the Annual Allocations and Lettings Plan. Community Solutions are responsible for drawing up this each year and reviewing how we performed against it at the end of the year. We cannot absolutely predict the supply and may not be able to stick absolutely to the plan, but it is a tool that enables us to plan better to meet all the different kinds of housing need that arise in the Borough.

9.3 This plan ensures a more planned pathway for moving vulnerable groups from

institutions or supported housing into independent accommodation (while ensuring that decisions about the overall allocation of a this very scarce resource are taken in a planned and contextualised way).

10.0 How to apply for the Social Housing Register

- 10.1** You can apply online, following this link: <https://www.lbbd.gov.uk/applying-for-council-housing>
- 10.2** There is a limited amount of social housing in Barking and Dagenham. We strongly advise you to look for other options, such as the Private Rented Sector, and advice can be found at the above link.
- 10.3** If an applicant has any difficulty in bidding the Social Housing Register Team can be contacted on: housingadvice@lbbd.gov.uk
- 10.4** In line with the General Data Protection Regulations (2017), it is necessary as part of the London Borough of Barking & Dagenham's performance of a key public task under Article 6(1)(e) to process personal data in support of an application for social housing. In doing so the Borough must ensure, in accordance with standard data retention periods specific in its policies, that it does not keep such data for longer than is necessary. The Council has a *Housing Registration: Retention of Personal Information Following Auto-Disqualification (& in the Case of Incomplete Applications)* policy, which can be found in full at the above link.

11.0 Who can be included on the application?

- 11.1** An applicant can only include in their application people who normally live with them (or might reasonably be expected to reside with them) as a member of their household. Usually this will mean members of the applicant's family as follows:
- You, and your spouse or civil partner
 - Your children who are normally resident with you
 - Your parents if they are normally resident with you
- 11.2** Applicants for larger homes (four bedrooms or more) should be aware that the Council has very few larger family homes and applications for such property may result in a very long wait, or the possibility that the Council will be unable to assist.
- 11.3** Adult extended family members (siblings or in laws) can only be included where there is a need to provide care to them or receive care from them, or where these family members would be unable to live independently without the other people included on the application. Otherwise, they will have to make

their own application.

- 11.4** Children can only be included if they are normally resident with the applicant household. Proof of the Child's residence can be shown if an applicant receives Child Benefit for them, has a Residence Order from a court to showing that they live over 50% of their time with the applicant's household, or if the applicant has a long term foster placement for the child. Should these not be held, the Council will seek any other information considered relevant to enable a decision to be made.
- 11.5** This also applies if a dependent child stays with more than one parent at different addresses (due to separation or divorce). They can only be included as part of the application if the Council is satisfied the child primarily lives with the applicant and that this can be substantiated by the means included above.
- 11.6** Other carers who are not family members who provide overnight care may be considered for inclusion where this will avoid the applicant having to be provided with significant daily living support by the Council or other agencies or prevent the applicant from having to enter institutional care. Care and Support commissioning and operational colleagues in social services will be consulted when considering cases of this kind. Considerations will be based on there being evidence that care is required 24 hours per day every day and is provided by either one person, a team of people (family and friends) or by paid staff.
- 11.7** Each application will be assessed on its own merits. It is a decision for the local housing authority to determine who is included on an application as part of a household.

12.0 Duty of applicants to be truthful:

- 12.1** On submission of a housing application it becomes legally binding that the applicant has provided information that is true to his/her knowledge. If the Council is satisfied that the application and the associated documents provided by the applicant contains false or misleading information the Council reserves the right to refuse the application or reduce the priority of that application. The Council may also take legal action which could lead to a large fine.

13.0 How your application will be assessed if you are eligible and qualify to apply

13.1 Size of accommodation

- 13.2** We will determine which size of accommodation you require. This assessment is based on the Bedroom Standard as detailed below and will be assessed on a

case-by-case basis by checking the household composition against the Bedroom Standard. The Bedroom Standard specifies the number of bedrooms required by pairing up members of the household. In addition to the applicant/s a separate bedroom will be required for each of the following:

- Adult aged 21 or over
- Married or Cohabiting Couple
- Child or pair of children under 10 regardless of sex
- Child or pair of children of same sex aged under 21
- Any unpaired child; for example, if there are three children in the household, one of the children would be considered as an unpaired child

13.3 Whilst the above criteria will be used when determining assessed bedroom size the Council recognises that there may be extenuating circumstances that require the consideration of an additional bedroom. In such circumstances the Council will consult with relevant agencies to consider whether it is appropriate to allocate a separate bedroom based on medical or welfare grounds. An example would be two children of the same sex where one child has a diagnosed medical condition that requires them to have their own bedroom.

13.4 Larger families will be assessed in accordance with their housing need. However, there is a limited supply of four bedroom and larger properties.

13.5 Pregnancies: If an applicant or member of the household is pregnant, the pregnancy will not influence the assessment in relation to the size of the accommodation. Only when the child is born will there be a need for a re-assessment of the housing application to determine if there is a change in the assessed housing need.

13.6 Siblings: A single applicant who wishes to include a younger sibling where we are satisfied that it is reasonable to reside together, will be expected to share a bedroom until one of them reaches the age of 21, unless they are of opposite sex or there is a proven medical need for a second room.

13.7 Access to children: If applicants have access to children the access will not influence the assessment in relation to the size of the accommodation.

14.0 How priority is assessed

14.1 Reasonable Preference Categories - Statutory

14.2 Having assessed the applicant's bedroom size requirements we will then

consider the level of housing need that the application should be awarded based upon the current accommodation available and the applicant's personal circumstances. Authorities are legally required to give reasonable preference to the following categories of people who are considered to be in housing need;

- People who are homeless (within the meaning of Housing Act 1996, Part 7, as amended).
- People who are owed a housing duty in accordance with homelessness legislation by any local authority, until such time as those duties are discharged;
- People who are living in insanitary or overcrowded housing or living in unsatisfactory housing conditions; (** see footnote below)
- People who need to move on medical or welfare grounds (including any grounds relating to a disability).
- People who need to move to a particular area in the district of the Authority to avoid hardship.

14.3 ** this reasonable preference will be awarded to applicant/s that lack a bedroom/s in line with the bedroom standard and also to applicant/s who are sharing facilities with un-associated persons where by the assessment concludes that the living arrangements are not through personal choice.

15.0 Reasonable Preferences – Non-Statutory

15.1 The Authority is allowed to provide for additional factors to meet local priorities when determining which applicants are to be given a reasonable preference under a Scheme. In addition to the statutory reasonable preference categories, the London Borough of Barking and Dagenham's allocation scheme will also award a non-statutory reasonable preference (local priority) to:

15.2 Persons in Employment

15.3 An applicant who falls into one of the statutory reasonable preference categories and is working.

15.4 To qualify for the non-statutory employment reasonable preference, it has to be accepted by the Council that the main applicant and /or partner;

- Are in temporary or permanent employment (contracted), and / or
- In full time employment, and / or
- Working 16 hours or more per week, and / or

- Are self-employed 16 hours or more per week.

15.5 The Council has to be satisfied that the employment is permanent or temporary, genuine and ongoing. Wage slips / accountancy details will need to be provided and any other documentation as appropriate such as employment contract.

15.6 If an applicant is awarded an employment non statutory reasonable preference and their employment status changes, as long as there is a realistic prospect of re-employment, the non-statutory reasonable preference will remain however this status will be reviewed periodically to ensure that the genuine prospect remains if unemployment continues longer than 6 months, this will be removed, as the Council deems that there is no imminent prospect of employment.

15.7 If an applicant moves from Job Seekers Allowance to Employment and Support Allowance or Personal Independence Payment the Council will remove the employment preference, but will assess as to whether medical issues warrant an award of Reasonable Preference on medical/welfare grounds.

15.8 The Council has an agreement with Trade Unions that staff who have been living in tied accommodation and have more than 5 years continuous service will be eligible for consideration when leaving due to age or medical retirement or redundancy. An offer of accommodation may will be made in line with that agreement.

15.9 If an application is awarded a reasonable preference (statutory) and a non-statutory reasonable preference, this will mean that the applicant has more priority than an applicant who qualifies for one reasonable preference.

15.10 If an applicant does not fall into one of the reasonable preference (statutory) categories but is working they will not qualify to join the scheme and will be directed to the relevant Council section to be considered for affordable housing products.

15.11 Members of Armed Forces or Reserve Forces

15.12 Those who are about to leave as a serving member of the Armed or Reserve Forces or have been a serving member within the last five years will be awarded Additional Preference and considered for a direct offer of accommodation.

16.0 Cumulative Reasonable Preference

16.1 If an application is awarded two reasonable preferences or more (statutory or non-statutory), this will mean that the applicant has more priority than an applicant who qualifies for one reasonable preference.

17.0 Additional Preference

17.1 The Council may give an applicant additional preference if their circumstances fall within the reasonable preference categories and there is an urgent housing need which makes it virtually impossible for the applicant to remain in their present home, for example for the following reasons (not exhaustive):

- Victims of domestic violence
- Victims of hate crime
- Victims of racial or sexual harassment
- Witnesses of crimes or victims of crime who would be at risk of intimidation
- Violence or threats of violence that are likely to be carried out if they stayed in their current home
- Those who have an urgent medical or social reason

17.2 If an applicant is awarded Additional Preference, this will mean that they have more priority than someone who qualifies for one Reasonable Preference or Cumulative Reasonable Preference.

18.0 Decants and Under Occupiers

18.1 The Council is undergoing a programme of regeneration in which some Council housing is being demolished. If a tenant is in an area where the housing is due to be demolished, the tenant will be placed on the Housing Register and given top priority for rehousing (decant status). Applicants with decant status will be eligible to bid for properties on the Choice Based Lettings system.

18.2 If an applicant is not successful in bidding for a property, or is not bidding for a property, and the demolition of the block is due to start within six months, the Council reserves the right to make a direct offer of accommodation in order to ensure the success of the regeneration programme.

18.3 Priority bidding for Decant tenants is part of our new approach to estate renewal and offer to residents – which includes the commitment that decanted tenants have the Right to Return to new homes on an Assured Tenancy, at Council target rent. Further details can be found here:
<https://modgov.lbbd.gov.uk/Internet/documents/s131918/Estate%20Renewal%20Report.pdf>

- 18.4** If an applicant is under occupying their home, as assessed by the Bedroom standard (see section 13.1) then they will be placed in the top band alongside Decant status applicants. This is because the Council believes it is in the interest of all applicants that larger family housing is released, and then made available for other applicants on the Housing Register.
- 18.5** Applicants with decants and / or under occupiers are the highest band and will have a higher priority than applicants with Additional Preference, Cumulative Preference and Reasonable Preference.

19.0 Restricted persons

19.1 Applicants should not be given reasonable preference if they would only qualify for reasonable preference by taking into account a 'restricted person' within the meaning of Housing Act 1996 Part 7 (s.166A(4)). A restricted person is a person subject to immigration control who is not eligible for homelessness assistance because he or she does not have leave to enter or remain in the UK or has leave which is subject to a 'no recourse to public funds' condition.

20.0 Band Date (waiting time)

20.1 The band date is determined at the time the housing application is registered. If however the applicant experiences a material change in circumstance that would increase the bedroom requirement or increase the level of priority awarded to the application, the band date will change to the date when the Council is notified of the material change or when the new housing need arose.

20.2 Therefore, when the Council is selecting an applicant for a newly vacant property, the successful applicant will be the applicant in the highest band with the earliest band date (who has therefore been waiting the longest). If that person has not bid for the property, or does not want it, it will be allocated to the next person in priority order. If no one in the top band bids for the property, then it will be awarded to the person in the next band down, with the earliest band date, and so on until the property is let.

20.3 If an application is rejected and is subsequently subject to a successful review, the band date will be backdated to the time of the original application. A decision on any other award not made originally but then agreed on review is backdated to the date when the information relevant to the decision was received by the Council.

21.0 Changes in circumstances

21.1 Once the application for housing has been accepted, it is the applicant's responsibility to keep the Council informed of all changes in their circumstances which relate to the household and the housing application. Offers of accommodation are based on the suitability of a property for the household and it is important that this information is kept up to date.

21.2 Changes in circumstances which must be reported include;

- Change of address, including e-mail address and phone number
- Any change in the household composition, e.g. births, deaths, person (s)

wishing to join / withdraw from the housing application

- Any change in household living arrangements
- Change in medical conditions aggravated by current accommodation
- Change in income and or employment status
- Change in financial resources sufficient to consider alternative housing solutions to that of a social tenancy, i.e. shared ownership, affordable housing products
- Any change in your immigration status in the United Kingdom
- Change of name

21.3 If as a result of your change in circumstances it is determined that the applicant no longer falls into one of the 'statutory' reasonable preference categories, the application will be closed (unless the application falls into one of the exception categories).

21.4 If as a result of your change in circumstances it is determined that the applicant no longer resides in LBBD, the application will be closed (unless the application falls into one of the exception categories).

21.5 Applications are made online, and there is a facility to update an existing application. Applicants are required to update their circumstances online.

22.0 Reduction of priority awarded to a housing application

22.1 There are occasions when the Council may reduce the level of priority awarded to an application.

22.2 Examples of when this may occur are detailed below;

- If the applicant had made a successful bid of interest and is in rent arrears or has rent arrears outstanding from a former property.
- If the applicant had made a successful bid of interest and the applicant or a member of their household is/was a perpetrator of unacceptable behaviour.
- If the applicant had made a successful bid of interest however the Council has issued a notice of seeking possession (which is still valid) or is in the process of recovering their property through litigation.

23.0 Succession and Management Transfers

23.1 In March 2016, Barking & Dagenham Cabinet adopted a number of new tenancy management policies. This included Succession and Management Transfer policies. Full detail can be found [here](#), and the key points in relation to allocation are detailed below.

23.2 Succession

23.3 If a tenant dies, and the tenancy began before 1 April 2012, the spouse who was living with the tenant at the time of death may succeed to the tenancy. If there is no spouse, a close member of the family who was living with the tenant at least 12 months before the death may succeed to the tenancy, but if they are under occupying the property, they may be required to move and be made an offer of a tenancy of a property in line with their housing needs.

23.4 If a tenant dies and the tenancy started after 1 April 2012, only the tenant's spouse or civil partner who was living with the tenant at the time of death, can succeed to the tenancy.

23.5 The Housing Act 1985 only allows for one succession. Barking and Dagenham will however permit a second succession in cases where the first succession was between spouses who were joint tenants. This would be by way of a concessionary offer.

23.6 Where person or family is in occupation of a property upon the tenant's death and they do not possess a right to succeed nor do they meet the criteria for a second succession, a concessionary offer (or the tenancy of alternative property through the allocation process if the current property would be under occupied or not be suitable to meet the current need) may still be considered in circumstances where it is in the council's best interests to do so. This decision would only be made in exceptional circumstances and in line with meeting the council's duties in respect of crime and disorder, promoting health and wellbeing, making the best use of stock and/or where a homelessness duty may otherwise arise. The reason(s) for reaching this decision must be clearly stated. The decisions will be made by the Director of Community Solutions and Director of My Place through delegated authority.

23.7 The decision to grant a succession in these circumstances will be made by a Council panel of officers from My Place and Community solutions. The panel take into account the needs of the household and the local housing demand. Consideration will also be given to the criteria for homelessness assistance as set out in Housing Act 1996, Part VII and the Code of Guidance on the Allocation of Accommodation for Local Authorities 2002.

23.8 If a concessionary ‘succession’ is granted, this is done by way of a new tenancy, not by legal succession of the existing tenancy. A ‘successor’ will be granted a new Introductory Tenancy in the first instance.

24.0 Management Transfers

24.1 It is not possible to predict every kind of housing situation which may need assistance. Discretion is therefore given to two senior officers, the Director of Community Solutions and the Director of My Place (or nominated Heads of Service), to approve a case for rehousing on the basis of exceptional circumstances or a case demanding exceptional sympathy.

24.2 These cases will be exceptional, and it is expected that there will be very few of them, otherwise the ability to assist cases in an emergency will be undermined. Such cases once approved will be reviewed every six months to ensure that the case still deserves priority.

24.3 These Management Transfers will be made one offer in line with their housing needs, and if this is refused, the Management Transfer status will be removed. This is in line with the Council’s Management Transfers Policy, approved by Cabinet in 2016.

25.0 Discharge of homelessness duty into the private rented sector

25.1 The Localism Act 2011 allows local authorities to discharge their main homelessness duty into the private rented sector. The tenancy offered is a fixed term tenancy within the meaning of Part 1 of the Housing Act 1988 (assured shorthold tenancy) for a period of at least 12 months.

26.0 Preference bands:

26.1 When all the preference categories have been considered, the applicant will be placed in one of the following bands

<p>Bottom Band – Reasonable Preference</p>	<p>The lowest band of cases are those who have one characteristic from the “Reasonable Preference” categories listed in the <u>Housing Act 1996</u>.</p>
<p>Second Band – Cumulative Preference</p>	

	The second band up, includes everyone who has two or more of these characteristics together
Third Band – Additional Preference	The third band is those who have a reasonable preference characteristic, but who also have an urgent reason to move, such as the fact that they have a serious urgent medical condition, or if they are in fear of violence.
Top Band – Decant cases and Under Occupiers	These are people who must be moved from their home permanently, because their home is going to be demolished. It also includes anyone who has spare bedrooms and are under occupying their homes. They are the highest priority.

26.2 The Band date is determined at the time the housing application is registered. If an application is rejected and is subsequently subject to a successful review, the band date will be backdated to the time of the original application.

26.3 If there is a material change of circumstances which results in an increase in the level of priority awarded (and a change of band) then the effective date will be the date when the Council was notified of the change in circumstances or when the new need arose.

26.4 Therefore, when the Council is selecting an applicant for a newly vacant property, the successful applicant will be the applicant in the highest band with the earliest band date (who has therefore been waiting the longest). If that person has not bid for the property, or does not want it, it will be allocated to the next person in priority order. If no one in the top band bids for the property, then it will be awarded to the person in the next band down, with the earliest band date, and so on until the property is let.

27.0 Casework

27.1 In order to establish an applicant is eligible and qualifies to join the scheme

(Housing Register) and to determine the level of priority to be awarded to the application it may be necessary to conduct a home visit. In addition it may be necessary to discuss an applicant's circumstances with other professionals and it will be necessary for the applicant to provide relevant documentation in support of their application.

27.2 If an applicant fails to provide the requested documentation which is necessary to establish their eligibility and qualification to join the scheme, and / or relevant documentation reasonably requested to assess an applicant's level of priority, the Council will be unable to progress with the assessment of the application and this may subsequently lead to the application being closed.

27.3 Further home visits and verification checks may be needed if there are changes to an applicant's circumstances or if the Council has not conducted a home visit within the last 6 months of a successful bid.

28.0 Registration Letter

28.1 When the Council is satisfied that an applicant is eligible and qualifies to join the scheme (Housing Register) a registration letter will be issued. The letter will outline the number of bedrooms that the applicant is entitled to, the level of priority that the application has been awarded and the band date,

29.0 Advertising

29.1 The Council will advertise available properties on the Choice Homes website. The advertising cycle runs each week from midnight Thursday until midnight Monday. Any variation to this will be advertised in advance. In some cases the council will make direct offers and these properties will not be advertised.

30.0 How to bid – choice based lettings

30.1 Applicants can bid their interest for properties that are of the appropriate size in accordance with their assessed housing need. There are several ways to bid:

- Telephoning the bidding hotline on **0845 650 4125**
- Website: www.ellcchoicehomes.org.uk Text: **07781 486 526**
- Mobile site: ellcchoicehomes.org.uk
- If an applicant has any difficulty in bidding the Social Housing Register Team can be contacted on: **020 8724 8325 or housingadvice@lbbd.gov.uk**

30.2 Applicants will be allowed to bid for one property, per cycle, that is advertised. Bids of interest must be submitted before midnight on the Monday. When a bid is placed on a property the system will inform the applicant what their position in the queue is at that time.

30.3 Throughout the bidding cycle the queue position may fluctuate subject to the other bids that are being placed. Applicants are able to withdraw a bid of interest and bid for a different property.

30.4 The Council will regularly check whether applicants are making regular bids or not. If no bids are being recorded over an extended period of time it will be deemed that re-housing is not being actively pursued and action may be taken to close the application. Allowance will be made for the availability of property to bid for (particularly 4 and 5 bedroom accommodation) when considering closure.

30.5 Where we are satisfied that an applicant is unable due to vulnerability or lack of support to be able to bid regularly. We will, with their agreement, set up auto-bidding in order that they can receive consideration for any property of the appropriate size and type that meets their assessed needs. This decision is made on a case by cases, in collaboration with colleagues from Care and Support.

31.0 Short Listing Criteria

- 31.1** The short-listing of applicants for properties which have been advertised commences a day after the bidding cycle has closed. Lettings Officers are responsible for the process. The bidding system produces a computer generated shortlist for each property. All applicants who have placed a bid for a property will appear on this shortlist in order of their priority. Where applicants have the same level of priority their band date (waiting time) is the factor which determines their place in the queue for that property. If the level of priority and the band date (waiting time) is the same, the determining factor will default to which application was registered first.
- 31.2** The Lettings Officer will go through the list for each property starting with the applicant who has finished in first position. They will;
- 31.3** Check the computer records to confirm that the property is suitable for the needs of the applicants; with emphasis on any special needs.
- 31.4** Check that there has been no change in circumstances since the application was submitted. If there is a change in circumstance that affects the assessment of the application and would render the property in which the bid was placed 'unsuitable', the bid of interest will be skipped and the applicant will be notified as to the reasons why, in writing.
- 31.5** Check that a home visit has been done in the last 6 months, and if not, use desktop searches of Housing Benefit / council tax records / Call Credit records to ascertain occupancy.
- 31.6** A home visit will be conducted if there are specific issues with the applicants circumstances, for example if they are residing with friends or family and therefore do not have records which can be accessed by officers.
- 31.7** If this visit determines a material change in circumstance which affects the assessment of the application the bid of interest will be skipped and the applicant will be notified of the reasons why, in writing.
- 31.8** If the applicant is not available within 2 days, the Lettings Officer will consider the next person in the queue in order to ensure efficiency and fairness to the other applicants.
- 31.9** Check that applicants from abroad are still eligible for an allocation of social housing at the point of the successful bid. If no longer eligible the bid of interest will be skipped and the applicant will be notified as to the reasons why, in writing.

- 31.10** Check rent accounts and tenancy records where possible. If there are issues relating to current or former rent arrears or anti-social behaviour this may result in the applicant's level of priority being reduced, bid of interest being skipped and the applicant will be notified of the reasons why, in writing.
- 31.11** Consider exercising discretion should the applicant in rent arrears be a social rent under occupier and may allow the bid of interest to proceed.
- 31.12** Carry out a composite assessment of needs and financial assessment should the applicant who has placed a bid of interest be an owner occupier. Should it be decided that the applicant is deemed to have sufficient financial resources to obtain a suitable housing solution using their own resources, the bid of interest will be skipped and the applicant will be notified of the reasons why, in writing.
- 31.13** Check the financial circumstances of an applicant and if it is considered that the applicant is deemed to have sufficient financial resources to obtain a suitable housing solution the bid of interest will be skipped and the applicant will be notified of the reasons why, in writing.

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32.0 Shortlist to determine queue position for a property

32.1 If an applicant within the decant or under-occupier group bids for a property they will always finish above those applicants within the additional preference group, the cumulative preference group and the reasonable preference group.

32.2 Within this highest priority group (decants and under-occupiers), applicants will be ranked on the basis of the following:

- Their preference band (additional preference, cumulative preference, reasonable preference);
- Band date:
 - Date this level of housing need arose: phase date (Decants), date under-occupying status established (under-occupiers);
 - Date level of preference band established, if earlier than date level of housing need (decant or under-occupier) established;
- Tenancy start date.

32.3 If no decant or under-occupying tenants bid for the property, applicants that are within the additional preference group that have expressed an interest in the property will then be ranked in date order (band date) of when they were awarded the additional preference. The applicant with the earliest band date will be in the highest queue position.

32.4 If no applicants with an award of additional preference bid an interest in the property, applicants with cumulative preference will then be ranked in accordance with the number of preferences and in date order (band date) of when they were awarded cumulative preference. The applicant with the earliest band date will be in the highest queue position.

32.5 If no applicants with an award of cumulative preference bid an interest in the property, applicants with reasonable preference will then be ranked in date order (band date) of when they were awarded the reasonable preference. The applicant with the earliest band date will be in the highest queue position.

32.6 The table below demonstrates the above explanation on how a queue position for a property is determined;

Priority	Groups of applicant/s	Factor to determine waiting time
1st	Decants and Under Occupiers	Their level of priority (additional preference, cumulative preference, reasonable preference);

		<p>Date this level of housing need arose (band date)</p> <p>Date level of priority need established, if earlier than date of housing need (decant or under-occupier) established;</p> <p>Tenancy start date</p>
2nd	Additional Preference	Date this level of housing need arose (band date)
3rd	Cumulative Preference	Date this level of housing need arose (band date)
4th	Reasonable Preference	Date this level of housing need arose (band date)

33.0 Suspensions

33.1 Applications will be suspended in the following circumstances;

- If there has been a material change in an applicant's circumstances which needs to be verified
- When an applicant has successfully bid for a property and is awaiting a viewing
- If a Mutual Exchange is pending
- If there is a Right to Buy application in process
- If there is outstanding documentation that has been requested
- If placed in temporary accommodation pending a decision

33.2 Refusal of 3 reasonable offers of accommodation (excluding applicants where a homeless duty is owed)

- When an applicant has refused 3 reasonable offers of accommodation, the Council will exercise the right to suspend the application for a period of six months.

34.0 Multiple viewings

34.1 In order to minimise the length of time that a Council home is empty multiple viewings are arranged to facilitate a letting at the earliest opportunity.

34.2 Depending on the type of property advertised 2 or 3 applicants will be invited to view. There may be occasions when more applicants will be invited to view. If the property is managed by a Private Registered Provider (Housing Association) they, as the Landlord, will determine the number of applicants that view the property and will also contact the applicants directly to arrange the viewing.

35.0 Viewing Procedures for LBBD

35.1 All successful applicants will be notified before the viewing date of the location of the property and the time of the viewing. They will be advised that they must take proof of identification to the viewing. All applicants that have been short-listed for a property will have their application suspended temporarily until we know the result of the viewing. This will mean that they may not be able to bid in the next cycle.

- 35.2** Viewings are normally carried out on the Monday following the closing of the bidding cycle. There may be occasions when the viewing is not able to be carried out on the scheduled day and an alternative date will be arranged. The applicant will be notified if there are any changes to the viewing arrangements.
- 35.3** An officer of the Council will attend the viewing and although all invited applicants may get an opportunity to view the property, the opportunity to accept the offer of the property will be made 'strictly' in shortlisted order. The officer will explain the implications of refusal of accommodation.
- 35.4** If LBBB owes a main homelessness duty to an applicant that is refusing a property the applicant will be encouraged to accept the offer and move into the property. The applicant can then request a review of the suitability of the accommodation. If the applicant refuses the property (without reasonable grounds) they will be advised that the Council will cease/discharge its homelessness duty and they will be required to vacate any temporary accommodation that has been provided.

36.0 Direct Offers

- 36.1** The Council lets a lot of its property through the Choice Based Lettings system, where applicants are able to look at the available vacant properties online, and place a bid for a property that they wish to live in. However, there are occasions where the Council will make an offer of one particular property to one particular candidate and ask them to decide whether they wish to accept it, or not.
- 36.2** The Council does this for some specific properties such as sheltered housing, for older people, or adapted properties.
- 36.3** The Council also uses direct offers for particular groups of applicants, such as those more vulnerable groups, who may find it more difficult to use the bidding system, such as Children Leaving Care, and People with a Learning Disability.
- 36.4** Under-occupiers: it is in the Council's interest to free up larger properties. Therefore, under-occupiers are in the top priority band when bidding for general needs properties, as per this policy. If an under-occupying household is more suited to an adapted or sheltered home, this may be allocated by direct offer.
- 36.5** The Council reserves the right to make direct offers in other cases, either where people are not bidding, or when it is in the Council's interest that someone should move. This may happen, for example where a household is in temporary accommodation leased from a private landlord, and the landlord has notified us that they want the property back, or where a tenant needs to move because their

property requires repairs which cannot be undertaken whilst the tenant is in occupation.

36.5 Referrals

36.6 Referrals are individuals or households who receive assistance or support from the Council, or its partner agencies as they have additional needs as well as housing needs. The categories of groups that fall within these categories are:

- Children Leaving Care
- People with an Enduring Mental Health condition
- People with Learning Difficulties
- People with Physical Disabilities
- People who need to move on from the Women's Refuge
- People ready and needing to move on from the Mother and Baby home

36.7 There are four Joint Assessment Panels at which the Community Solutions Team meet with colleagues providing care:

- Children's Social Care (this includes Care Leavers)
- Adult Mental Health (known as RAMP)
- Disabilities (crosses over Adults and Children's)
- Extra Care (mainly for elderly people)

36.8 These Panels will meet and agree assessments for each of these need groups and decide which cases need to move on to independent accommodation and when. Independent accommodation may include Council or Housing Association property, or other solutions such as Supported Housing or Private Rented Accommodation. The Panels will refer applicants for consideration for offers of accommodation those properties which have been set aside in the Allocations Plan (see Section 9) for these groups.

36.9 Referrals to accommodation for an individuals from these vulnerable cohorts will be made with considering not only to the housing need of the individual, but their specific circumstances and vulnerabilities and which kind of housing environment will be most conducive to their well-being.

36.10 Further panels may be established for other groups or types of properties depending on need, and these will follow the same principles as above.

37.0 Adapted properties

- 37.1** The Council has a number of adapted homes which have been either purpose built or adapted for a previous occupant. It is important that the Council makes best use of these adapted homes, as there is a high demand for these properties, which it is difficult to meet. As a result, households in which there is a person who needs an adaptation are waiting a very long time for an adapted property.
- 37.2** When a property becomes vacant, or when the Council is notified that there is an adapted property about to become available, officers will review the Housing Register and referrals from the disabilities Joint Assessment Panel, to identify everyone with the relevant level of adaptation need. The lettings officer will then allocate the adapted property on the basis of:
- Highest band of reasonable preference categories
 - Longest time waiting
 - Medical need best suited to the property
 - Cases with a medical emergency may be placed in the highest band and override other priorities
- 37.3** It is possible that the Council may adopt an Accessible Housing Register to enable disabled applicants to bid for properties.

38.0 Sheltered Housing and Extra Care

- 38.1** Sheltered Housing is designed to provide a supportive environment to older people (aged over 55). The scheme is made up of individual self-contained flats and most of the schemes have some communal facilities, such as a lounge, laundry and garden. There is also a 24-hour alarm call system. All Sheltered residents receive regular calls from dedicated staff. Sheltered housing is allocated by directed offer, with priorities in line with the main allocations policy.
- 38.2** Extra Care housing is a set of flats or apartments which are rented or owned by individuals. There is communal space, including a lounge, dining room and meals service; a hairdressing area and sometimes a fitness room; and medical services such as a consulting room and space for other health services to be delivered on site. Extra Care schemes offer a greater degree of support than Sheltered Housing, in order to enable individuals to remain independent for as long as possible
- 38.3** Extra Care assessments and decisions on allocations by direct offer will be considered by a Joint Assessment Panel of staff from Community Solutions and Adult Social Care, who will assess each case based on the housing need

(as in this Allocations Policy) but also the support needs of the applicant such as their:

- Frailty
- Physical or mental health need
- Multiple health problems
- Sensory impairment
- Loneliness and isolation
- Safety and security issues
- Age

38.4 The panel will decide, in consultation with the applicant, which is the best housing solution for each applicant. When a vacant property becomes available, either in Council or Housing Association ownership, a direct offer of housing will be made to the next priority suitable applicant.

39.0 Sensitive Lets

39.1 A sensitive letting may be used if the Council knows that an applicant has committed serious offences that restrict where they can live. This may include Registered Sex Offenders or those identified as posing a serious risk to a specific community. In such cases, the Council will consult fully with the Police, the Probation Service and other agencies.

40.0 Local Lettings Policy

40.1 In exceptional circumstances, the Council and its partners may decide to allocate properties on a slightly different basis from normal, in the interests of building strong and sustainable communities or to deal with particular local issues. This is done through a Local Lettings Policy.

40.2 The decision to apply a Local Lettings Policy will be made jointly by the Council and the landlord of the property. Such policies should not directly or indirectly discriminate against any particular person.

40.3 Agreed for a specific period of time, a Local Lettings Policy will only be approved if it forms part of a strategy to tackle identified problems or contribute to sustainable communities.

40.4 Local lettings may be dealt with by restrictive labelling of vacancies advertised

through the choice based lettings scheme.

40.5 All Local Lettings Policies will be subject to consultation with affected parties and will be supported by an Equalities Impact Assessment.

40.6 The Director of Inclusive Growth has delegated authority to approve Local Lettings Policies, working in consultation with the Cabinet Member for Regeneration and Social Housing.

41.0 Mutual Exchange

41.1 Secure tenants of a council have the right to exchange their home with another secure tenant, or with an assured tenant of a housing association. Exchanges can involve more than two households. Tenants do not need to be registered on the Housing Register to participate in this scheme.

41.2 Tenants must get written permission from their landlord before they exchange, and the other tenant must also get written permission from their landlord. Both tenants must sign a “deed of assignment” before they exchange properties.

41.3 Most council and housing association tenants advertise their properties through Homeswapper (www.homeswapper.co.uk). Homeswapper is the national mutual exchange scheme. Barking & Dagenham tenants can register for free. Some Housing Association tenants may have to pay a small fee to register if their landlord is not part of the scheme. Applicants must be a council or Housing Association tenant; they do not have to be on the Council’s Housing Register. Applicants can swap into a home that is either one bedroom too small or one bedroom too large for their family’s needs with the permission of the landlord. Applicants can also view the website at their local library. Homeswapper will carry out searches for possible matches daily. When an applicant has found the person, they want to exchange with, they must complete the mutual exchange form and return it to their landlord. They must contact the person who is living in the property they want to move into to make viewing arrangements.

41.5 Housing Moves: Housing Moves in a Mayor of London Scheme which enables Council and housing association tenants to move to a home in another London borough. Nearly all Councils and many housing associations in the capital contribute homes to the scheme. They are advertised on the housing moves website: www.housingmoves.org/

41.6 Applicants must be a Council or Housing Association tenant. Applicants must have a secure, fixed term or assured tenancy. Applicants must be up to date with rent and have no ongoing anti-social behaviour issues. Applications can be made on www.housingmoves.org/ or www.london.gov.uk/what-we-do/housing-and-land/rent/housing-moves.

- 41.7** This is a web-based scheme, applications and searching for properties must be done online. Once a Housing Moves application is made, this will be verified by a landlord and then an applicant can search for properties online.
- 41.8** Seaside and Country Homes: This is a housing mobility scheme that offers council or housing association tenants the option of moving out of London, Social housing tenants approaching the age of 60 years who can live independently.
- 41.9** The scheme's landlords manage approximately 3,500 bungalows and flats along the coast from Cornwall in the south west, to Norfolk and Lincolnshire in the east and across the countryside from Dorset to Cambridgeshire. The scheme does not guarantee a move and priority is given to tenants who are giving up larger sized properties.
- 41.10** Homefinder – the national mobility scheme: Homefinder UK advertises social housing general needs properties across the UK. Homefinder UK aims to help homeless households and social housing tenants find a home anywhere across social housing. Anyone can apply, but if you are interested in finding social housing you should be aware that the main homes that are advertised are in areas where there is less demand for housing, such as northern areas like Liverpool, and Newcastle on Tyne. You can apply on the website www.homefinderuk.org Properties are advertised on the website. Once you have applied, you will be given log in details that will enable you to search for properties relevant to your bed need and bid for any that interest you. If you do not have access to the internet someone can do this for you.
- 41.11** If you are being considered for a property, the Homefinder UK Team will give you a call to discuss your bid and to answer any questions you may have. If you are still interested, your details will be put forward to the receiving landlord who will give you a call within a week and provide further information on the property. They will need to check that the details on your application are accurate and will invite you to visit the property. When you visit the property, you will be expected to decide on whether you wish to move so it makes sense to be prepared before undertaking a visit.

42.0 Notification and Reviews

42.1 Notification

- 42.2** If the Local Authority decides that an applicant is ineligible to join the scheme due to their immigration status, the applicant must be notified in writing and be given clear grounds for the decision.
- 42.3** If the Local Authority decides that an applicant does not qualify to join the scheme because they do not satisfy the residence and / or qualification criteria

the applicant must be notified in writing and be given clear grounds for the decision.

42.4 Reviews

42.5 An applicant has the right to request a review of a decision in relation to the assessment of their application and any such decision when considering whether to allocate housing.

42.6 An applicant will be notified of receipt of their request for a review in writing.

42.7 The applicant must request a review within 21 days of being notified of the decision.

42.8 The request for review should be directed by email to housingadvicereviews@lbbd.gov.uk

42.9 The review will be completed within 56 days of the request unless there is an agreement between both parties to extend this period. The applicant will be notified in writing of the outcome of the review and the basis of how the decision was made.

43.0 Flexible Tenancies

43.1 Social Landlords are now able to grant tenancies for a fixed length of time, known as flexible tenancies. Utilising flexible tenancies allows local authorities to manage social homes more effectively and fairly, and deliver better results for local communities. Flexible tenancies must be for a minimum of 2 years.

43.2 The London Borough of Barking and Dagenham do not intend to move away from non flexible tenancies. However there will be instances when a flexible tenancy will be allocated;

43.3 For example;

- To applicants who meet the eligibility and qualifying criteria but have limited leave to remain in the U.K.
- To applicants who are seeking family sized accommodation to foster children. In the event the tenant ceases to foster children, the flexible tenancy would not be renewed, and the council would offer alternative accommodation that would meet the revised assessed housing need of the household.

44.0 Reside – our Local Housing Company

- 44.1** Reside manage homes which are let either at 50% (London Affordable rent), 65% or 80% (intermediate rent) of market rents; and these different rents are let to different groups of people. The properties at 50% Market rents are let in accordance with our main Allocations Policy (this document) and the priorities will be the same as those set out in this document.
- 44.2** Properties with rents of 65% and 80% of market rents (intermediate rents) are intended for working households and will be let in accordance with the priorities set out below. They are not relevant to the wider policy outlined in the rest of this document (prior to point 44.0). Notwithstanding this, Reside will operate its local allocations in the spirit of the principles of the Council's wider allocation policy, within the parameters of the below provisions.
- 44.3** **Intermediate rented property – the financial qualifications:** Properties at intermediate market rents (65% and 80% of market rents) are designed for working households on moderate incomes. There is a maximum gross income you should be earning, and if you earn more than this, you will not be eligible:

- Up to £66,000 per year, if applying for a 1 or 2 bed property.
- Up to £80,000 per year, if applying for a 3 or 4 bed property.

There is also a minimum level of income needed in order to qualify:

- Applicants should not be paying more than 40% of household income on rent.
- However, if your income is such that you would be paying more than 40% of household income on rent, you may still qualify if you have been paying more than 40% of household income on rent for the last 12 months and have not fallen into rent arrears.
- Applicant household should be working a minimum of 16 hours a week, at minimum wage.

Household income can include any of the following (provided it is income as part of a working household as per above):

- Income from earnings or pension;
- In-work benefits including Child Benefit, Child or Working Tax Credit;
- Personal Independence Payments;
- Housing Benefit up to the relevant Local Housing Allowance;

- Universal Credit, where one or more of the above benefits have been subsumed into this.

44.4 Reside – bedroom standard

44.5 An applicant can apply for a home offering one more bedroom than he/she needs according to the bedroom standard, as long as they can afford it.

44.6 Reside – priorities

44.7 The priorities for our properties let at 65% and 80% Market rents are let in accordance with the following priorities

1 st priority	Working tenants of the Council or a local Housing Associations	If there are more than one applicant in these categories, then the date they registered will decide priority, earliest registered first priority.
2 nd priority	Working housing Register applicants	
3 rd priority	Working residents of the Borough	
4 th priority	People in employment in the borough, but not resident	
5 th priority	Working applicants in London	
6 th priority	Working resident from elsewhere	

Community and Equality Impact Assessment

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

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

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

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

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

About the service or policy development

Name of service or policy	Housing Allocations Policy
Lead Officer	Michael Westbrook, Head of Housing and Asset Strategy
Contact Details	Michael.westbrook@lbbd.gov.uk

Why is this service or policy development/review needed?

The Council’s Housing Allocations Policy was reviewed in 2018, and recommendations on amends to the policy were signed off by Cabinet in January 2019. Since then, a full consultation has been completed and the proposed changes approved. This impact assessment accounts for the impact and community assessment on the changes to the policy brought to Cabinet earlier this year, and outlines the consultation that has subsequently taken place.

The Borough Manifesto states that “We will remember that every resident has the right to rent, to move and invest in their home.” The Allocations Policy has a part to play in seeking to ensure that there is mobility in the Council’s owned housing stock, and that local residents benefit from the housing initiatives (such as the Local Housing Company, Reside) that the Council develops.

The Council’s Equality and Diversity Strategy sets out the aim of providing Fair and Open Service Delivery; and the changes proposed to the Allocations Policy are aimed at ensuring that residents know what to expect from the services provided by Community Solutions and My Place; and that the housing allocations policy supports the aim of ensuring that no one is left behind.

It is good practice to review from time to time the impact of the Allocations Policy to make sure that the Council’s intentions are being met by the Allocations Policy as it is working out in practice. The review, and subsequent consultation, has approved the following changes to the policy:

- To change some aspects of who may register with the applicant as a member of their household;
- To change the arrangements for dealing with cases which are referred to the Housing Options team for assistance from internal and external partners. The proposal is to establish collaborative working between the relevant services so that vulnerable households can be dealt with in a transparent and well-planned way;
- To create a smooth pathway that assists older people to access the right housing for their housing and support needs;
- To give Under Occupiers a higher degree of priority in order to release much needed family housing;
- To ensure that exceptional cases are dealt with in a transparent and equitable way;
- To improve the access to Reside homes for local working residents on moderate incomes.

The one change included in the final revised policy which was not part of the initial impact assessment is to include in the policy provision for local letting policies in the future. When a

Why is this service or policy development/review needed?

local lettings policy is proposed, a full equalities and community impact assessment will be carried out.

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

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

Consider:

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

Demographics

The changes to the allocations policy cover a range of areas and have different impacts on different groups of people. An assessment on the equalities and community impact of the changes was carried out for the January report, which is included below.

Demographics

In 2016 the population of Barking & Dagenham was 207,000 and this is forecast to grow to 224,000 by 2021 and 240,000 by 2026. (GLA Central forecasts).

Age structure

The main changes in age structure projected for Barking & Dagenham by ONS are a three percentage point (pp) decline in the proportion of children and a two pp decline in the proportion of young adults (15-34), offset by increases in older age groups.

ONS project a four pp increase in those aged 65 and over between 2016 and 2041 from 9% to 13%. This is a significant change, leading to an increase in the number of people aged 75 or more of between 6,500 between 2016 and 2041. For the 85+ age group who are most likely to make serious demands on care and related services, The GLA forecast that between 2016 and 2041 there will be an increase of 1,700.

Disability

The Census 2011 indicates that around 16% of the population is estimated to have some form of limiting long-term health problem or disability (LLHPD), and 26% of households have at least one member with a LLHPD (7% have two or more). Six percent of residents' health is

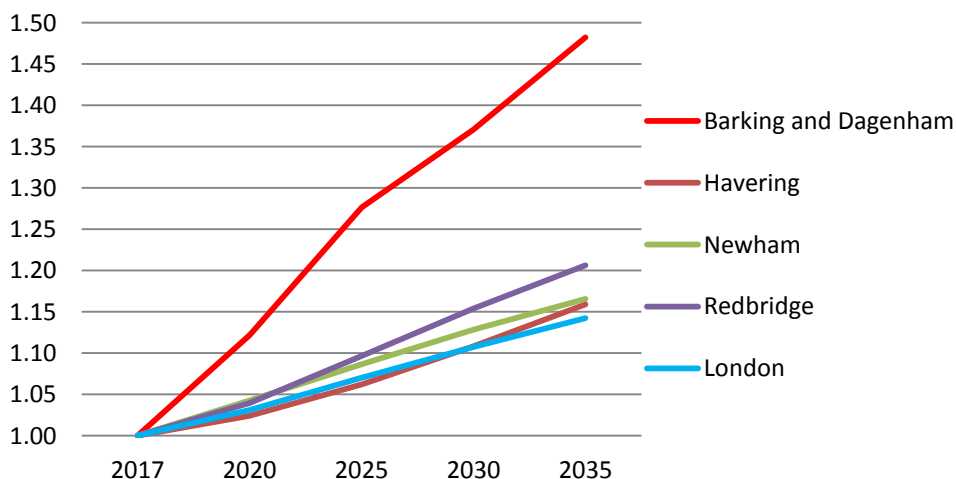
described as ‘bad’ or ‘very bad’. These figures are similar to neighbouring authorities, and marginally worse than London averages.

Data from 2014 shows that the proportion of women with a disability free life at 65 is 33.3% in Barking and Dagenham, compared with 64.7% in Sutton (best performing London Authority) and the same figures for men are that 42% men have an expectancy of life with a disability with a disability in Barking and Dagenham, whilst in Sutton the proportion of men with a life expectancy with a disability at 65 is only 28%.

The GLA household estimates from 2015 show that the proportion of the working population with a disability in Barking and Dagenham, is 17.2% compared with 16.1% across London as a whole.

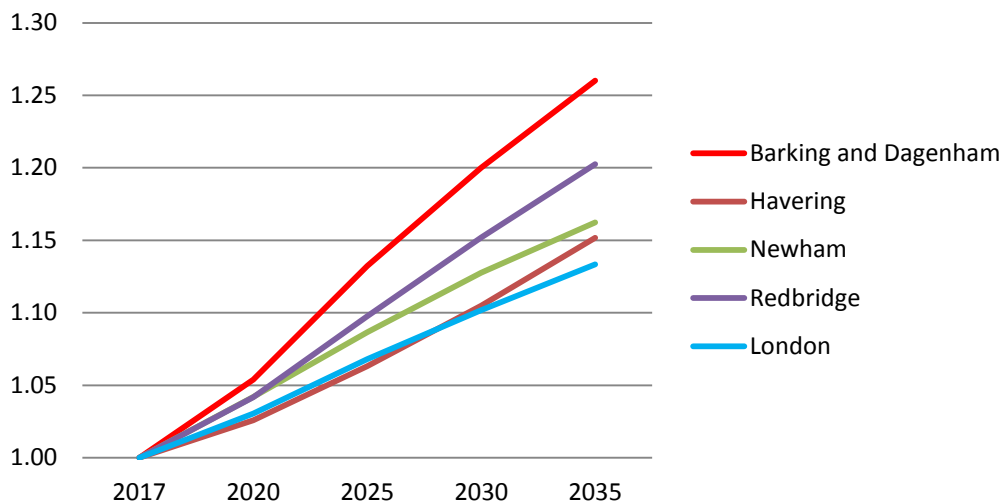
Learning difficulties

For younger people, people with learning difficulties, the profile contrasts strongly with that for older people: because of the relatively young demographic in Barking and Dagenham compared to neighbours (and the London average) the rate of increase for all the factors is faster and sharper than elsewhere. This is especially noticeable for the rate of increase of younger people with learning disabilities:



Mental Health

The anticipated rate of increase in numbers of people with an enduring mental health condition is similar:



Ethnicity

The ethnic make-up of the borough has changed since the 2001 Census. The proportion of the population who are White British has decreased from 81% in 2001 to 49% in 2011. This is projected to continue to decrease to 38% in 2017.

The representation of other ethnic groups has increased:

- The Black African population has increased from 4% in 2001 to 15% in 2011, and is estimated at 17% in 2017.
- The ‘Other White’ category has also increased (from 3% in 2001 to 8% in 2011, to an estimated 11% in 2017), which is likely to relate to increased migration from eastern Europe.
- There has been an increase in those of Indian, Pakistani and Bangladeshi ethnicity; together these groups accounted for 5% of the population in 2001, 12% in 2011 and are estimated to make up 17% of the population in 2017. Although the estimated proportions of these three groups in 2017 are similar (5.3% Indian, 5.5% Pakistani and 5.8% Bangladeshi), this represents a much larger increase for the Bangladeshi community since 2001, where these proportions were 2.2%, 1.9% and 0.4% respectively.
- 2015 estimates show that 37.8% of the population of Barking & Dagenham was born abroad, compared with 36.6% across London overall
- The same GLA estimates who that 49.5% of the population of Barking & Dagenham is from a Black and Minority Ethnic Group, compared with 42.5% across London as a whole.

Potential impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
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COMMUNITY AND EQUALITY IMPACT ASSESSMENT

Local communities in general	X		<p>The changes to the allocations policy have a range of impacts, which are set out below.</p> <p>All changes received majority approval in the consultation, completed by a range of residents and stakeholders.</p>	
Age	X		<p>The proposal to establish a joint collaborative panel between Community Solutions and Adult Social Care to discuss the best rehousing options for older people will have a beneficial impact on the older age group of the community.</p>	<p>Terms of Reference for the Panel will be agreed between the parties. Community Solutions, Adult Social Care and My Place will work together to ensure a smooth and effective pathway for older people needing a different housing solution.</p>
Disability	X		<p>The method by which adapted homes are being allocated is not changing; there will just be a more explicit explanation of the process in the new Policy.</p> <p>The proposals to establish a collaborative panel between Community Solutions and Adult Social Care will benefit vulnerable households, especially those containing someone with a long term enduring mental health need, people with learning disabilities, and other vulnerable groups.</p>	<p>The changes improve the transparency of the process and will improve the understanding of applicants in how homes are allocated.</p>
Gender reassignment		X	<p>We do not collect data on gender</p>	<p>N/A</p>

COMMUNITY AND EQUALITY IMPACT ASSESSMENT

			re-assignment who are applicants and therefore cannot assess the impact of any changes	
Marriage and civil partnership		X	The changes will have no impact on households with different marital or partnership status.	N/A
Pregnancy and maternity		X	There are no proposals that will have any impact on households which contain a pregnant woman, and the changes	N/A
Race (including Gypsies, Roma and Travellers)	X		X The changes in access to Reside properties show that more households on lower incomes will be able to access these properties. The Family Resources Survey main facts and figures show that over the period studied, just under one-third of households in the UK had a weekly income of below £400 (before tax and National Insurance was deducted), and just over one-third had a weekly income of £800 or more Black households were most likely out of all ethnic groups to have a weekly income of less than £400, and Indian households were most likely to have a weekly income of £1000 or more. However, it does not appear that there is an	There will continue to be regular ethnic monitoring of all lettings, including social housing and affordable housing and any adverse impacts reported.

			<p>adverse imbalance in BME households accessing Reside properties. From the first phase of lettings, it can be seen that 76% of lettings went to a household from a BME background and 22% went to households with a White background. 2% declined to state their ethnicity.</p> <p>The proposal to more closely define the household who may register with an applicant is likely to have a differential impact on BME households.</p> <p>Recent statistics from the Housing Register show that 201 households on the register will be affected by this proposal, of which 25% are from an African background. However, the impact is more notional than real, as larger households are unlikely to be housed as a result of the scarcity of such properties. The important change is that households will be informed on the consequences of registering members of a large household together and the likelihood of the waiting time.</p>	
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COMMUNITY AND EQUALITY IMPACT ASSESSMENT	
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Religion or belief		X		There are no proposals that will have any impact on households of any particular faith	N/A
Sex	X			The proposal to enable one household to access Reside Homes on lower incomes will be of indirect benefit to women, as female headed households tend to have a lower level of income than male headed households. In London 55% of low paid jobs are held by women, and more women are likely to be in part time work. These proposals will therefore benefit women and those on lower incomes. The proposal to improve the arrangements for older people are also likely to be of benefit to women, as they are more highly represented amongst the older population over the age of 70.	
Sexual orientation		X		There are no proposals that will change the way in which people who are lesbian, gay, or bisexual are treated.	Civil partnerships are already recognised within the Allocations Policy; there are no proposals to change this.
Any community issues identified for this location?	X	X	X		This Policy applies Borough wide and is not location specific.

2. Consultation.

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

The review of the Allocations Policy consulting internal partners including:

- Adult Social Care
- Children's Services
- Community Solutions
- My Place
- Lead Member for Regeneration and Social Housing

An extensive public consultation took place across 12 weeks, with the following stakeholders invited to take part:

- Consultation with current applicants on the waiting list
- Consultation with Housing Association partners
- Consultation with Voluntary sector partners

The consultation took the form of a leaflet and questionnaire which will was present on the Council's website and sent out to relevant groups. Tenants were consulted through their newsletter and the open meeting of the tenants' federation on 20th February 2019 where there was a presentation on the proposed changes to the policy.

The consultation took place for 12 weeks between 04/02/19 and 29/04/19. It received 251 responses. All changes received majority positive responses in the consultation. Detailed results are included in the full cabinet report.

The consultation did not ask for demographic information and was completed anonymously, though due to self-identifying responses entered in the 'any other comments' we can deduce that 5 of the 251 were housing association and voluntary sector partners. The rest were residents including current housing applicants on the waiting list.

3. Monitoring and Review

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

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

Action	By when?	By who?
There will be regular collection of data on who benefits from the allocations of homes made to households on the Social Housing Register and the Affordable Housing Register. This information is available for interrogation but is not reported to any particular body.	Every application is required to record standard monitoring information	Community Solutions
There will be a review of the operation of the Allocations Policy six months after implementation	October – Nov 2020	Inclusive Growth

4. Next steps

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

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

Implications/ Customer Impact

The changes to the Allocations Policy are generally designed to improve the operation of the process of deciding and allocating homes. Currently a number of decisions are made by officers interpreting the current policy, but often using judgement which is not explicit and publicised. The changes will make the allocation of new homes more transparent and enable applicants to have a better understanding of the process and why they have been successful or not in their efforts to obtain council or affordable housing.

The positive impact on groups with protected characteristics have been set out – particularly those that enable households with more modest incomes to access the affordable housing managed by Reside. Vulnerable households such as those with disabilities, mental health issues, or learning disabilities will benefit from a better service generated by improve co-operation between services and discussions at a Panel to ensure that the full range of options for housing are considered for older people.

The only potential negative impact is that relating to extended families, where the proposed change to the policy is to define the household that can apply together as three immediate generations – parents, children and grandparents. Households will not be able to register their extended families, such as uncles, aunts, adult brothers and sisters or in-laws on the

application. This step is being taken because of the lack of larger properties, and the fact that it is not helpful to these households to register them together for property which is not available. The proposal should ensure that such households have better information about what is available and make better choices about how to seek housing.

5. Sign off

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

Name	Role (e.g. project sponsor, head of service)	Date
Michael Westbrook	Head of Housing and Asset Strategy	9/12/19

CABINET**18 December 2019**

Title: Corporate Plan 2018 – 2022: Quarter 2 2019 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	
<p>Summary</p> <p>The Corporate Plan 2018-2022 articulates the Council's vision and priorities for the four-year lifespan, 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 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) was carried out in collaboration with senior officers and Cabinet Members.</p> <p>Now in the second year of the Corporate Plan, Cabinet is presented with the Quarter 2 2019/20 performance update against the Key Performance Indicators (KPIs) and Key Accountabilities. These elements of the performance framework will continue to be reported quarterly to Corporate Performance Group (CPG) and Cabinet throughout the coming year.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <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 of the report; and (iii) Agree any actions to address areas of deteriorating performance. 	

Reason(s)

To assist the Council in achieving its priority of a “Well run organisation”.

1. Introduction and Background

- 1.1 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 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 and are 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 2019/20







- 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 2 (1st April 2019 – 30th September 2019) against the Key Performance Indicators for 2019/20 (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.
	Performance is expected to achieve or has exceeded the target.
	Performance is within 10% of the target.
	Performance is 10% or more off the target.

- 5.2 The table below provides a summary at Quarter 2, 2019/20 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 2 2018/19), or performance from the previous reporting period (Quarter 1 2019/20). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel			
↑	↔	↓	N/A
23 (47%)	2 (4%)	22 (45%)	2 (4%)

- 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 2019/20 target.

RAG Rating against 2019/20 target			
G	A	R	N/A
16 (33%)	15 (31%)	11 (22%)	7 (14%)

Key Performance Indicators – Rated Not Applicable (n/a)

- 5.4 At Quarter 2, 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
Awaiting data	2

Reason for Not Applicable RAG rating	Number of indicators
Good performance neither high or low – no target set	6
Awaiting data / target	1

6 Focus on Performance

- 6.1 For Quarter 2 2019/20 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 – The percentage of Health Lifestyles Programmes completed

6.2.1 Featured as an 'Area for Improvement' last Quarter, performance has significantly increased over the first few months of 2019/20.

6.2.2 Across quarter 1 2019/20, 1,284 people began programmes and, of these, 1041 completed them (81%) The largest contributor to this was Child Weight Management (CWM), where 867/895 people completed programmes (97%).

6.2.3 Of 85 adults starting Adult Weigh Management (AWM) programmes, 57 completed them (67%). However, this does not include the rolling programme as participants have 6 months to complete.

6.2.4 256 people started Exercise on Referral (EOR) with 109 completing (43%), this figure is expected to increase as we are currently focusing on following up clients that did not attend their 12-week review for EOR. This will lead to improved reporting on retention rates.

6.2.5 A new flexible AWM programme will lead to improved retention as clients can access sessions they have missed. The new flexible CWM offer has led to a significant improvement in both numbers of children accessing and retention.

6.3 Area for Improvement – Early Years Foundation Stage Inequality Gap

6.3.1 After a dip in 2018, the 2019 provisional average 'Good Level of Development' at the Early Years Foundation Stage (EYFS) for Barking and Dagenham has improved to 72.4%, above national (71.8%) and narrowing the gap with London (74.1%).

6.3.2 However initial provisional data for 2019 suggests that the EYFS Inequality Gap has widened further, despite sustained input into schools to work on targeted support for the lowest performing children. The EYFS Inequality Gap measures the attainment gap at the end of the EYFS between the lowest performing 20% and the median average of all children.

6.3.3 High numbers of SEN children, high numbers of children with English as an Additional Language and children new to the country are likely an important factor in the widening of the attainment gap alongside a drop in overall cohort size from 2016 of 500 children.

6.3.4 The Local Authority is involved in two key projects in the academic year 2019-2020 which we hope will help reduce this gap:

- The Early Years Transformation Academy - an opportunity to reshape and better link up with health services around early identification of language delay and how to support parents and practitioners in effective targeted interventions to improve children's outcomes.
- The National Literacy Trust's 'Early Words Together at Two and Three' project - 60 settings will be involved in a home learning programme to support early reading development in the home and in settings.

7. Consultation

- 7.1 The data and commentary in this report were considered and endorsed by the Corporate Performance Group at its meeting on 24 October 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 2019/20
- Appendix 2: Key Performance Indicators – Performance at Quarter 2 2019/20

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What we will deliver in 2019/20

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
Community Leadership and Engagement		
Deliver the Cohesion Strategy and dedicate Faith Policy.	Mark Tyson	<p>Cohesion and Integration strategy “No One Left Behind: We All Belong” was agreed by Cabinet in May 2019 and Faith Policy is scheduled for 15th October 2019. We All Belong will now be operationalised with clear actions to be monitored as part of its delivery, with actions across the council and partners.</p> <p>Faith Policy</p> <ul style="list-style-type: none"> • The Faith Policy has been through the relevant sign off process • If agreed by Cabinet on 15th October, it will be launched as part of interfaith week in November alongside a programme of faith events. • Faith & Belief Forum will continue to help implement the actions from the faith policy as part of their connected communities work • Faith Inclusion Training will be offered to council staff
Implement the Connected Communities Fund and the Counter Extremism Programmes.	Mark Tyson	<p>Connected Communities programme:</p> <p>The programme is funded until June 2020, with the majority of the spend before the 31st March 2020. To date:</p> <ul style="list-style-type: none"> • Further funding secured to deliver work with specific communities, outreach now taking place with Black African, Eastern European and Albanian communities in a targeted way • Effective Conversations Training has been approved for roll out to My Place through Train the Trainor • One Campaign Company intervention used to support development of borough narrative • Remaining two interventions by the Campaign Company being designed in partnership with teams to focus on environmental crime and safety • Interventions by Community Amplifiers have begun, with three community projects from the Barking round of co-production in progress and a second round of co-production starting in Dagenham in December • Youth Arts programme has started recruiting commissioners who will be trained this

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<p>quarter</p> <ul style="list-style-type: none"> • Formal evaluation by IPSOS has now begun and will be completed by the end of the year <p>Counter extremism programme:</p> <ul style="list-style-type: none"> • DfE/OCE conference ran in schools with positive feedback and report scheduled to be returned to Home Office • Places of Worship Fund – Amplification event completed in partnership with Redbridge coordinator, B&D groups to be supported with applications • Communication continued through Belief in Barking & Dagenham newsletter network • Ongoing programme supporting Madrassah’s with Faith Associates continues, with funding secured for 2019/20. Contracts have been completed by Prevent team • Supporting the organisation of Hate Crime awareness week in October
Continue to develop Every One Every Day, monitoring impact and outcomes.	Mark Tyson	<p>The funding for years 3-5 of the programme has been identified through external funders. The funders board and project board continue to meet quarterly for oversight. The warehouse space was launched in March with 200 people on the first night and is almost complete now with a new commercial community kitchen, machinery and print design, seminar space and a young makers space.</p> <p>The summer programme was successful with delivery now from 4 sites. The autumn programme launches on October 22nd and the 5th location at Marks Gate will open in November.</p> <p>The cities programme works both locally and internationally is starting to progress with the first training material being developed.</p>
Support the development of the community and voluntary sector, including a Local Giving Model.	Mark Tyson	<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. • B and D Lottery – Average sales 650 tickets per week between July - September 2019. <p>The NCIL grant programme is a fund for community groups, charities and social enterprises in the borough to bid for funding of up to £10,000 from a pot raised from</p>

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<p>the Neighbourhood Community Infrastructure Levy (NCIL).</p> <p>Round two has now opened with 14 applications from a wide range of organisations, totalling just over £115k.</p> <p>The deadline for applications for this round was the September.</p> <ul style="list-style-type: none"> • 14 applications were received and screened initially for eligibility • 12 applications were put forward for the resident’s panel to assess in the first instance • The next stage is the “Dragons Den” stage where groups presented their project to the resident panel in person <p>Following the adoption of the VCSE strategy, a new tender for social infrastructure support was published and interviews were held. The new provider, Barking and Dagenham Collective (hosted by Community Resources) is a collaboration of up to 10 local groups. The contract was in place for 1 July 2019. The Collective co-hosted the State of the Borough conference and has now established an online presence.</p>
Continue to strengthen the Barking and Dagenham Delivery Partnership to work towards the vision of the Borough Manifesto.	Mark Tyson	<p>In June the BDDP met to discuss how the partnership can be developed to deliver the Borough Manifesto through practical approaches to partnership projects focusing on the most pressing shared challenges in our population. This meeting was supplemented with a series of bilateral conversations between partners over the course of the summer to discuss proposals around partnership ‘prototypes’ that focus on partnership, participatory working practices as a means of preventing poor outcomes within the community before the need for complex statutory services.</p> <p>In September the BDDP met to discuss these proposals within the context of the State of the Borough Conference, held on 9 October 2019. This year’s conference was co-hosted by the BDDP and the newly formed BD_Collective, and will focused on the principles of partnership working as well as tangible opportunities for partnership working over the coming year. The September BDDP meeting also discussed proposals for a partnership alliance-based approach to harnessing social value within the local economy, as well as partners’ preparedness for the UK’s exit from the European Union.</p>
Deliver the master plans and	Mark Tyson	Parsloes Park

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
commercialisation of Parsloes Park and Central Park.		<p>The planning application for the Parsloes Park regional football hub (£7.4 million) has been approved. This has now been submitted to the GLA for Stage 2 approval. 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 The submission of the planning application was delayed until September due to ongoing discussions with Sport England regarding the reduction of playing pitches and the GLA regarding flood protection. The contractor has been appointed for this scheme and it is now expected that works will start on site towards the end of 2019.</p>
Implement the improvement plan funded by Community Interest Levy (CIL).	Mark Tyson	<p>Strategic Community Infrastructure Levy sponsored bids Cultural Commissioning (Tamara Horbacka, Cultural Policy and Commissioning Manager) has been the project sponsor for four SCIL bids submitted in July 2019:</p> <ul style="list-style-type: none"> • East End Women's Museum: £490,000 (£250,000 for capital works and £240,000 for revenue). To develop a robust new museum and sustainable community asset for Barking and Dagenham and the East End of London. Capital funding has been marked for approval. • Create London: £950,000 for public realm improvements on the Becontree Estate as part of the centenary celebrations in 2021. Capital funding of £774,789 has been marked for approval. • Company Drinks: £135,800 for Green Community infrastructure development, the ecology and biodiversity of green spaces and offer sustainable programmes for the community. Capital funding of £117,800 has been marked for approval. • Kingsley Hall: £300,000 to support the upgrade of the community infrastructure and public realm improvements to the site including a community roof garden, refurbishment of the sports hall and improved heritage and culture provision for the community on the Becontree Estate. Strategic partnership development as Kingsley Hall are funded by the GLA's Good Growth Fund and other key national agencies. Capital funding of £300,000 has been marked for approval.
Renew focus on community heritage assets and develop a new offer including the East	Mark Tyson	<p>East End Women's Museum</p> <ul style="list-style-type: none"> • Cabinet agreed the lease for the East End Women's Museum in 2017.

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
End Women's Museum and Industrial Heritage Museum feasibility.		<ul style="list-style-type: none"> • The Museum secured a grant of over £90,000 to deliver a 'pop up' programme of events, talks, and exhibitions as part of the HerStory programme to celebrate women's suffrage in 2018. 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. • The council committed 75K of funding to support the development of the EEWM. The last payment of 20K was made on 31 March 2019 and supported the following: • Continue to pay salaries for the Museum Director and Volunteer and Outreach Manager, supporting capacity to develop the relationships, ideas, fundraising strategy and business model to create a sustainable museum • Consultations have been taking place throughout 2019 with the local community on their needs and interests, enabling staff to create a relevant, inspiring and inclusive museum and establish relationships with key stakeholders, including local schools, community groups, women's groups, history societies, universities, cultural organisations. Cultural Commissioning has made introductions to key organisations in the borough, including CU London and local community and voluntary sector groups such as Excel Women's Centre and Shpresa Programme • Establishment of a Steering Group of local residents and representatives from organisations and community groups to help make key decisions and advocate to their networks. The Steering Group has appointed an artist to design a participatory workshop, as part of the consultation, which will be delivered to schools and community groups over the summer period of 2019. • Regular participation in local events throughout 2019 and meetings with partners, peers and stakeholders to promote the project and explore working together. These include, White House Dagenham, Creative B&D, Birkbeck University, Hackney Museum, V&A East, Company Drinks and a number of community centres, promoting the project and exploring how we might work together. We have taken part in several events around London for International Women's Day, and attended DAGFEST, One Borough Festival, Eastbury Summer Fete and more. • The Museum has established a Trustee team of seven, with a range of experience such as capital projects, risk, compliance and fundraising. This additional capacity and expertise enabling the Museum to establish robust policies and procedures,

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<p>apply for full charitable status (currently it is a CIC) and will help to create a strong fundraising strategy for both for capital and revenue campaigns.</p> <ul style="list-style-type: none"> • Cultural Commissioning met with developers Eco-World International, who are building the housing development in which the museum will be located, earlier this year to discuss lease, Heads of Terms, handover schedule, timeline of get-in and installation of the museum. • A recent SCIL bid (490K), project sponsored by Cultural Commissioning, was granted capital funding (250K) to cover the development, fit out of the commercial unit, exhibition material and delivery of the museum. Revenue funding (£240K over four years: 17% average of total revenue; the % reducing year-on-year, to 4% in year 4) to cover museum staffing costs was not funded. • The EEWM is in discussion with the National Heritage Lottery Fund (NHLF) to submit an application for a mid-level general fund of up to 200K in Spring/Summer 2020 (application will include staffing costs). The museum has made a number of approaches to trusts, foundations, individuals and charitable bodies to build a resilient consortium of funders to support long term ambitions. To date no other revenue sources have been confirmed which puts the museum at risk of delay in terms of delivery and opening by September 2021. Cultural Commissioning is in dialogue with the EEWM to assess options and opportunities to secure the necessary funding to ensure the timely delivery of the museum and will be appointing Barbara O'Brien to write funding bids on behalf of the EEWM. <p>East End Industrial Heritage Museum 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 was finalised and presented to the Corporate Strategy Group in December 2018. The feasibility study, developed by Ralph Appelbaum Associates, was reviewed by Peabody Estates earlier this year (2019). Peabody are currently at the early stages of the pre-application stage. Currently this project sits with Be First. There is no further update on this project.</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	Mark Tyson	<p>New Town Culture, Cultural Impact Award, London Borough of Culture The Council 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:</p>

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
Centenary Celebration of Becontree Estate (Festival of Suburbia).		<ul style="list-style-type: none"> • New Town Culture is a programme of artistic and cultural activity taking place in adult and children’s social care across the entire borough. • Funded by a Cultural Impact Award, part of London Borough of Culture, a Mayor of London initiative. <p>New Town Culture responds to the stories, knowledge and skills of the residents of Barking and Dagenham to deliver a programme of workshops, exhibitions, radio broadcasts, live performances and courses targeted to people using social care services in our borough. Delivered in partnership with the Foundling Museum, Serpentine Gallery and several local arts organisations:</p> <ul style="list-style-type: none"> • In Your Time in partnership with the Foundling Museum creates new artistic and cultural activity with young people and artists across social care services • Radio Ballads in partnership with The Serpentine Gallery will enable local residents to come together with artists from around the globe to reflect on the many stories of labour and employment today. • The New Town Culture programme is working with the Social, Therapeutic and Community Studies Team at Goldsmiths University of London to understand how these projects could support social care professionals to build communication, notions of belonging and life skills with the people they support. <p>Creative Enterprise Zone</p> <p>A grant of £50,000 was 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 - 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 was scheduled with the GLA to investigate alternative funding opportunities, such as the Good Growth Fund, that could be utilised to deliver key elements of the proposed Roding-Made Creative Enterprise Zone. Further discussions have been taking place with the GLA’s Cultural Infrastructure and Public Realm Culture and the Creative Industries team and Regeneration and Economic Development.</p> <p>In September 2019, Be First allocated a commercial unit on Abbey Road for use as a pop up Architecture Gallery (until December 2019) hosting the partnership work</p>

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<p>between Cultural Commissioning and Cass School of Architecture. Students from Unit 14, developed a large scale model and architectural drawings of the River Roding, new housing development and cultural infrastructure within the context of the research and action plan as set out in the Creative Enterprise Zone bid. Students produced a large handmade book entitled 'Barking Miniatures' that can be viewed at the gallery.</p> <p>There is no further update on the Creative Enterprise Zone.</p> <p>Alderman Jones's House and the Becontree Estate Centenary 2021</p> <p>The borough will be celebrating the national significance of the Becontree estate in 2021 through a major public programme, developed in partnership with arts and cultural organisations, artists, residents, schools, community and voluntary sector groups living and working on the Becontree Estate.</p> <ul style="list-style-type: none"> • The former home of Alderman Fred Jones located in the heart of the Becontree estate has been renovated so that it can be used as live/work space for artists until the end of 2021. In April this year, the artist Verity Jane Keefe launched a series of participatory workshops and engagement sessions with residents and communities. • Cultural cluster of arts, cultural and heritage venues will be utilised for the public programme including; Valence House Museum and Local Studies Centre, Valence Library, the White House, Alderman Jones's House and potentially Kingsley Hall. The use of parks and green spaces will also be used to host festivals, activities and workshops. • LBBD (Cultural Commissioning, Heritage and Parks) is working in partnership with Create London to develop and deliver the centenary programme which include a commissioned programme by local artists and arts organisations as well as projects with national heritage and architecture agencies. • Successful funding from the Arts Council England (£30,000) and the Heritage Lottery Fund (£400,000) to support the delivery of a wide-ranging programme, which will include: <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

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<ul style="list-style-type: none"> • A programme of public realm improvements on the estate developed with local people • Becontree Festival Roundtable event with Wayne Hemingway 22 October at Valence House museum and local studies archive • Becontree Centenary Steering Group – first meeting took place with internal LBBD colleagues from Culture team and Inclusive Growth in September. Currently developing the Steering Group cohort to develop a comprehensive working group to ensure a transparent governance structure and oversight of the curatorial direction of a wide range of initiatives and projects. The SG will include key council officers across Culture, Events, Heritage, IG and P&P, Be First, external partners, local organisations and community groups to promote collaboration, shared resources, funding opportunities and partnership working. <p>Summer of Festivals</p> <p>The Summer of Festivals programme for 2019 has been a huge success will conclude with the Youth Parade on 22 September. The programme was well attended and well received by residents especially the One Borough Festival this year with a 'Back to the 80s' theme headlined by the Fizz (formally Bucksfizz) attended by 10,000 residents and visitors (approx.). The Events team has also provided guidance and assistance to enable more events by the community to be presented in the Borough's parks, we have a new event coming to the borough this year Defected London Festival, which will see a large scale dance music event coming to Central Park.</p>
Equalities and Diversity		
Implement the Equality and Diversity Strategy action plan.	Mark Tyson	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, with each director responsible for actions presenting at a portfolio meeting throughout the year. The next annual update will be presented to the portfolio holder in September 2019.
Continue to promote the Gender Equality Charter.	Mark Tyson	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

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		of events aimed and celebrating, raising awareness of and tackling issues relating to gender equality. Plans are in place for the Women's Empowerment Awards, which is due to take place in 2020.
Celebrate equality and diversity events, and where possible, enable community groups to take the lead.	Mark Tyson	<p>The Community Development Officer (Equalities) continues to work with the community to deliver high-quality equality and diversity events, enabling them to take the lead wherever possible.</p> <p>The Council took part in Pride London, with a float and 70 members of the community, Flipside, Council staff and Councillors. The Council has also marked Saint George's Day, Stephen Lawrence Day, International Day Against Homophobia, Biphobia and Transphobia and Remembering Srebrenica to name a few and has more equality and diversity events planned throughout the year. Community events and activities are being run throughout Black History Month in October; a large-scale Black History Month launch event was delivered by the Council for the community. The Council continues to support the community with flag raising events recognising the diversity in the borough and the important role different communities play.</p> <p>The Equality and Diversity Community Fund launched in June, with funding available to charities and community groups to run events and projects to celebrate and promote equality and diversity within the borough. There are four application windows throughout the year. Four grants of £500 each were awarded to community groups for the Summer window; the Autumn window is about to commence.</p>
Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard.	Mark Tyson	<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. 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"> • Quarterly all staff temperature checks are being undertaken which tracks our progress against the standard and employee engagement. • 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	Mark Tyson	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

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
development of the Fairness and Equalities sub-group.		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 four occasions to date with lots of positive steps identified to try work together in addressing equality and diversity issues affecting the borough, including monitoring progress of the LGBT+ Action Plan. The next meeting will be scheduled for October 2019.
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 new fleet has started to arrive following a substantial investment by the Council. Waste performance is already reaping the benefits of this investment with performance achieving a consistently higher standard. The launch of a new Public Realm campaign to support this investment in October 2019 will help inform residents how they can play their part in support of the service improvements.
Embed the new street cleansing operating model.	Robert Overall	New cleansing model is operating but difficulties have been identified with service standards following full implementation. A further review is now underway on how these difficulties in service standards can be addressed. This will be completed by the end of the 3 rd quarter.
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 targeted joint action between teams on known hotspots has started to deliver results. The new Public Realm campaign which will continue into 2020 has a key Enforcement element that will support the continued success of the CCTV appeal on Youtube which has helped raise the profile of environmental crime.
Develop the procurement strategy for the replacement of our vehicle fleet.	Robert Overall	Following Cabinet approval of the business case for replacement, new vehicles are currently being progressively delivered. Some Refuse freighters and new street cleansing vehicles have started to arrive.
Enforcement and Community Safety		
Develop a new borough wide Private Licensing Scheme to be agreed by MHCLG.	Fiona Taylor	The Councils boroughwide selective licensing scheme started 1 st September 2019. This is a fantastic achievement and means that LBBB are the first council in the country to have a whole borough scheme approved by the Secretary of State. Discussions have taken place with MHCLG who praised LBBB on the quality of their submission and we will continue to work with them as the scheme develops. Some restructuring and shifts in staff capacity are currently underway to ensure that LBBB is

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<p>ready for implementing the new scheme and that the move to focus more on enforcement of non-compliant landlords is managed effectively</p> <p>In addition, the implementation of the online application and back office system (Metastreet) has been successfully rolled out. The system allows for start to end integration for landlords allowing them to make an application, payment and check the status of their application. There have been over 7000 applications received for the new scheme and the system is working well. The system will also integrate back office and front-line functions and enables officers to work remotely and update inspection reports whilst they are out in the field. The new process will be paperless and will create significant efficiencies within the team.</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 were implemented on 1st July 2019 having completed a full consultation process. Consultation on a further 5 zones has recently concluded and decisions are currently being made regarding final implementation proposals.</p> <p>New unattended CCTV cameras have been installed 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>The parking team have been restructured to ensure that there is sufficient leadership and capacity to deliver the parking strategy. New posts are now being recruited.</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 new police bases.</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</p>

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<p>problem solving approach to issues is needed. Plans are in place for this at both a tri-borough BCU level and a LBBB level and were launched in May/June 2019. A new intelligence officer started in June.</p> <p>Negotiations have successfully concluded on the future of the council funded police officers as the contract was up for renewal. The new crime and enforcement taskforce is now in place and focussing on tackling council priorities in relation to crime and ASB. 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 the Autumn 2019 subject to the satisfactory conclusion of negotiations with the police.</p>
<p>Maintain focus on serious youth violence through the work of the Community Safety Partnership.</p>	<p>Fiona Taylor</p>	<p>Serious youth violence continues to remain a core priority for the LBBB 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 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 has recently been refreshed, which has a range of interventions including enforcement in key hotspot locations, targeting of perpetrators/gang nominals, taking weapons off the street, engagement with the community, rollout of the long term trauma informed model and early interventions and diversionary support for people at risk. LBBB were recently awarded additional grant funding to tackle violence and have had a plan agreed to rollout the Ben Kinsella Trust, expand the Youth At Risk Matrix work and support Step Up Stay Safe.</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. 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. 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</p>

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<p>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 held the second summit on 16 May and Havering has booked their event for Nov 2019. LBBB have provisionally booked another event for Feb 2020. 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		
Publish a new Health and Wellbeing Strategy 2018-2023.	Elaine Allegretti	HWBB strategy is now published.
Deliver campaigns to raise awareness of safeguarding issues.	Elaine Allegretti	<p>Plans to produce a social media campaign around various safeguarding themes will be discussed and agreed in the Adults Improvement Board.</p> <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>
Change our approach and systems for keeping children and young people safe from exploitation.	Elaine Allegretti	<p>Since the set-up of the Adolescent service sitting alongside the Youth Offending service work is now well underway to define the remit of the team, referral pathways and partnerships.</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. There is now an expectation that partners contribute to the profiling of our CSE cohort.</p> <p>A Criminal Exploitation Group has now been set up, a strategic and tactical meeting ensuring single oversight of children at risk of criminal exploitation and modern slavery. This group is adopting the same model as MASE.</p> <p>Work is underway with the University of Bedfordshire to embed a contextual safeguarding approach to exploitation; the first phase involves undertaking a self-evaluation against the CS Tools developed in the Hackney pilot. We have appointed a project manager to support this work and a Contextual Safeguarding multi agency</p>

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<p>working group is in place to drive forward the work required. Dr Firmin (lead) has confirmed that MOPAC has awarded extra funding, resulting in a dedicated team from the University to support us in delivering this project. This is welcomed as we have struggled to take this forward at pace due to capacity.</p> <p>We await the outcome of a bid we made to Young Londoners Fund to boost interventions for this vulnerable cohort.</p> <p>Care and Support's new specialist intervention hub will provide additional interventions to working with vulnerable adolescents and their parents; this includes developing the voluntary offer. We will be appointing two extra YARM (Youth at risk matrix workers) which offer early intervention to prevent adolescent risk. This is welcomed by our schools.</p> <p>DCS has commissioned work to learn from the recent Croydon Serious Case Review of adolescents led by Independent Charlie Spencer; a pilot with three primary schools is underway giving focus to an improved approach to exclusions and transitions.</p> <p>The monthly multi agency Missing Panel chaired by the Exploitation and Missing manager ensures oversight and tracking of those missing during the month, ensuring procedural compliance and the right plans are in place to reduce risk. The DCS and Director receives daily reports on children missing as well as detailed information on those considered at high risk.</p> <p>Work is beginning with early help colleagues to align the targeted Youth Service work with the work being undertaken by our statutory services to ensure they are working with the correct cohort of young people, reducing demand and providing a robust step-down offer.</p> <p>Step up, Stay Safe work is well underway to providing schools with a clear understanding and offer of interventions to tackle serious youth violence and knife carrying. This work is integral to the wider B&D approach to exploitation (strategy) which is in draft.</p>
Continue to deliver continuous improvement in services and improve quality.	Elaine Allegretti	Continuous improvement of services and outcomes is a key component of business as usual for the Care and Support and partners. In response to the ILACS inspection back in spring 2019, an Improvement Plan has been published and approved by OFSTED. To deliver the required improvements, including the OFSTED Improvement Plan – the Children's Transformation Programme has also been developed. This was approved by Cabinet in July 2019 and has now commenced as a programme through

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<p>which improvements will be delivered over the next two years.</p> <p>The monthly DCS chaired improvement board continues and has overseen progress against the OFSTED improvement plan in relation to recommendations. Good progress is being made with evidence of improvements in PLO and permanency; an in-depth analysis of strengths and challenges of practice within early help. There continues to be ongoing focus on improving quality and effectiveness of management oversight and provision with focus on some key services such as MASH and assessment with focus on improving quality of direct work and consistent application of thresholds in key areas. Permanency and adoption have begun to show signs of improvement over the last 6 months, the latter being recognised by the recent letter from the children's minister which acknowledges we are no longer on the adoption task force improvement radar.</p> <p>In response to the YOS full joint inspection by Her Majesty's Inspectorate of Probation (HMIP) in September 2018, an improvement plan to HMIP has also been submitted. This plan is being monitored by the Children and Young People's sub-group of the Community Safety Partnership. The YJB has released a set of National standards with the expectation that Youth offending services will self- evaluate themselves against the standards. This work will start in the autumn 2019.</p>
Reboot the health integration agenda, including delivering a vision for health and wellbeing at Barking Riverside.	Elaine Allegretti	Thames Health & Social Care Locality Board is now established and had its first meeting on 25 th September 2019.
Respond appropriately to the Social Care Green Paper on older people and the Children's Social Work Act.	Elaine Allegretti	<p>Publication of the social care green paper is waited.</p> <p>BCF plan for 19/20 was developed with CCG and submitted on 27 September and awaiting ratification from BCF National Team.</p>
Strengthen the understanding of corporate parenting responsibility with every Member playing their part.	Elaine Allegretti	The new targeted operating model has a new approach to Corporate Parenting and Permanence, the aim being for children and young people to 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.

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<p>The enhanced local offer for care leavers has now been signed off at Cabinet which evidences the Council's ambition to be the best corporate parent we can be. The Chief Exec will officially Launch this at the October Care leavers awards. The offer includes dispensation from Council tax and specific championing work for UASC.</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. Young people are represented on the Board and all Board members are expected to attend the training session led by Care leavers.</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 have now moved into the Care service and Liquid logic systems improved and we are seeing some improvements all be it slow. CAMHS are now providing a consultation line as well as drop in service to Care and support offices so referrals can be discussed, and children sign posted to the correct services. A Health subgroup will begin in October chaired by the Designated nurse for Safeguarding and LAC, this group will drive these health improvements and report back to Corporate parenting Board and Children's improvement board</p> <p>We are beginning to see improvements in placements stability, adoptions rates and care leavers that are NEET over the last 12 months.</p>
Develop strategy and proactive campaign of work to end loneliness.	Elaine Allegretti	<p>With support from Care City, Barking and Dagenham, Havering and the aligned CCGs have successfully received £700k of grand investment to pilot a model of personalised support to overcome loneliness for older people. Following a successful project in Worcestershire, Independent Age will provide around £700k of grant investment to cover the majority of service costs for the two-year piloting phase, with the expectation that the full costs of service delivery would then be covered by the local system if the service demonstrates success. The local authority would be expected to provide £25k over two years as match funding for the investment. The pilot will begin in January 2020.</p>
Educational Attainment and School Improvement		

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
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 now published.</p> <p>The strategy was developed in partnership with schools, Barking and Dagenham School Improvement Partnership (BDSIP), 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. The November Education Annual Performance report to Cabinet sets out progress over the first year of the strategy.</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 but was paused for a period to allow for completion of the All Age Disability Review. Several workstreams are underway to inform next steps including a review of ARPs, more work with health and understanding better what good looks like for children, their families and their outcomes.
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 forecast demand for pupil places and how the Council intends to use capital grants to fund new school places was considered and approved by Cabinet on 16 July 2019.</p> <p>The report sets out the high level of demand seen across London and that a new</p>

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<p>forecasting model has been developed over the past 12 months which will better indicate the numbers and types of SEND likely to be received over the next five years. It indicates the importance of identifying a further site in Barking for a primary school and a site in the borough for another Special School.</p> <p>The Education and Skills Funding Agency (ESFA) have successfully re-brokered Thames Bridge school for Social Emotional and Mental Health (SEMH) needs. The new school operator is the Eko Trust, based in Newham.</p> <p>Pathways School opened 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.</p> <p>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. A report which sets out the demand for SEND specialist places is being prepared for the 13 November Health and Wellbeing Board. The next update to Cabinet is scheduled for 21 January 2020.</p>
<p>Improve engagement with young people to incorporate their voices into Council policy.</p>	<p>Elaine Allegretti</p>	<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 Principal Social Worker (PSW) leads a <i>'lived experience of the child'</i> group who are tasked to build participation and feedback of children into the development of CS. The PSW also led a whole service session on direct work where a child in preventative services and a care leaver were able to share their experiences of direct work with their practitioner. Two former care leavers are seeking to establish a mentoring programme and have presented to MCPG with approval given. PSW supporting its introduction.</p> <p>The PSW is also leading on a piece of work with the Digital team on building a digital platform so children and young people can participate in the design and review of services used by them.</p> <p>Two new Skittlz groups now in place, 7-14 and 14+. Virtual School has secured participation in Jack Petchey Awards Scheme, with Skittlz leading on allocating the</p>

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		<p>awards. Skittiz delivered a very successful 'Takeover' of MCPG, which has set priorities for the Group for the coming year, rooted in the results of the annual LAC survey.</p> <p>The 2019 BAD Youth Forum has been elected with over 8000 votes cast. Every secondary school is represented, with sub-groups formed and activity working on a range of issues and several consultations, including around the new RSE curriculum. The new Young Mayor has already raised hundreds of pounds for their chosen charity of Sane.</p> <p>Public Health's school survey is complete alongside a survey from Healthy Schools, with results to be disseminated this term to greatly borough commissioning priorities.</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. The Summit is to be repeated in November 2019 to further inform contextual safeguarding practice.</p> <p>The borough's Youth Independent Advisory Group continues to meet quarterly with the Police to discuss key issues.</p> <p>'VotesforSchools' is 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 systematic incorporation of child voice at all levels practice to strategic remains a local priority and as a result will form a key plank of new multi-agency safeguarding arrangements for the local safeguarding board which will include work with children and families to assess local strengths and what needs to be different in our local approach to children's and family voice and advocacy.</p>
Employment, Skills and Aspiration		
Develop the Job Shop and Adult College new work and skills offer.	Mark Fowler	In light of last year's restructure, we completed a review of the current offers in Q1 with plans and changes mapped out across the rest of the year. This has included increased engagement with colleagues in adult services. Whilst these changes have started to place we have also seen increased performance overall with the numbers into employment and our NEET position.

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
Develop a new Locality Strategy for Community Solutions, to maximise the use of assets and shape an integrated local offer.	Mark Fowler	We launched our first new community hub at Marksgate. This includes expansion of our healthy lifestyle work, mobile employment offer, a focussed community youth offer lead by residents. We have also launched further community supermarkets in Marksgate and with the Osborne partnership in Albion.
Work collaboratively with partners to develop a Barking and Dagenham Employment Framework.	Graeme Cook Tess Lanning	This has been included in the draft Inclusive Growth strategy. A paper on the work and skills offer (or employment framework) has also been drafted for discussion at ComSol board in November.
Agree a strategic and practical level approach to business and employer engagement.	Graeme Cook Tess Lanning	We launched a new Business Forum in Q1, with quarterly events and a newsletter to better engage local businesses, supported by a steering group of local business leaders. So far 3 events have taken place. We have developed a database of local businesses and are about to conduct a survey to better understand how we can help them to grow and improve.
Continue development of clear progression pathways and post-18 opportunities for young people.	Mark Fowler	Focussed worked has been agreed with the head of employment & skills now part of the NEET panel. Relationships are also developing with colleagues from looked after children (LAC). Since these changes and across Q2 we have seen increased levels of performance.
Hold a series of events to promote employment opportunities to local residents.	Mark Fowler	We held 5 job fairs up to the end of Q2, with a further 3 planned in quarter 3. Our ambition is to hold 5 events more than last year.
Monitor the impact of the Universal Credit roll out and address any emerging issues.	Mark Fowler	<p>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.</p> <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 October 2019 with the findings if required reflected, in the medium-term financial strategy.</p>

Regeneration and Social Housing

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
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 in Dagenham East and attracting the relocation of London's wholesale markets to Barking and Dagenham. Be First is also working closely with the Corporation of London about the re-location of the wholesale markets and the potential for wider regeneration benefits, such as the development of a world class food college to train the chefs of the future.
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 by the end of the year). Further detailed work is taking place to assess future demand for specialist accommodation for vulnerable residents.
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 has now been in operation for over six months, along with the new Managing Director. A commissioning mandate for Reside has been drafted to provide a policy framework within which a new business plan for Reside is being produced. This, along with approval to establish a registered provider arm within the Reside structure, is going to Cabinet in October 2019.
Agree key policies and strategies for Reside.	Graeme Cooke	A comprehensive review of Reside's policies – and the legal framework underpinning them – has been undertaken. Key elements of this have been incorporated into a 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 was then subject to a public consultation. A further report is scheduled to come to Cabinet in December to give final approval to the new

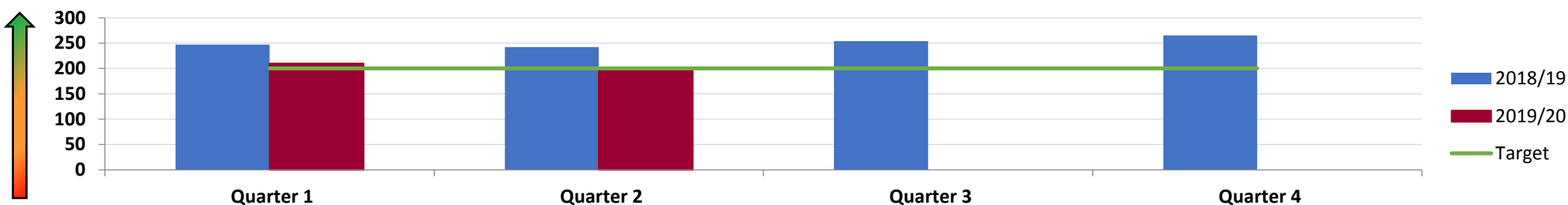
Key Accountability	Strategic Director	Quarter 2 2019/20 Update
		policy, taking on board the consultation responses. A key aim of these changes is to make it easier for local working residents on low incomes to access Reside homes.
Deliver the Sustainable Housing Project and shape the future of the Street 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	A comprehensive 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. During the last quarter, a series of further, more specialist asset reviews have been progressing (considering the council's operational buildings, commercial portfolio and sheltered housing stock).
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 its housing stock by April 2019 and is aiming to achieve decency on external elements 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	All blocks have received Health and Safety inspections and type 3 intrusive fire risk assessments. A Fire Safety Policy Annual Report has been agreed by Cabinet, which further strengthens the fire safety management of blocks.
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		

Key Accountability	Strategic Director	Quarter 2 2019/20 Update
Embed a performance challenge process for the corporate performance framework.	Claire Symonds	Challenge sessions continue to be held and lead by the Cabinet Member of Finance, Performance & Core Services – work is being done to refine the reporting to these.
Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.	Claire Symonds	New four-year MTFS 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 September.
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 and Assembly.
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.

Appendix 2: Community Leadership and Engagement – Key Performance Indicators 2019/20

COMMUNITY LEADERSHIP AND ENGAGEMENT					Quarter 2 2019/20
The number of active volunteers					
Definition	How this indicator works				
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.	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	Why this indicator is important				
We are working towards a continuous increase in the number of active volunteers within the borough.	Volunteering not only benefits the individual 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	Any issues to consider				
2017/18 – 230 active volunteers 2018/19 – 265 active volunteers	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 2 2018/19
2019/20	210	202			↓
Target	200	200	200	200	
2018/19	247	242	254	265	

Page 149



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Across quarter 2 of 2019 (July to Sept) there was an average of 202 active volunteers. This exceeds the monthly target of 200 by 1% of the target figure. This figure reflects the seasonal variation in volunteering and the possible change in opportunities for volunteering with the council wide reorganization being established. We currently have a total number of 65 volunteer applicants within all schemes Community Solutions (58 applicants) other voluntary schemes (7 applicants).</p>	<p>We have continually surpassed the volunteer target of 200. This 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 also many public health funded projects running via the Healthy Lifestyles Team, The Volunteer Drivers Scheme, Heritage volunteers, volunteering in libraries and the wider offer in Community Solutions have consistently attracted regular volunteer numbers. 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 LBBDD and can be used to increase the uptake of the expanded offer.</p>
Benchmarking	Local Performance measure	

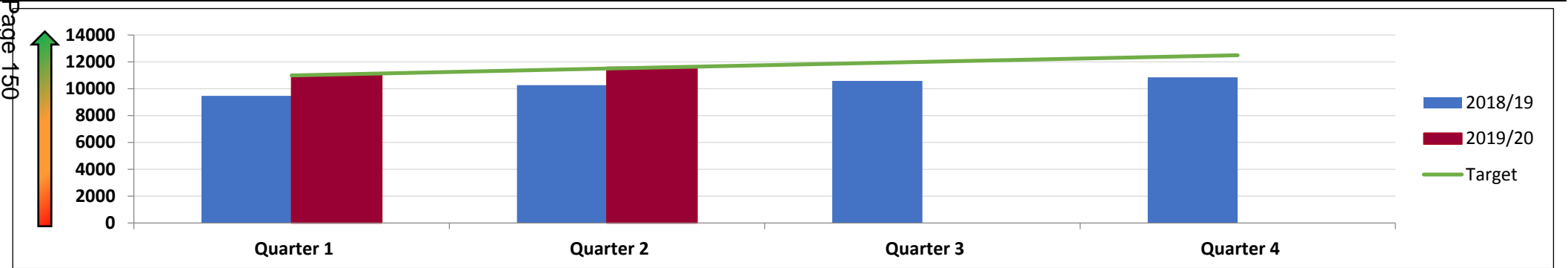
COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 2 2019/20

The number of engagements with social media (Facebook)

Definition	How this indicator works
The number of engagements with the Council’s Facebook page over the previous quarter.	This figure will look at the number of Facebook followers we have.
What good looks like	Why this indicator is important
We are working to increase the number of residents in our social media network.	To track the growth of our social network.
History with this indicator	Any issues to consider
2017/18 – 8,145 engagements 2018/19 – 10,847 engagements	None at this time.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	11,020	11,600			↑
Target	11,000	11,500	12,000	12,500	
2018/19	9,479	10,264	10,586	10,847	




RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<ul style="list-style-type: none"> 11,600 followers (100 above Q2 target) 	<ul style="list-style-type: none"> Refresh content plan to increase reach and engagement Cross promote Facebook account on all other comms channels (all print, email, digital banners etc across other social channels, borough events, internal comms, customer contact centre) Potential digital ad campaign promoting our digital channels (Xads / community digital screens, Social Media ads)

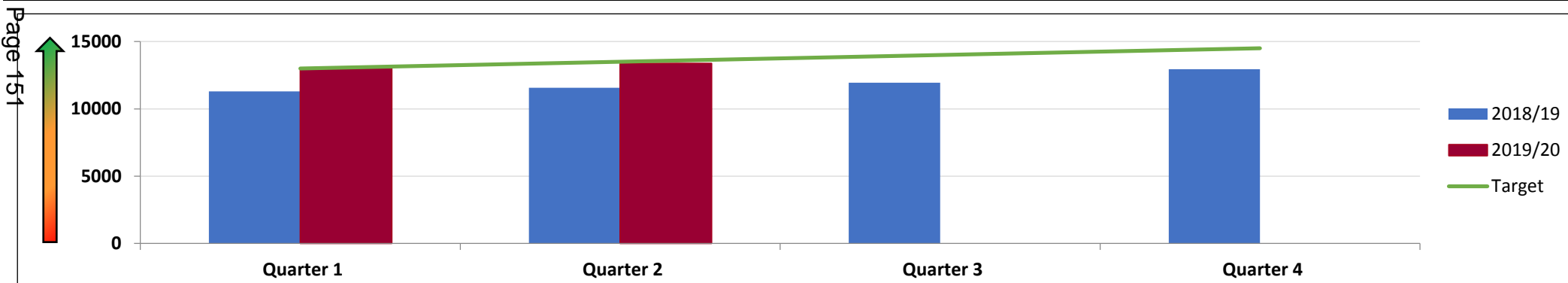
Benchmarking	Local performance measure.
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COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 2 2019/20

The number of engagements with social media (Twitter)

Definition		How this indicator works			
The number of followers of the Council’s Twitter page.		This figure will look at the number people following our Twitter account.			
What good looks like		Why this indicator is important			
We are working to increase the number of residents in our social media network.		To track the growth of our social network.			
History with this indicator		Any issues to consider			
2017/18 – 10,584 followers 2018/19 – 12,953 followers		None at this time.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	13,040	13,380			
Target	13,000	13,500	14,000	14,500	
2018/19	11,304	11,563	11,940	12,953	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<ul style="list-style-type: none"> 13,380 Twitter followers (120 below the Q2 target, but generally in line with the Q2 target) 	<ul style="list-style-type: none"> Refreshing content plan to increase reach and engagement Cross promote Twitter account across all channels (all print, email, social channels, borough events, internal comms, CCC) Digital ad campaign promoting our channels (Xads/community digital screens, Social Media ads)
Benchmarking	Local performance measure.	

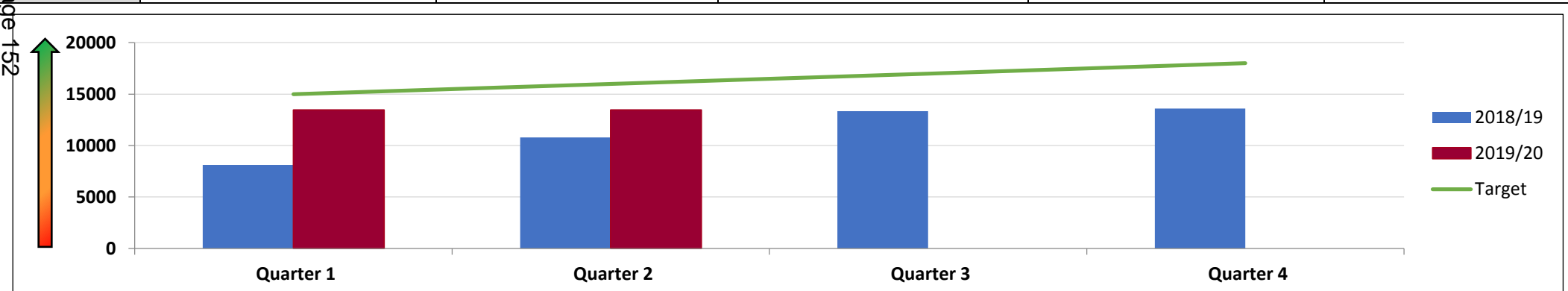
COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 2 2019/20

The number of One Borough newsletter subscribers

Definition	How this indicator works
The number of subscribers to One Borough newsletter.	This indicator monitors the number of subscribers we have to the mailing list.
What good looks like	Why this indicator is important
We are working towards 18,000 subscribers by the end of quarter four.	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	Any issues to consider
2017/18 – 66,341 subscribers (see issues to consider) 2018/19 – 13,610 subscribers	Due to GDPR, in May 2018 we had to erase all data and ask all subscribers (62,000) to re-subscribe to our newsletter.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	13,464	13,471			↑
Target	15,000	16,000	17,000	18,000	
2018/19	8,124	10,793	13,341	13,610	



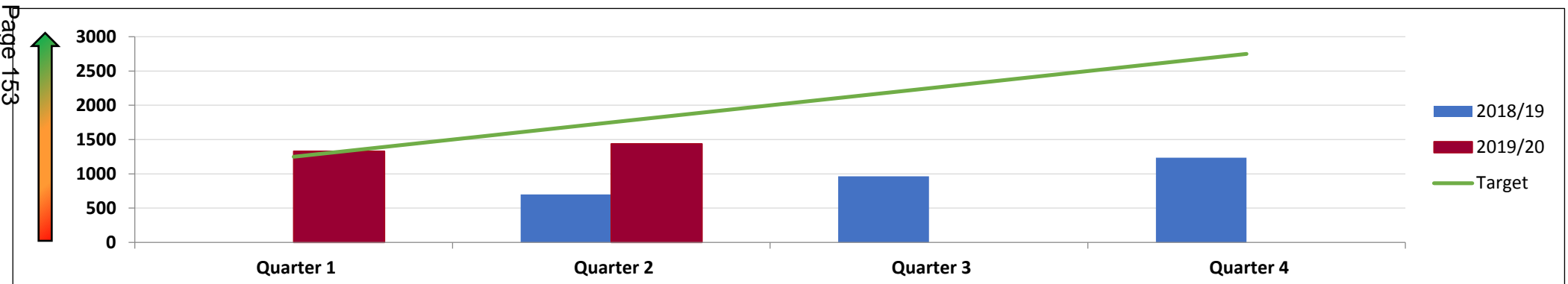
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<ul style="list-style-type: none"> 13,471 subscribers – (subscriber numbers have stayed the same and are below the Q2 16,000 target as we haven't carried out targeted comms activity to drive up subscribers) 34.8% average open rate in Q2 6.2% average click rate in Q2 	<ul style="list-style-type: none"> Campaign to drive up sign ups including sign up overlays on web pages. Review Mailchimp, consider moving over to GovDelivery Refresh email layouts, uniform template, style guide Paid digital advertising (low cost) will be carried out to try and increase sign ups
Benchmarking	Local performance measure.	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 2 2019/20

Number of Instagram followers

Definition		How this indicator works			
Number of followers we have on our Instagram account		The indicator monitors the increase of followers.			
What good looks like		Why this indicator is important			
To see an increase in the number of followers.		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		Any issues to consider			
2018/19 - 1,236 followers		A strategy clear strategy needs to be drawn up for this channel.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	1,330	1,436			↑
Target	1,250	1,750	2,250	2,750	
2018/19	n/a	768	965	1,236	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	1,436 subscribers (approx. 300 below Q2 target as we haven't carried out targeted comms activity has taken place to drive up follower numbers)	Relaunch account, and agree the key driver for channel – could potentially focus on place / using the account as a growth and regen channel?
Benchmarking	Local performance measure.	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 2 2019/20

Evaluation of events

Definition	How this indicator works
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. 	Impact / success of events is measured by engaging with attendees at the various cultural events running over the Summer, with results presented in a written evaluation report.
History with this indicator	Any issues to consider
See table below.	The outdoor cultural events programme runs from June to September.

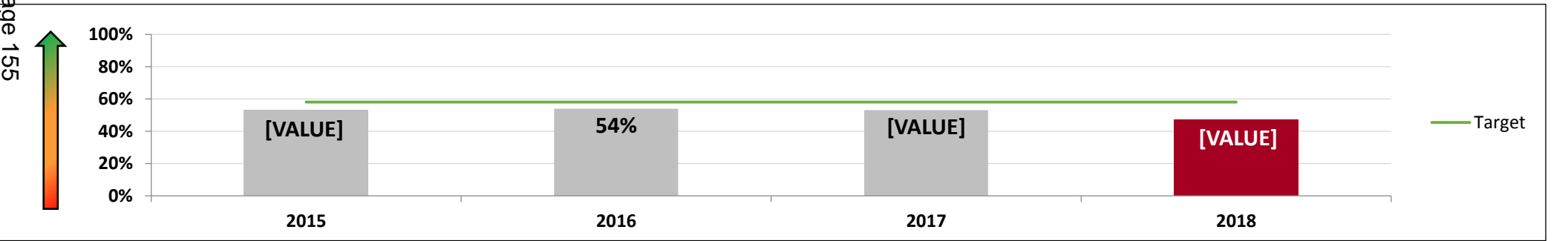
Survey Question	2016/17	2017/18	2018/19	2019/20	DOT
The percentage of respondents who agree that these annual events should continue	100%	91%	98%		↑
The percentage of respondents who live in the Borough	66%	64%	79%		↑
The percentage of respondents who were first time attenders at the event	43%	--	30%		↓
The percentage of respondents who had attended an arts event in the previous 12 months	56%	64%	70%		n/a
The percentage of respondents who heard about the event from LBBD social media activity	25%	28%	42%		↑
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%	97%		↑

RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Results for 2018/19 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	Local performance measure only.	

COMMUNITY LEADERSHIP AND ENGAGEMENT Quarter 2 2019/20
The percentage of residents who believe the Council listens to concerns of local residents

Definition	How this indicator works
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’.	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	Why this indicator is important
Good performance would see higher percentages of residents believing that the Council listens to their concerns.	Results give an indication of how responsive the Council is, according to local residents.
History with this indicator	Any issues to consider
2015 Residents’ Survey – 53% 2016 Residents’ Survey – 54% 2017 Residents’ Survey – 53%	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
2018	47%	↓
Target	58%	
2017	53%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Performance dropped between 2017 to 2018, in line with national surveys. This may partly be linked to uncertainty surrounding Brexit and frustration with the state of affairs more generally. The Council has continued efforts to consult and engage residents. The Council is developing a relational, participatory approach, including a new participation and engagement strategy. However, to see real improvements, 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 setting clear expectations and service standards so that residents know what to expect.	To improve results, the Council needs to ensure it is doing the basics right through business as usual, ensuring the services delivered are relentlessly reliable. Development of campaign plans with key messages for priority areas, as well as continuing to work to improve consultation and engagement. The Council’s new consultation and engagement system will help increase participation and provide residents with a number of engagement opportunities.
Benchmarking	Local performance measure	

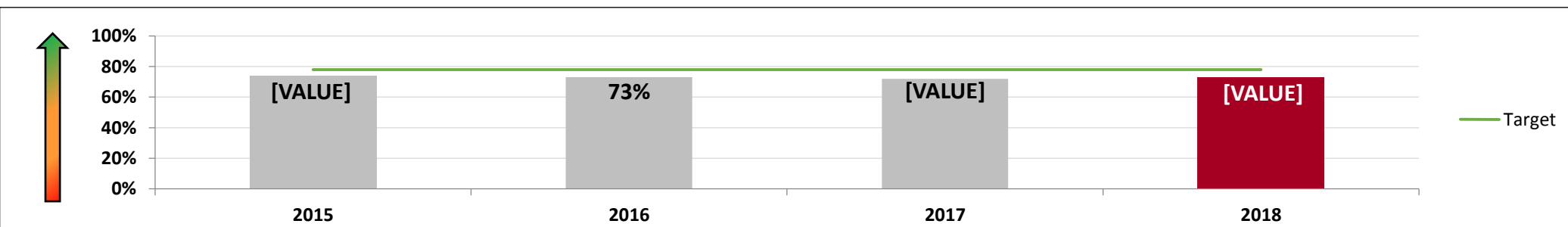
COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 2 2019/20

The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together

Definition	How this indicator works
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’.	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	Why this indicator is important
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.	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	Any issues to consider
2015 Residents’ Survey – 74% 2016 Residents’ Survey – 73% 2017 Residents’ Survey – 72%	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
2018	73%	↓
Target	78%	
2017	72%	



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 Cohesion Strategy recognises the interdependencies and includes 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 and Campaign company engagement with residents will help the council and partners to communicate more effectively.
Benchmarking	The national Community Life Survey Results – 89%	

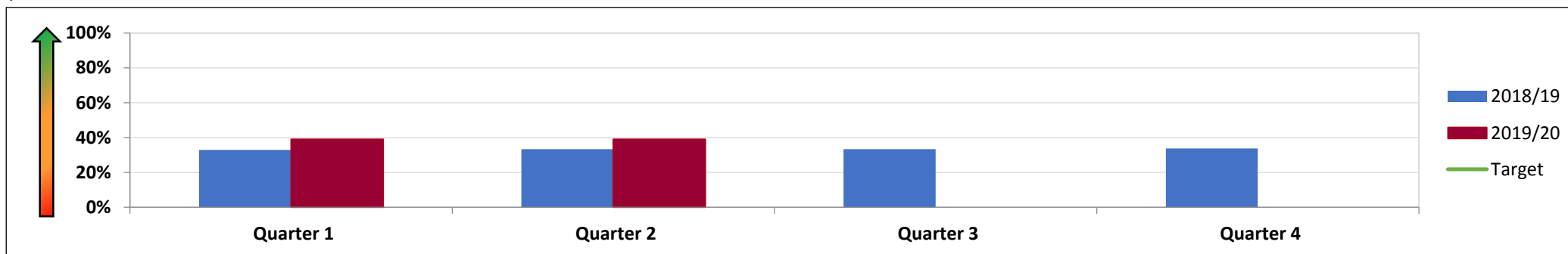
Equalities and Diversity – Key Performance Indicators 2019/20

EQUALITIES AND DIVERSITY Quarter 2 2019/20

The percentage of Council employees from BME Communities

Definition	How this indicator works
The overall number of employees that are from BAME communities as a percentage of the Councils workforce.	This is based on the information that employees provide when they join the council or choose to disclose during their employment. They are not required to disclose the information, and some chose not to, but they are able to update their details at any time they wish.
What good looks like	Why this indicator is important
That the workforce at levels representative of the local community (of working age).	This indicator helps to measure and address under-representation and equality issues within the workforce and the underlying reasons.
History with this indicator	Any issues to consider
Average 2018/19 – 33.4% 2018/19 Q2 – 33.4%	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 2 2018/19
2019/20	39%				↑
Target	Targets to be agreed				
2018/19	33.0%	33.4%	33.4%	33.8%	



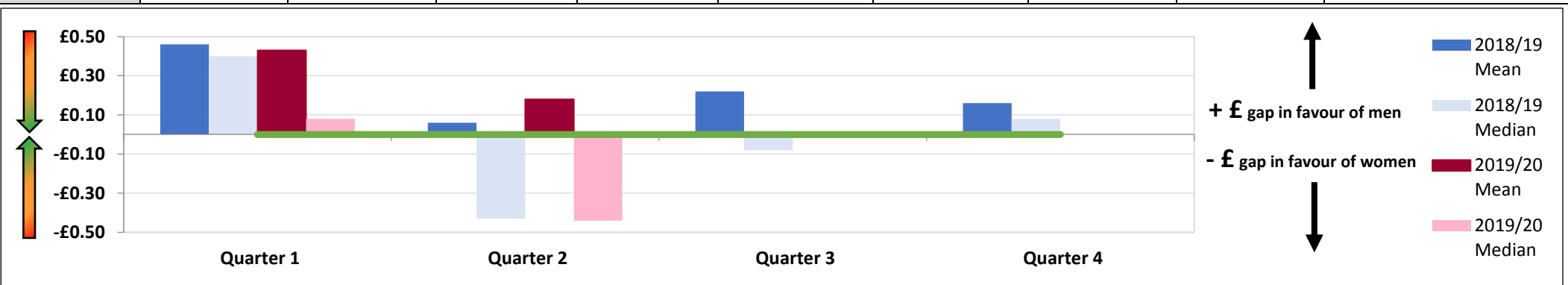
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The council’s BAME% has remained the same as the previous quarter and above the figure for last year’s quarter. We have seen an increase of 6% BAME representation since Quarter 1 in the previous year. We continue to track the number of new starters.	Monitoring of the workforce profile will continue and initiatives to attract candidates to greater align representation to the borough’s profile will remain in place.
Benchmarking	Local performance measure.	

The percentage of employees from BME Communities – Service Breakdown

Service Block	BAME	Not-BAME	Not Provided	Prefer not to say
Adults Care and Support - Commissioning	2	14	1	
Adults Care and Support - Operations	149	138	16	1
CE/P&R/Inclusive Growth/ Public Health	3	18		
Chief Operating Officer	9	22	1	2
Children's Care and Support - Commissioning	17	31	2	
Children's Care and Support - Operations	137	80	11	1
Community Solutions	229	251	11	2
Education	37	126	4	2
Enforcement Service	62	62		
Finance	22	28	1	
Law and Governance	54	85	4	7
My Place	45	83	3	10
Policy and Participation	18	66	6	
Public Realm	62	301	11	1
Transformation	4	16		
We Fix	80	41	1	
Adults Care and Support - Commissioning	2	14	1	

Definition	How this indicator works
The gender pay gap is the average difference between the remuneration for men and women who are working. 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. All payments including those defined as bonus payments by the statutory guidelines are included.	Mean- the difference between the average pay for men, and the women. Median- the difference between the mid-point salary when ranked from highest to lowest between pay rates for men and women.
What good looks like	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.	This indicator identifies whether levels of pay between male and female employees are imbalanced with either group receiving significantly higher or lower levels of pay.
History with this indicator	Any issues to consider
The previous figures reported for Q1 identified that males were paid a mean rate of 16 pence per hour more, and a median rate of 1 pence per hour more than females. The current position is that Males are now paid a mean rate of 18 pence per hours more than females however females are paid a median rate of 44 pence per hours more than men.	The council currently has a relatively balanced gender pay gap.

Page 1 of 2 2019/20	Quarter 1		Quarter 2		Quarter 3		Quarter 4		DOT from Qtr 2 2018/19
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	
2019/20	+£0.16	+£0.18	+£0.18	-£0.44					↑
Target	£0.00		£0.00		£0.00		£0.00		
2018/19	+£0.46	+£0.40	+£0.06	-£0.43	+£0.22	-£0.08	+£0.16	+£0.08	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The current mean Gender Pay Gap ratio demonstrates that male pay is marginally higher than female pay, however the median pay for females is higher than men.	The council will continue to monitor the real time GPG in preparation for its annual submission in March 2020.
Benchmarking	Local performance measure.	

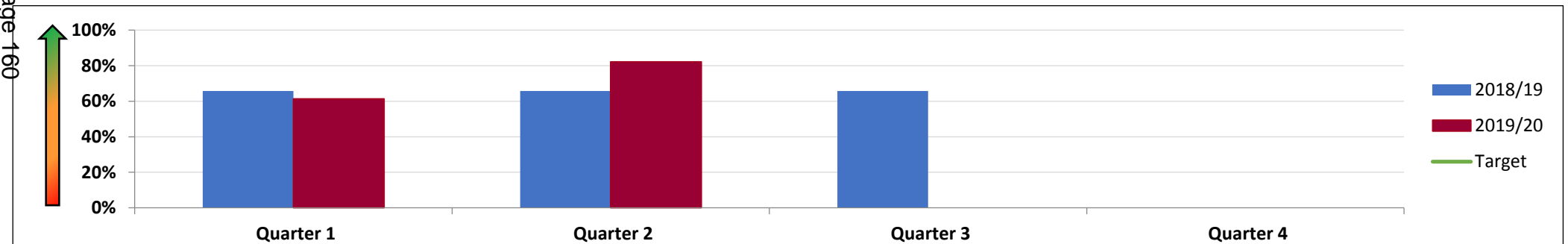
EQUALITIES AND DIVERSITY

Quarter 1 2019/20

The percentage of staff who have completed mandatory training (Equalities, Health and Safety, Information Governance)

Definition	How this indicator works
The number of employees that have completed mandatory training courses as defined by the council.	The indicator assesses the level of completion of the courses that the council deems are mandatory to ensure its compliance with legislative and best practice requirements.
What good looks like	Why this indicator is important
The council is aiming for full compliance in completion of all mandatory training courses.	This indicator gives assurance that staff are completing the relevant training that the council deems necessary.
History with this indicator	Any issues to consider
As part of the preparation for appraisals very clear communication was agreed that appraisal ratings would be affected by completion of mandatory training. This has resulted in a significant increase in compliance and a shift from the tracked historical performance for this indicator.	There are certain scenarios where staff may not be able to complete the mandatory training such as long-term absence from work for either long term sickness, maternity, paternity or adoption leave.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	61.3%	82.1%			↑
Target	Targets to be agreed				
2018/19	65.8%	65.8%	65.8%	---	



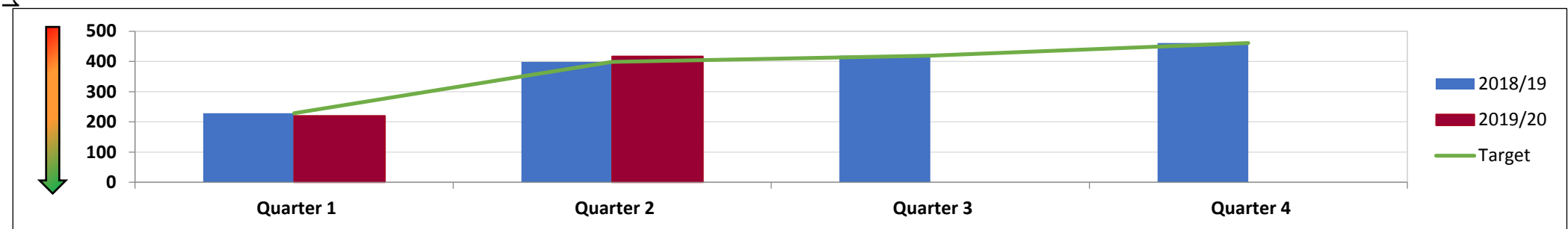
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>The mandatory training figure given is the average completion rate for across all training topics. The training levels have risen since from the same period last year:</p> <ul style="list-style-type: none"> • Health, Safety & Wellbeing Awareness (Staff) – 80% • Managing Health, Safety & Wellbeing Awareness – 76.5% • Introduction to Equalities and Diversity – 77% • Equality in the Workplace for Managers – 78% • Data Protection 2019 – 91% • ICT & Cyber Security – 90% 	<p>The appraisal guidance for 2019-20 stated that an employee’s appraisal rating will be capped if all mandatory training had not been completed. The introduction of this initiative has seen a 20% increase in the completion rates of mandatory training.</p> <p>The highest completion rates are for Data Protection and ICT & Cyber Security.</p>
Benchmarking	Local performance measure.	

Public Realm – Key Performance Indicators 2019/20

PUBLIC REALM	Quarter 2 2019/20
The weight of fly-tipped material collected (tonnes)	

Definition	How this indicator works
Fly tipping refers to dumping waste illegally instead of using an authorised method.	1) Fly-tip waste disposed at Material Recycling Facility and provided with weighbridge tonnage ticket to show net weight. (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	Why this indicator is important
In an ideal scenario fly tipping trends should decrease year on year and below the corporate target if accompanied by a robust enforcement regime.	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	Any issues to consider
2017/18 – 665 tonnes collected 2016/17 – 1,167 tonnes collected	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.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	220 tonnes	417 tonnes			↓
Target	229 tonnes	399 tonnes	419 tonnes	461 tonnes	
2018/19	229 tonnes	399 tonnes	419 tonnes	461 tonnes	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The weight of fly-tipped material collected (tonnes) in quarter 2 was 197 tonnes. July = 85 tonnes, August = 59 tonnes, September = 53 tonnes.	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. Hotspot mapping of incidents also helps to target problematic areas. This information is shared with the Enforcement team.
Benchmarking	London Fly-tipping tonnages is not available. However, the latest official figure (2017/18) for London Fly-tipping average incidents is 8,884. In 2017/18 LBBDD had 2,628 incidents of fly-tipping. LBBDD is ranked 5 th lowest for fly-tipping incidents within London's 33 boroughs (including City of London).	

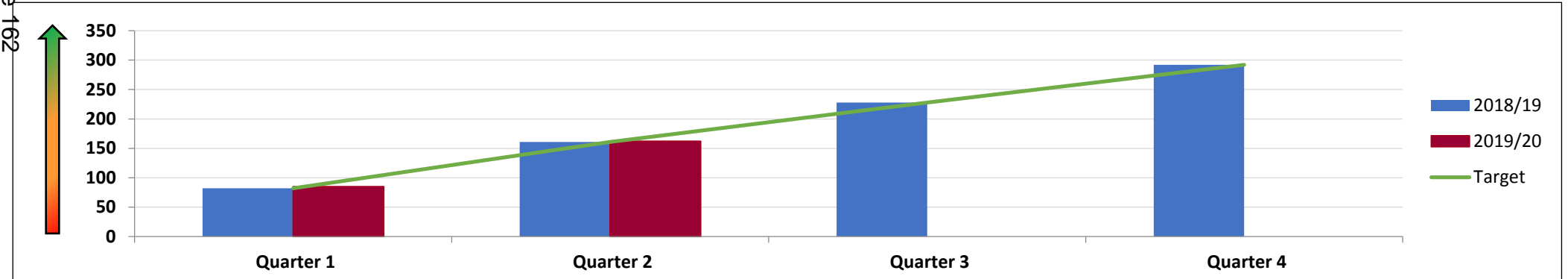
PUBLIC REALM

Quarter 2 2019/20

The weight of waste recycled per household (kg)

Definition	How this indicator works
Recycling is any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes.	This indicator is the result of all recyclate 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 kg is divided by the total number of households in the borough (77,136 households 2019/20 from July 2019).
What good looks like	Why this indicator is important
An increase in the amount of waste recycled per household.	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	Any issues to consider
2017/18 – 304kg per household 2016/17 – 302kg per household	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 2 2018/19
2019/20	85kg	162kg			↑
Target	82kg	161kg	228kg	292kg	
2018/19	82kg	161kg	228kg	292kg	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The weight of waste recycled per household in quarter 2 was 77kg. July = 27kg, August = 26kg, September = 24kg	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 LBBD's recycling rate. The team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents. Dry weather impacts the amount of green garden waste produced.
Benchmarking	London average figures for recycling rate: Latest official figure (2017/18) is 33.1%. LBBD's 2017/18 recycling rate was 25%. LBBD is ranked 27 th within London's 33 boroughs (inc City of London).	

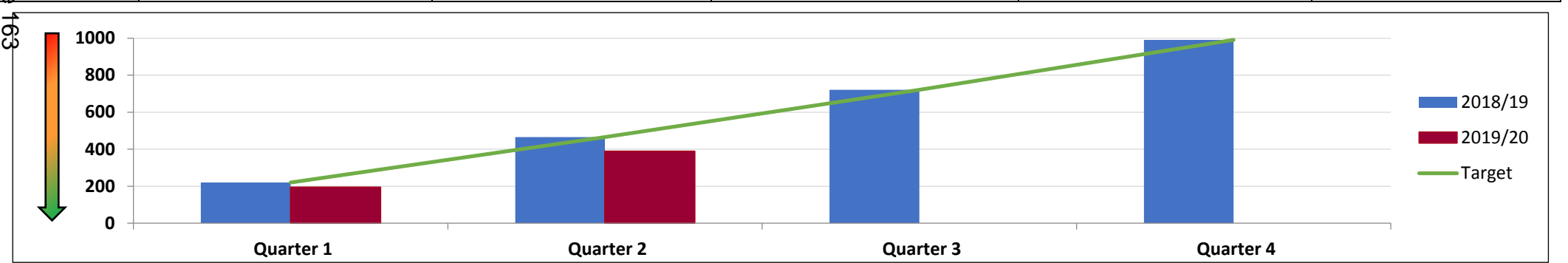
PUBLIC REALM

The weight of waste arising per household (kg)

Quarter 2 2019/20

Definition	How this indicator works
Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.	This indicator is a result of total waste collected through domestic waste collections, 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 (77,136 households 2019/20 from July 2019).
What good looks like	Why this indicator is important
A reduction in the amount of waste collected per household.	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	Any issues to consider
2017/18 – 838kg 2016/17 – 842kg	Residual waste generally low in month of August due to summer holidays and high during Christmas/New Year and Easter breaks.

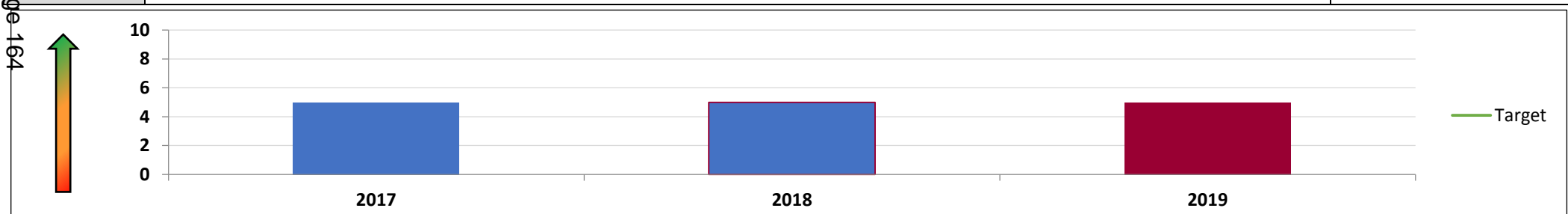
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	194kg	389kg			↑
Target	220kg	465kg	721kg	991kg	
2018/19	220kg	465kg	721kg	991kg	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The weight of waste arising per household in quarter 2 was 195kg. July = 69kg, August = 64kg, September = 62kg. Lower recycling tonnages tend to increase the weight of waste arising per household. We have also seen an increase in household numbers from 75734 in 2018/19 to 77,136 in 2019/20 without corresponding increase in recycling.	Work is being continued by the waste min team to police the number of large bins being offered. Increase communications campaigns by the Comms Team is underway by targeting those households that produce the most waste. Increasing numbers of flats being built in the borough makes reducing household waste and increasing recycling a challenge.
Benchmarking	London Residual was per household: Latest official figure (2017/18) is 536.6kg. LBBD's 2017/18 waste per household rate was 850.8kg. LBBD are ranked 2 nd highest for residual waste per household out of the 33 London boroughs (inc City of London).	

The number of parks and green spaces meeting Green Flag criteria

Definition		How this indicator works			
The number of successful Green Flag Award (GFA) applications for the borough's parks and open spaces.		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.			
What good looks like		Why this indicator is important			
Achievement of the required standard and retention of the GFA.		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.			
History with this indicator		Any issues to consider			
In 2018 five of the borough's parks were awarded Green Flags: Barking Park, Beam Parklands, Greatfields Park, Mayesbrook Park and St Chads Park.		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.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2018
2019	5				↔
Target	Target to be agreed				
2018	5				




RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	<p>Barking Park, Beam Parklands, Mayesbrook Park and St Chads Park retained the award from 2018 and will be mystery shopped in 2019. Whereas, Greatfields Park was subject to a full inspection in 2019 and was successful. Parks Commissioning prepares the site specific Management Plans, submits the applications, arranges the site visits and coordinates the response to the judge's feedback or the mystery shopper visits. However, the whole process is very much a partnership and success relies heavily on the support and commitment provide by P&E and especially the hard work of the grounds staff, as well as key stakeholder and partner involvement.</p>	<p>In 2019 we are provisionally aiming to prepare management plans for Eastbrookend Country Park, Tantony Green and Valence Park and hopefully submit GFA 2020/2021 applications by the deadline of 31 January 2020. The Friends of Eastbrookend CP are on board and North meets South Big Local have confirmed support for Tantony Green. Similarly, we are confident to secure local support for the Valence Park application.</p> <p>Hopefully next year we can achieve the standard at 8 sites. However, each application costs around £375 (depends on the size of the park). In the absence of a designated revenue budget we currently fund the GFA applications from the Parks Commissioning Marketing and Comms budget. So, the 3 extra sites could add around £1,300 to the annual cost, so we can't add these additional sites without a specific budget allocation.</p>
Benchmarking	Local Performance measure.	

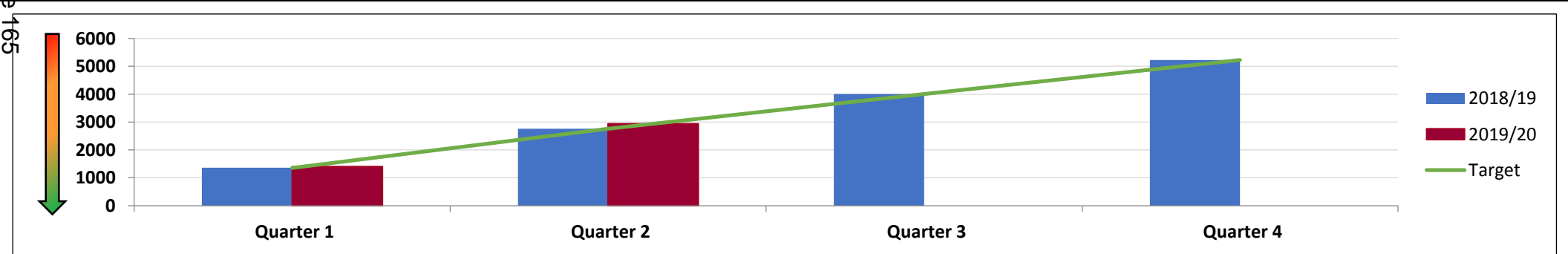
Enforcement and Community Safety – Key Performance Indicators 2019/20

ENFORCEMENT AND COMMUNITY SAFETY Quarter 2 2019/20

The number of anti-social behaviour incidents reported in the borough

Definition	How this indicator works
Anti-social behaviour includes Abandoned Vehicles, Vehicle Nuisance, Rowdy/Inconsiderate Behaviour, Rowdy/Nuisance Neighbours, Malicious/Nuisance Communications, Street Drinking, Prostitution Related Behaviour, Noise, Begging.	As defined, it is a count of all calls reported to the police.
What good looks like	Why this indicator is important
Ideally, we would see a year on year reduction in ASB calls reported to the Police.	This indicator is one of the high-volume MOPAC priorities for Barking and Dagenham.
History with this indicator	Any issues to consider
2014/15: 5999 calls 2015/16: 5688 calls 2016/17: 6460 calls 2017/18: 5929 calls 2018/19: 5,227 calls	

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	1,402	2,939			
Target	1,357	2,757	4,005	5,226	
2018/19	1,358	2,758	4,006	5,227	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	FYTD at September 2019 there were 2939 ASB incidents reported to the police. This is up by 181 incidents (+6.6%) on the 2758 reported at the same point in the previous year. ASB can now be reported more easily on the Met website which may account for some increase in reporting.	Tackling ASB is fully incorporated into police neighbourhood teams and the new council funded crime and enforcement taskforce. A new intelligence post has recently started and the joint council/police tasking process has been reviewed so that we understand issues better and can be more proactive in dealing with them. Work is being further enhanced by recent training packages for all police officers on ASB and a specific full day of training for Neighbourhood officers.
Benchmarking	There has been an 14.5% increase in ASB calls to police across London for the same period. Rate per 1,000 population (GLA 2019) when using 12-month figures: B&D: 5409 ASB incidents = 25.2, London: 29.5. B&D RANK 19 of 32 (1 = highest ASB rate in London and therefore the worst)	

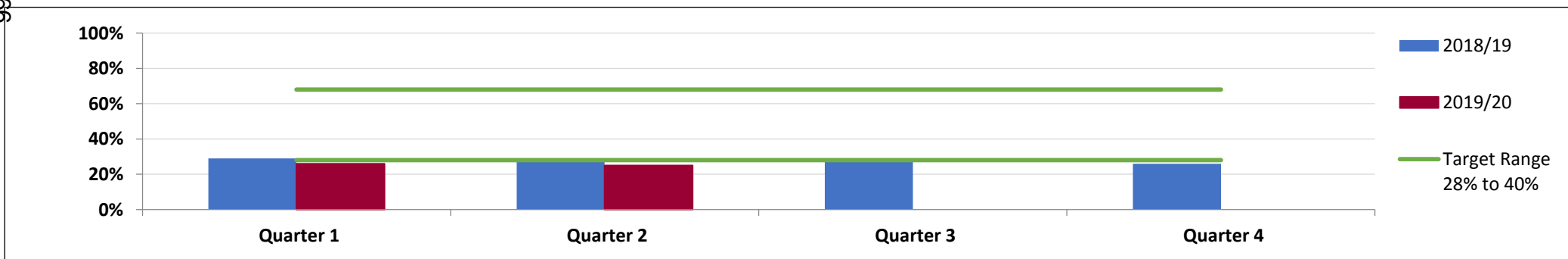
ENFORCEMENT AND COMMUNITY SAFETY

Quarter 2 2019/20

Repeat incidents of domestic violence (MARAC)

Definition		How this indicator works			
The number of repeat cases of domestic abuse that are being referred to the MARAC from partners.		Numerator: Number of repeat cases of domestic abuse within the last 12 months referred to the MARAC			
		Denominator: Number of cases discussed at the MARAC			
What good looks like		Why this indicator is important			
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.		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		Any issues to consider			
2014/15 end of year result: 20% 2016/17 end of year result: 28%		2015/16 end of year result: 25% 2017/18 end of year result: 16%		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 2 2018/19
2019/20	26%	25%			↓
Target	28% to 40%	28% to 40%	28% to 40%	28% to 40%	
2018/19	29%	28%	29%	26%	

Page 66



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance remains steady at 25% from 2018/19 quarter 4. However, this is just outside the SAFELIVES recommended target level of between 28% and 40%.	MARAC Chair has raised this internally within Police, and this has been discussed at the VAWG sub group to CSP. This is being monitored and will be on the agenda at the next VAWG sub group meeting.
Benchmarking	Benchmarking data is currently available for Jan 2018 to December 2018: Metropolitan Police Force average: 22%, National: 28%, Most Similar Force: 29%	

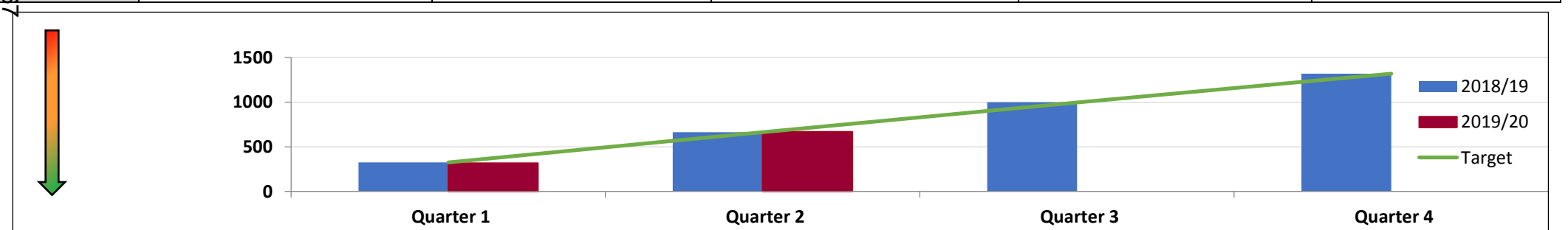
ENFORCEMENT AND COMMUNITY SAFETY

Quarter 2 2019/20

The number of non-domestic abuse violence with injury offences recorded

Definition	How this indicator works
The number of violence with injury offences reported to and recorded by the police which were non-domestic.	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	Why this indicator is important
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.	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham.
History with this indicator	Any issues to consider
2013/14: 987 2014/15: 1,147 2015/16: 1,325 2016/17: 1,360 2017/18: 1,346 2018/19: 1,319	In April 2014 changes were made to the way in which violence was recorded and classified. 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 2 2018/19
2019/20	318	668			↑
Target	324	662	997	1318	
2018/19	325	663	998	1319	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	FYTD at September 2019 there have been 668 Non-Domestic Abuse Violence With Injury Offences reported to the police. This is up 5 offences (+0.8%) compared to the same point in the previous year.	Actions in this area are captured in a new a new knife crime/SYV plan, which has a range of interventions including enforcement in key hotspot locations, targeting of perpetrators/gang nominals, taking weapons off the street, engagement with the community, rollout of the long term trauma informed model and early interventions and diversionary support for people at risk.
Benchmarking	There has been an 0.7% increase in Non-DA VWI reported to the police across London for the same period. Rate per 1,000 population when using 12-month figures: B&D: 1323 offences = 6.2, London: 5.9. B&D RANK 15 of 32 (1 = highest crime rate in London and therefore the worst)	

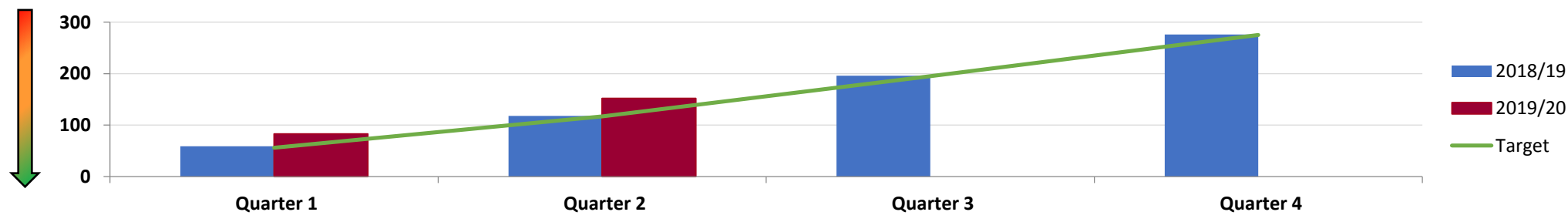
ENFORCEMENT AND COMMUNITY SAFETY

Quarter 2 2019/20

The number of serious youth violence offences recorded

Definition		How this indicator works			
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.'		Serious Youth Violence is a count of victims of Most Serious Violence aged 1-19.			
What good looks like		Why this indicator is important			
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.		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		Any issues to consider			
2018/19: 275 2017/18: 258 2016/17: 224 2015/16: 245		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 2 2018/19
2019/20	83	152			↓
Target	56	116	195	274	
2018/19	59	118	196	276	

Page 168



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	FYTD at September 2019 there has been 152 victims aged 1 to 19 of Serious Youth Violence. This is up 35 victims (+29.9%) on the 117 in victims in the same period last year.	Actions in this area are captured in a new a new knife crime/SYV plan, which has a range of interventions including enforcement in key hotspot locations, targeting of perpetrators/gang nominals, taking weapons off the street, engagement with the community, rollout of the long term trauma informed model and early interventions and diversionary support for people at risk.
Benchmarking	There has been an 7.3% increase in SYV victims across London for the same period. In terms of volume over the last 12 months there has been 310 victims of SYV in Barking and Dagenham. This places Barking and Dagenham as 2 of 32 in rank order across London (1 = highest in London and therefore the worst)	

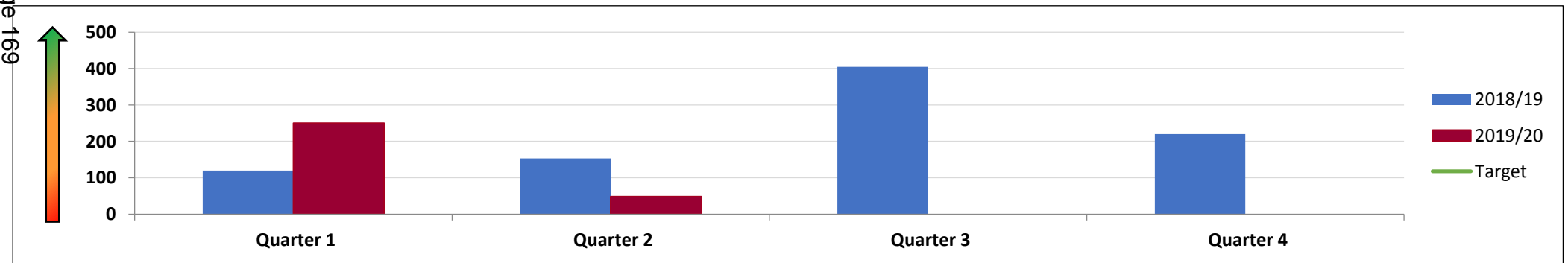
ENFORCEMENT AND COMMUNITY SAFETY

Quarter 2 2019/20

The number of properties brought to compliance by private rented sector licensing

Definition	How this indicator works
The number of non-compliant properties brought to compliant standard.	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	Why this indicator is important
A reduction in the number of non-compliant properties increases the number of good quality private rented properties in the borough.	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	Any issues to consider
The discretionary licensing scheme commenced on 1 September 2014 and ended on 31 August 2019. We carried out compliance visits on 99.1% of the properties.	The discretionary licensing scheme ended on 31 August 2019. The Quarter 2 figures are until end of August 2019. The amount of non-compliant properties at the end of the scheme was at 1.26%.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	250	48			↓
2018/19	120	153	405	220	



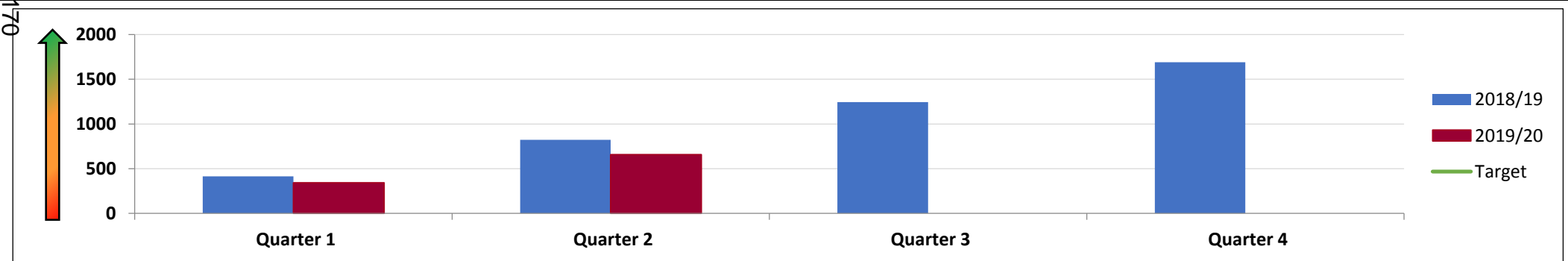
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The current number of non-complaint properties is being managed by enforcement officers who have been tasked to action those cases that require enforcement action. This is being monitored on a monthly basis with enforcement as a key priority.	The discretionary licensing scheme ended on 31 August 2019. The amount of non-compliant properties at the end of the scheme was at 1.26%. As the new scheme has gone live on 1 September 2019, we will ensure these properties are investigated by Enforcement officers and the relevant enforcement action taken.
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

Quarter 2 2019/20

The number of fixed penalty notices issued

Definition		How this indicator works			
The number of fixed penalty notices issued by the enforcement team		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		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		Any issues to consider			
2017/18 – 2,311 FPNs issued 2016/17 – 1,914 FPNs issued		We cannot set income targets for FPN's.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	344	314			↓
2019/20 YTD	344	659			
2018/19	415	409	420	446	
2018/19 YTD	415	824	1,244	1,690	



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The service has issued 659 FPNs during the first two Quarters of 2019/2020. This is a 20% reduction on the numbers issued in the same two quarters last year.	There are a reduced number of street enforcement officers which has had an impact on overall FPN issuance, the team is going through a restructure which means we cannot recruit permanently until this is resolved but requests for agency staff is ongoing. 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

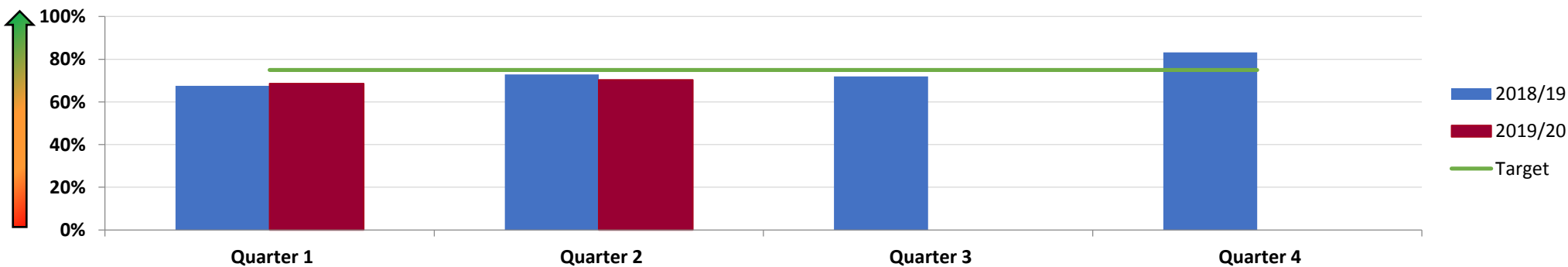
Quarter 2 2019/20

The percentage of fixed penalty notices paid / collected

Definition	How this indicator works
The percentage of fixed penalty notices issued that have been paid / collected.	This indicator monitors the collection rate of those fixed penalty notices that have been issued.
What good looks like	Why this indicator is important
The aim is to increase the rate of FPNs collected / paid.	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	Any issues to consider
2017/18 – 67.7% FPNs paid/collected 2016/17 – 58.8% FPNs paid / collected	No significant issues figure is only slightly under the target rate

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	68.6%	72%			↓
2019/20 YTD	68.6%	70.3%			
Target	75%	75%	75%	75%	
2018/19	67.5%	78.4%	69.86%	75.78%	
2018/19 YTD	67.5%	72.9%	71.92%	83.2%	

Page 171



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>Quarter 2 is showing a payment rate of 72% against the FPNs issued during that period.</p> <p>Quarter 1 payment percentage is now at 91% to date.</p>	<p>Ensure that there is a good work balance of issuing of FPN's and chasing of payments to ensure a high percentage of fixed penalty notices paid.</p>
Benchmarking	Benchmarking data not available.	

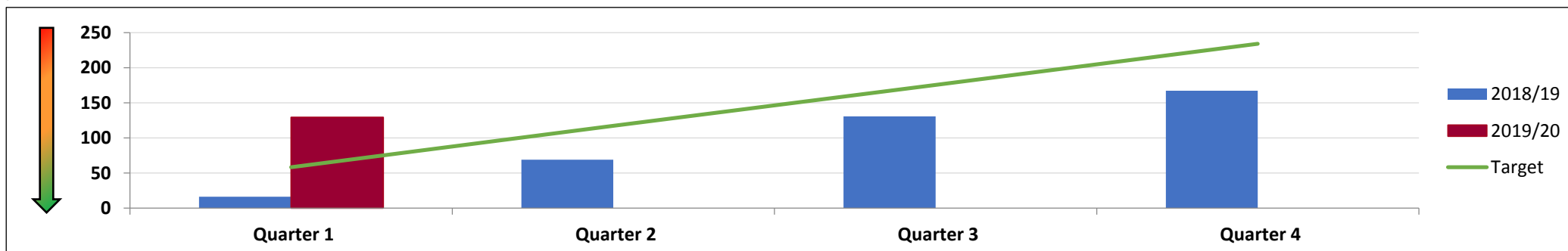
Social Care and Health Integration – Key Performance Indicators 2019/20

SOCIAL CARE AND HEALTH INTEGRATION Quarter 2 2019/20

The total Delayed Transfer of Care Days attributable to social care (per 100,000 population)

Definition	How this indicator works
Total number of days that patients remain in hospitals because of social care service delays when they are otherwise medically fit for discharge.	This indicator measures the total number of social care delayed days recorded in a month per 100k population, converted to a quarterly total. The indicator is reported 1 month in arrears.
What good looks like	Why this indicator is important
Good performance is below the target.	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	Any issues to consider
2018/19: 274 days, 167.1 per 100,000 2017/18: 240 days, 164.9 per 100,000 2016/17: 550 days, 388.4 per 100,000	The local indicator for the target, reported below, has been revised to reflect local ambitions, reducing expectations from 117 to 87 days per quarter. NHS England's stretch target for the council remains in place for monitoring performance against the BCF Plan metric (approx. 27 days per quarter).

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	129.2	Not published			↓
Target	58.5	117.1	175.6	234.2	
2018/19	16.2	69.0	130.6	167.1	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	During Q1 2019-20 (most recently available quarterly data) 192 delayed days were attributable to social care; this is equivalent to a rate of 129.2. Comparison with the same period in 2018-19 shows a significant increase in delayed days (113 per 100k). External trusts, outside of the local system, reported 79% of delayed days. Such delays are often underpinned by the late notification of BHRUT and a lack of clarity of the progress of patients treated by other trusts.	A programme of work to improve early discharge and reduce delays has been agreed through the A&E Delivery Board, with a focus on discharges across the pathway from acute to local councils.
Benchmarking	Q1 2019/20: Redbridge – 26.4 per 100,000, Havering – 78.4 per 100,000, England – 257.4 per 100,000	

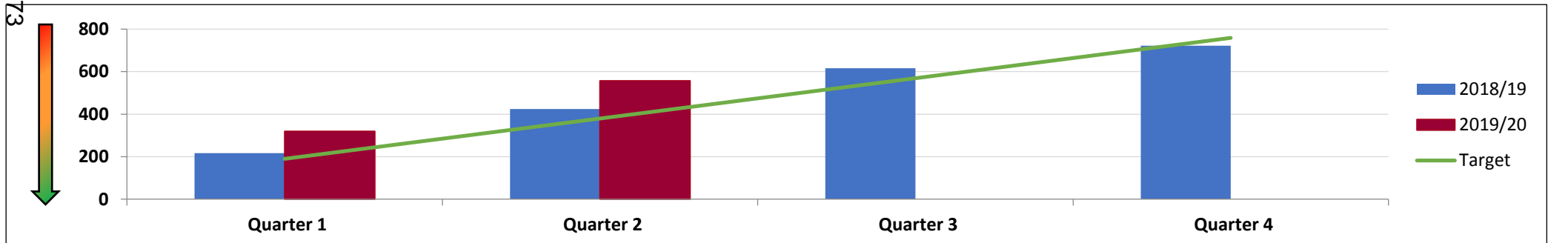
SOCIAL CARE AND HEALTH INTEGRATION

Quarter 2 2019/20

The number of permanent admissions to residential and nursing care homes (per 100,000 population)

Definition	How this indicator works				
The number of permanent admissions to residential and nursing care homes, per 100,000 population (Aged 65+).	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	Why this indicator is important				
Good performance is below the target of 150 admissions, 759.3 per 100,000 older people.	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	Any issues to consider				
2018/19 -143 admissions, 722.4 per 100,000 2017/18 –139 admissions, 702.3 per 100,000 2016/17 - 145 admissions, 737.2 per 100,000	The data for all quarters is updated, every quarter. Therefore, in year data is provisional and the indicator can only be considered final when the Short and Long-Term Data Collection is validated in July of the following year.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	318.9	556.8			↓
Target	189.8	379.7	569.5	759.3	
2018/19	217.2	424.3	616.3	722.4	

Page 173



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	During the first half of this financial year (Q1 & Q2) 110 older people were admitted to residential or nursing care homes, equivalent to 556.8 per 100k. Over the same period there were 125 discharges from care homes, a net figure of 15 more discharges than admissions. Performance is above the target however this indicator remains provisional until the Short and Long-Term Data collection is finalised in Q2 2020. The reporting for this indicator was revised for 2018/19 and therefore is not comparable with data reported in older versions of this report.	Adults Care and Support continues to maintain significant management focus on reducing admissions and ensuring that people can access appropriate community-based care that meets their needs.
Benchmarking	2017-18: ASCOF England average – 585.6 per 100,000; London average – 406.2 per 100,000. Data for 2018-19 will be released on 22 October 2019.	

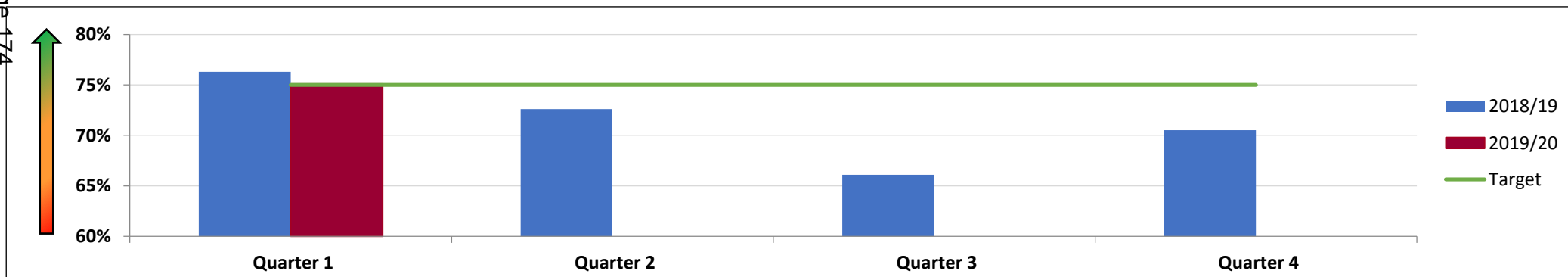
SOCIAL CARE AND HEALTH INTEGRATION

Quarter 2 2019/20

The percentage of children who received a 12-month review by 15 months of age

Definition		How this indicator works			
Proportion of children who received a 12-month review by 15 months.		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		Why this indicator is important			
For the percentage to be as high as possible.		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		Any issues to consider			
2018/19: 70.6% 2017/18: 67.5%		The reporting for this indicator was revised in 2018/19 and hence these figures may not be comparable with figures reported in older versions of this report.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	75.1%	Not published			↓
Target	75%	75%	75%	75%	
2018/19	76.3%	72.6%	66.1%	70.5%	

Page 174



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Quarter two data is not yet available.</p> <p>NELFT will be providing quarter two data following sign-off at their Performance Leadership Team Meeting on 16th October 2019. Q2 data will therefore become both finalised and available after this date.</p>	<p>Commissioners continue to hold monthly performance monitoring meetings with NELFT supported by Intelligence and Analysis Officers and representatives from Public Health. The meetings aim to better understand performance and to explore methods of improving coverage of reviews to ensure the needs of local children are identified and supported in a timely way.</p>
Benchmarking	Q4 2018/19: England – 84.4%, London – 75.6%, Barking and Dagenham – 70.6%	

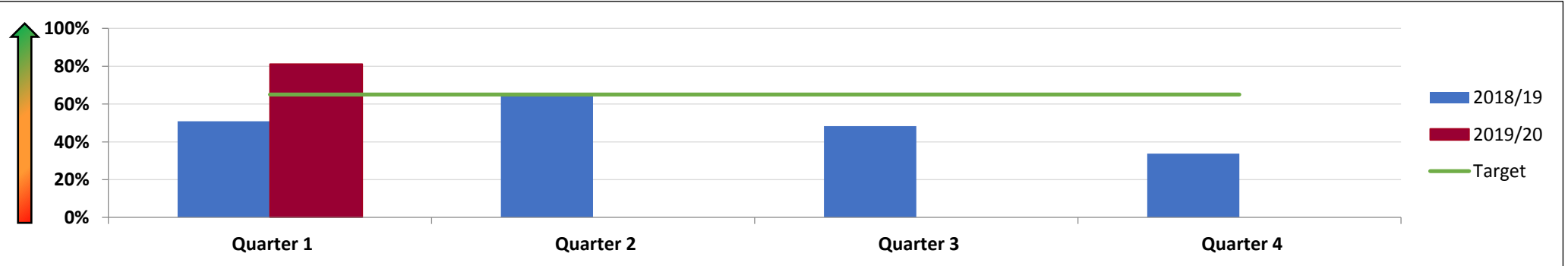
SOCIAL CARE AND HEALTH INTEGRATION

Quarter 2 2019/20

The percentage of healthy lifestyles programmes completed

Definition		How this indicator works			
The percentage of children and adults starting healthy lifestyle programmes that complete the programme.		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		Why this indicator is important			
For the percentage of completions to be as high as possible.		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		Any issues to consider			
2018/19: 49.8% 2017/18: 61.9% 2016/17: 48.8%		Data operates on a 3-month time lag as completion data is not available until participants finish the programme. For CWM/HENRY, figures only include the target child and not other family members who attend. Activities outside the four programmes (e.g. workshops) are not included.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2018/19
2019/20	81.1%	Not yet published			↑
Target	65%	65%	65%	65%	
2018/19	65.3%	50.0%	48.3%	33.8%	

Page 175



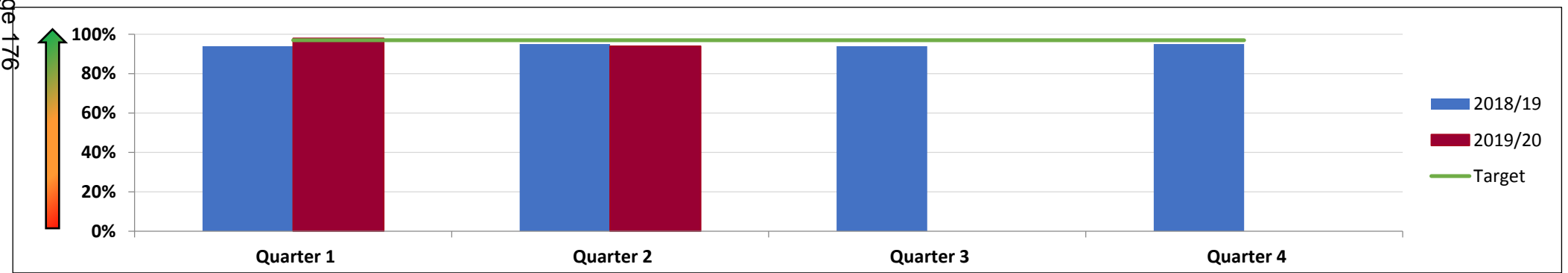
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Across quarter 1 2019/20, 1,284 people began programmes and, of these, 1041 completed them (81%) The largest contributor to this was CWM, where 867/895 people completed programmes (97%). Of 85 adults starting AWM programmes, 57 completed them (67%), this does not include the rolling programme as participants have 6 months to complete. 256 people started EOR with 109 completing (43%), this figure is expected to increase after customer follow ups in October. 2 HENRY programmes started in July, 64% completed the programme, this was lower than previous programme due to summer holidays.</p>	<p>Following the restructure, the team is now up to full capacity. This has led to an increase in the number of AWM and CWM programmes being delivered, and we are currently focusing on following up clients that did not attend their 12-week review for EOR. This will lead to improved reporting on retention rates. A new flexible AWM programme will lead to improved retention as clients can access sessions they have missed. The new flexible CWM offer has led to a significant improvement in both numbers of children accessing and retention.</p>
Benchmarking	This is a local indicator.	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 2 2019/20

The percentage of 4-weekly Child Protection Visits carried out within timescales

Definition		How this indicator works			
The percentage of children who are currently subject to a child protection (CP) plan for at least 4 weeks who have been visited in the last 4 weeks.		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		Why this indicator is important			
Higher is better.		Child protection visits are vital to monitor the welfare and safeguarding risks of children on a child protection plan.			
History with this indicator		Any issues to consider			
2016/17 – 86% 2017/18 – 91% 2018/19 – 94%		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 2 2018/19
2019/20	98%	94%			↓
Target	97%	97%	97%	97%	
2018/19	94%	95%	94%	95%	



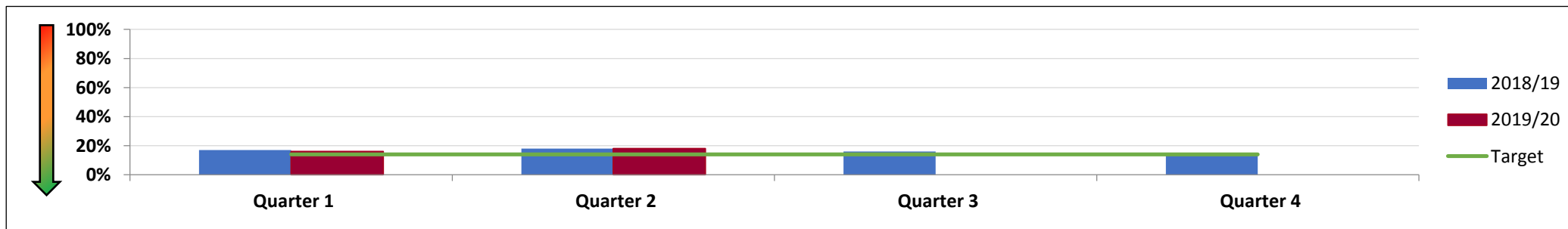
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at the end of Q2 2019/20, performance has decreased to 94% (263/279) compared to 98% (240/246) at the end of Q1 19/20. 2 weekly CP visits is now the agreed standard and performance is at 70% - below the target set at 90% plus (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

Quarter 2 2019/20

The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time

Definition		How this indicator works			
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.		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.			
What good looks like		Why this indicator is important			
A low percentage, but not necessarily zero percent: some subsequent plans will be essential to respond to adverse changes in circumstances		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		Any issues to consider			
2018/19 – 15% 2017/18 – 13% 2016/17 – 17%		None at present			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	16%	18%			↔
Target	14%	14%	14%	14%	
2018/19	17%	18%	16%	15%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at Q2 19/20, 18% (28/145) children have become subject of a CPP for a second or subsequent time, higher than the Q1 19/20 figure of 16% (11/69). Performance is slightly above target and the London average but lower than the national average.	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 are 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%	

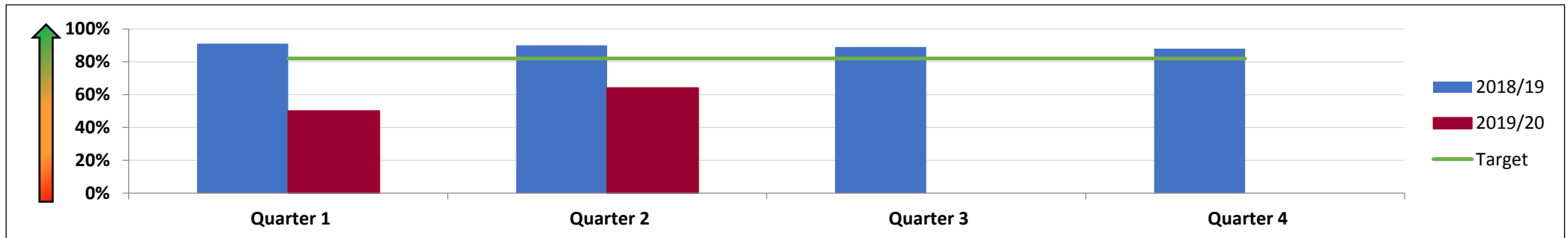
SOCIAL CARE AND HEALTH INTEGRATION

Quarter 2 2019/20

The percentage of assessments completed within 45 working days

Definition	How this indicator works				
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.	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	Why this indicator is important				
Higher the better.	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	Any issues to consider				
2018/19 – 88% 2017/18 – 85% 2016/17 – 78% 2015/16 – 76%	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 2 2018/19
2019/20	50%	64%			↓
Target	82%	82%	82%	82%	
2018/19	91%	90%	89%	88%	

Page 17 of 20



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Performance has increased over the last quarter from 50% to 64%. Although Q2 performance of 64% remains below end of year 18/19 position of 88% and local target of 82%, performance is heading in the right direction. Assessment timeliness has improved each month since June, with a July figure of 62%; August 78% and 87% in September.	Good progress has been made to stabilise the assessment service and recruit permanently to management posts. This has addressed staffing issues and will impact on both quality of assessments and improve the timeliness of assessments throughout the rest of this year. The Assessment Head of Service is working closely with Head of Service in MASH to ensure consistency in the application of thresholds and weekly S47 meetings take place to review thresholds and build on the interface between both teams.
Benchmarking	London average 83%, national average 83%, statistical neighbours 81%	

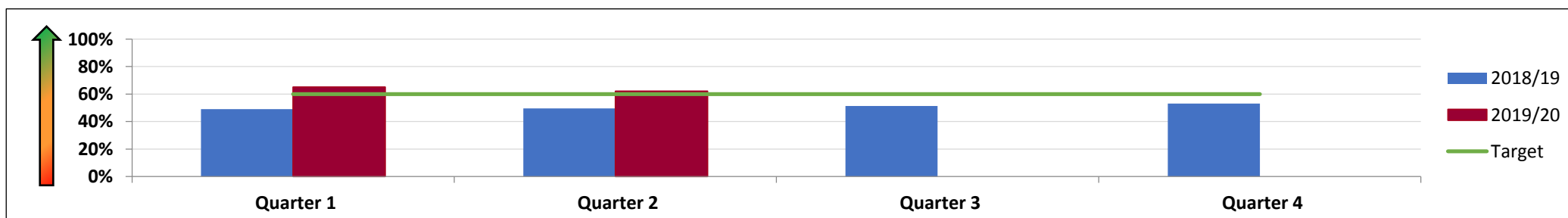
SOCIAL CARE AND HEALTH INTEGRATION

Quarter 2 2019/20

The percentage of Care Leavers in employment, education or training (EET)

Definition	How this indicator works
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.	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	Why this indicator is important
Higher the better.	This provides an 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	Any issues to consider
2018/19 – 53% 2017/18 – 59% 2016/17 – 58% 2015/16 – 50%	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 2 2018/19
2019/20	65%	62%			↑
Target	60%	60%	60%	60%	
2018/19	49%	50%	51%	53%	



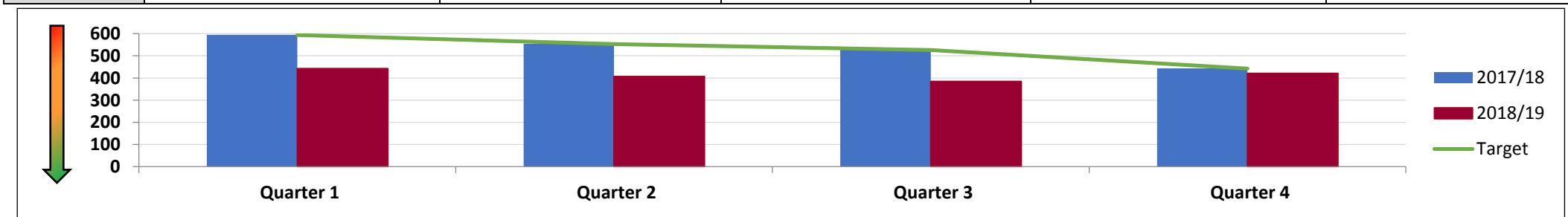
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Q2 performance has decreased to 62% (73/117) compared to Q1 performance of 65% (33/51). Performance remains above target and all comparators, however. Of the 44 young people not in EET as of the end of Q2, 5 are in Prison, 14 we are not in contact with and 25 are open to the L2L service and are NEET. For those young people we are in contact with, performance is 71%.	<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	London average 52%, National average 51%, Statistical neighbours 53%	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 2 2019/20

The number and rate per 10,000 First Time Entrants

Definition		How this indicator works			
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.		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		Why this indicator is important			
Senior managers have locally agreed that the target is to achieve a First Time Entrant rate of 390 per 10,000 population (aged 10-17 years)		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		Any issues to consider			
2017/18: 433 per 100,000 10-17-year olds (n= 102) 2016/17: 620 per 100,000 10-17-year olds (n=140) 2015/16: 613 per 100,000 10-17-year olds (n=135)		The latest data covers the period April 2018 to March 2019 and was released on 06/09/2019.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19 (n)	104	96	91	104	↑
2018/19 rate	442	407	385	421	
Target	390	390	390	390	
2017/18 (n)	134	125	119	102	
2017/18 rate	595	554	527	443	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	The rate has increased in the last quarter and is now 421 per 100,000 10 - 17-year olds from 385 in the previous quarter's results. In real terms this is a difference of +13 First Time Entrants (104 up from 91). RAG rated RED due to the increase. B&D rate is still above regional and national average rates (260 and 222 respectively).	The YOS offers a tailored programme of interventions for the out of court disposal cohort and adjusts the groups and one to one session according to trends within the offences. There has been an increase in the number of young people entering the criminal justice system for drug offences and groupwork is being targeted to this group. 'At Risk' matrix in schools continues to be delivered and has seen positive outcomes. This is currently being formally evaluated and will soon see an increase in support workers to ensure that primary school age children will also be able to access this service, which will ensure that we are working with children in a diversionary way to continue to reduce the numbers of young people entering the criminal justice system.
Benchmarking	Regional rate is 260 and national is 222. Barking and Dagenham currently has the highest rate of FTE's in London.	

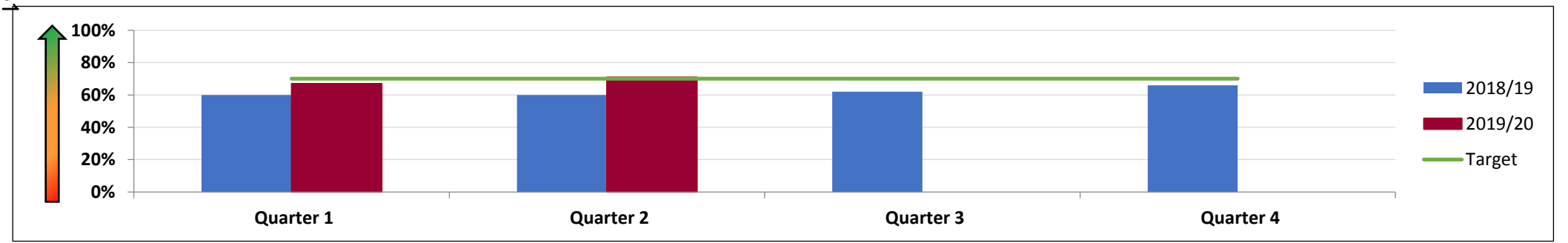
SOCIAL CARE AND HEALTH INTEGRATION

Quarter 2 2019/20

Long term stability of placements for children in care


Definition	How this indicator works
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	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	Why this indicator is important
Higher the better	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	Any issues to consider
2018/19 – 66% 2017/18 – 59% 2016/17 – 60% 2015/16 – 60%	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 2018-19, 8% of placement moves impacting on this indicator were for positive reasons, although the impact on performance was an end of year figure of 66%.

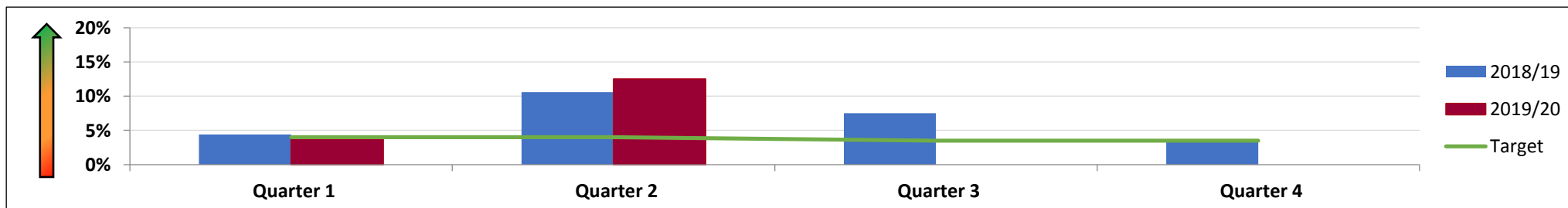
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	67%	71%			↑
Target	70%	70%	70%	70%	
2018/19	60%	60%	62%	66%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Q2 performance has increased from 67% (87/129) to 71% (89/126). We are now above target and all comparators.	<ul style="list-style-type: none"> 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 68%, National average 70%, Statistical neighbours 68%	

Educational Attainment and School Improvement – Key Performance Indicators 2019/20


EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT					Quarter 2 2019/20
The percentage of 16 to 18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations					
Definition		How this indicator works			
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.		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		Why this indicator is important			
The lower the number of young people in education, employment, or training (not NEET) or not known, the better.		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		Any issues to consider			
The annual measure was previously an average taken between November and January (Q3/4). It is now the average between December and February.		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.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	3.8%	12.5%*			
Target	4.0%	n/a	3.5%	3.5%	
2018/19	4.4%	10.6%	7.5%	3.5% (Dec-Feb average)	

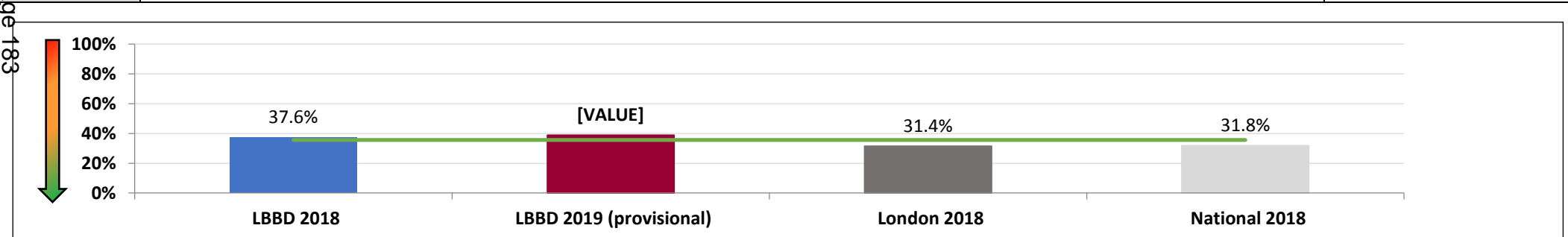


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Performance is rated Green for the months to August 2019 which were better than national and London. *The current Q2 NEETs+ Not Knowns figure (provisional) is 12.5% (comprising 2.7% NEET and 12.5% Not Knowns) – please also see the ‘Any issues to consider’ section about this. National and London data is unavailable but other available local data e.g. on the ‘September Guarantee’ process indicates that our LA tracking performance is better than this time last year.	<ul style="list-style-type: none"> • The LA engaged with providers of a number of ESFA/ GLA funded NEET and pre-NEET programmes, which are in the process of being announced. • A bid has also been submitted to the Young Londoners’ Fund. • The LA is engaging effectively with the London Enterprise Adviser Network expansion to all schools, increasing young people’s exposure to employers. Schools engagement has met its target. • A strategic meeting is planned with BHRUT to look at how they can develop and support engagement with schools around careers in Health. • Community Solutions are rolling out a programme of support focusing on young people exiting alternation provision. • The LA is supporting Barking and Dagenham College to roll out its Reach Programme, which is placing SEND young people into internships which aim to lead to sustained employment.
Benchmarking	The annual published indicator (Dec.- Feb. average of NEETs + Not Knowns) in 2018/19 is 5.5% for the national benchmark. The equivalent figure for London is 4.8%.	

Early Years Foundation Stage (EYFS) Inequality Gap

Definition	How this indicator works
The gap is calculated as the percentage difference between the mean average of the lowest 20% and the median average for all children.	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	Why this indicator is important
The lower the percentage, the better.	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	Any issues to consider
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.	This indicator is measured annually only at the end of Foundation Stage. Results are published in July/August.

	Annual Result	DOT from Qtr 2 2018/19
2019	38.8% (provisional)	
Target	35.6%	
2018	37.6%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	<p>Initial provisional early years data suggests that the gap has widened again this year despite sustained input into schools to work on targeted support for the lowest performing children.</p> <p>High numbers of SEN children, high numbers of children with English as an Additional Language and children new to the country are likely an important factor in the widening of the attainment gap alongside a drop in overall cohort size from 2016 of 500 children.</p>	<p>The Local Authority is involved in two key projects in the academic year 2019-2020 which we hope will help reduce this gap:</p> <ol style="list-style-type: none"> The National Literacy Trust’s Early Words Together at Two and Three - 60 settings will be involved in a home learning programme to support early reading development in the home and in settings. Early Years Transformation Academy - An opportunity to reshape and better link up with health services around early identification of language delay and how to support parents and practitioners in effective targeted interventions to improve children’s outcomes.
Benchmarking	In 2018, London was 31.4% and national 31.8%. 2019 London and national benchmarks are not yet available.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

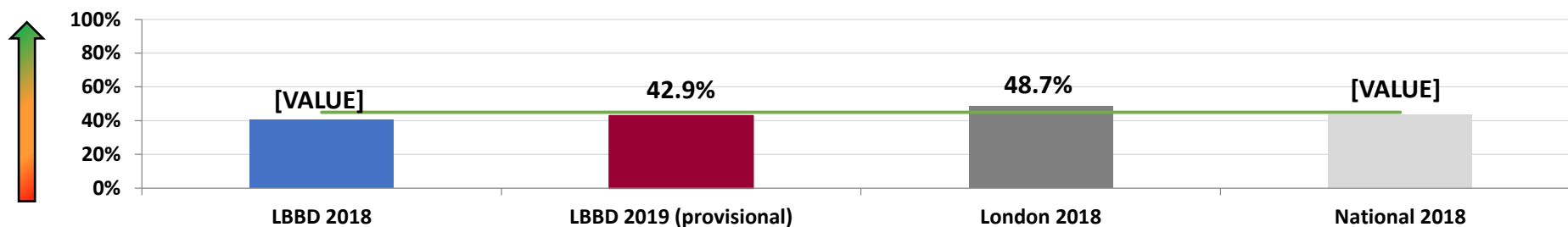
Quarter 2 2019/20

The percentage of pupils achieving 9-5 in English and Maths

Definition	How this indicator works
The percentage of pupils at the end of Key Stage 4 achieving grade 5 or above in both English and Maths GCSEs.	To be counted in the indicator, pupils must have achieved grade 5 or above in both English and maths GCSEs.
What good looks like	Why this indicator is important
For the percentage of pupils achieving this standard to be as high as possible.	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	Any issues to consider
Grade 5 is a new measure introduced for the first time in 2017.	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 from Qtr 2 2018/19
2019	42.9% (provisional)	↑
Target	45%	
2018	40.4%	


Page 184

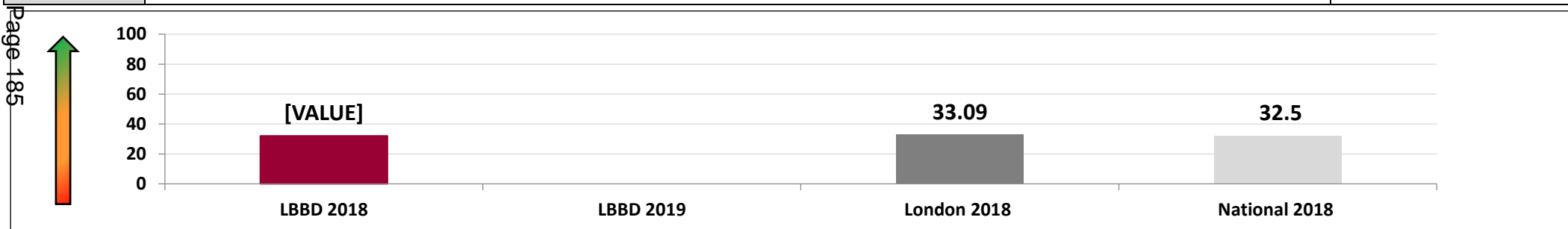


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The borough's performance rose by 2.5% from 2018 but remains below 2018 national and London benchmarks. Improving Maths outcomes has been a longstanding challenge and remains key; the performance of English, whilst traditionally strong, has proved more challenging under the new tougher GSCE regime.	<ul style="list-style-type: none"> Raising educational standards to exceed national and then London is one of the five priorities in the Education & Participation Strategy 2018-22. In 2018, the Council worked with BDSIP to support and challenge schools, particularly those which struggled in the Summer 2018 exams. This included BDSIP engaging new expertise for English and Maths, delivering English and Literacy training, brokering school to school support and delivering a programme of training, network meetings, advisory support, and a conference for Maths to embed learning from the new GCSE grading arrangements. A key action going forward will be maintaining English and Maths networks across schools and establishing a new Deputy Heads network with a focus on the curriculum and a wider range of subjects. The retention and recruitment of Maths teachers remains a key challenge for schools. BDSIP is working with the Council to support this.
Benchmarking	In 2018, London was 48.7% and national was 43.5%. 2019 London and national benchmarks available 17/10/2019.	

Average point score per entry – Best 3 A Levels

Definition	How this indicator works
The average point score for the highest scoring A' Levels across pupils.	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	Why this indicator is important
The higher the score, the better.	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	Any issues to consider
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).	

	Annual Result	DOT from Qtr 2 2018/19
2019	This result will be available October 2019	
Target	32.5	
2018	32.2	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	This measure continues to be challenging. Despite some improvement in 2017, performance for the borough fell in 2018 and is below national.	<ul style="list-style-type: none"> Raising education standards to exceed national and then London is one of the five priorities in the Education & Participation Strategy 2018-22. This includes headline actions by schools, BDSIP and the LA. For the academic year 2018/19, a small piece of work is being commissioned to better understand the borough's A level performance, as improving this has been a longstanding challenge. The research will include the examination of performance in particular subjects and whether the move away from Arts subjects (where performance has traditionally been strong) to increasingly popular STEM subjects has had an impact. The recommendations will be acted upon with schools and BDSIP. The LA has commissioned BDSIP to provide school improvement support for the academic year 2019/20. BDSIP activities and their impact are regularly discussed and reviewed, including at contract monitoring meetings. The LA is working with BDSIP and schools to improve the recruitment and retention of Maths and Science teachers which is a key challenge for schools. Teacher recruitment and retention is supported by headline actions in the Education & Participation Strategy 2018-22.

Benchmarking In 2018, London was 33.09 and national was 32.5. 2019 LA and London and national benchmarks available 17/10/2019.

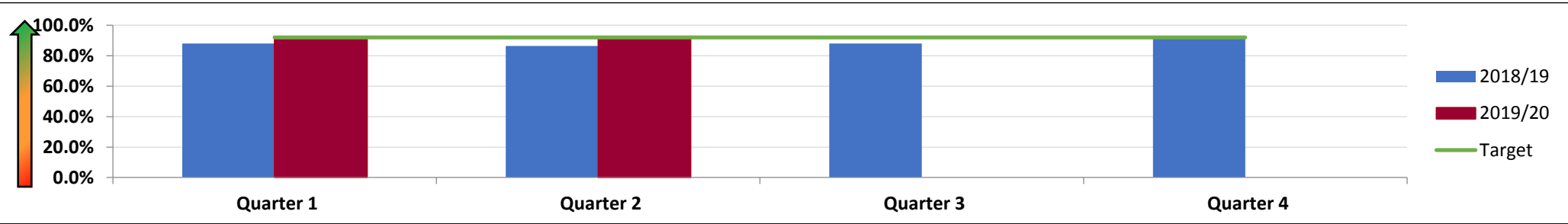
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

Quarter 2 2019/20

The percentage of schools rated outstanding or good

Definition		How this indicator works			
Percentage of Barking and Dagenham schools rated as good or outstanding when inspected by Ofsted. This indicator includes all schools with an inspection judgement.		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		Why this indicator is important			
The higher the better.		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 & Participation Strategy 2018-22.			
History with this indicator		Any issues to consider			
2017/18 – 91% (March 2018) 2017/18 - 88% (August 2018) 2018/19 – 91.5% (March 2019) 2018/19 – 91.7% (August 2019)		No current issues to consider.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	91.5%	91.5%			↑
Target	92%	92%	92%	92%	
2018/19	88%	86%	88%	91.5%	

Page 186



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>During the academic year 18/19, there have been around 18 inspections and visits. All bar one has led to positive outcomes. Key positive outcomes during the year include Greatfields receiving its first inspection result of 'Good', Grafton primary progressing from 'Good' to 'Outstanding', Mayesbrook Park, Eastbury Primary, Marks Gate Infants and Goresbrook progressing from 'Requires Improvement' to 'Good' and Elutec, a standalone academy, improving from 'Inadequate' to 'Requires Improvement'. Riverside Bridge, judged 'Inadequate' by Ofsted in September 2018, is progressing steadily, with an Ofsted monitoring visit in March stating that effective action was taking place. Southwood primary, inspected in July, dropped from 'Good' to 'Requires Improvement', with the outcome published in September 2019.</p> <p>At August 2019, 91.7% (55/60 schools) were rated 'Good' or better, above national (85% at March 2019) and almost at London (92% at March 2019). <u>For Q2 (end September 2019), this proportion reduces slightly to 91.5% (54/59 schools) given the amalgamation from 1 September 2019 of Marks Gate Infants and Junior schools.</u> There are 5 schools not rated 'Good' including two LA maintained schools.</p>	<ul style="list-style-type: none"> The Council and BDSIP are working together to support Riverside Bridge (Ofsted judged that leadership had the capacity to improve the school). A March Ofsted monitoring report for Riverside Bridge commented that the school has been ably supported by advisers from the LA. A substantive headteacher has been appointed and the LA has a place on the monitoring board. For one of the LA maintained schools not rated 'Good' by Ofsted, the Council has worked with the Governing Body to secure an executive Headteacher from September 2019 who can drive rapid improvement and has commissioned additional support for the school. For the second LA maintained school, the LA is providing support and challenge.
Benchmarking	National is 85% and London is 92% at March 2019 (Ofsted DataView).	

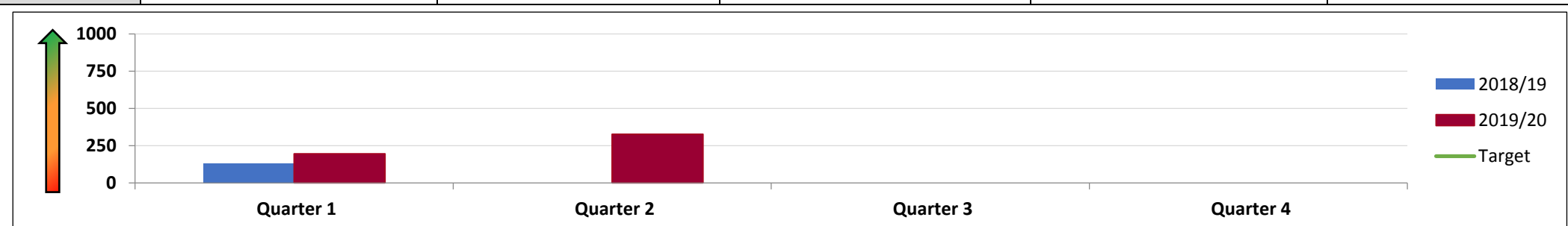
Employment, Skills and Aspiration – Key Performance Indicators 2019/20

EMPLOYMENT, SKILLS AND ASPIRATION Quarter 2 2019/20

The total number of households prevented from being homeless

Definition	How this indicator works
Number of households approaching the service threatened with homelessness and assisted with preventative activities to alleviate homelessness	Provides a total for the end of quarter for the number of households prevented from becoming homeless in that period, with a cumulative figure provided as a “year to date”.
What good looks like	Why this indicator is important
Number of households prevented from becoming homeless increases, while the number of households requiring emergency accommodation decreases.	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
	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.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	196	132			n/a
2019/20 YTD	196	328			
2018/19	132	---			



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The number of cases that were prevented from becoming homeless remains high and this is reflected in the on-going reduction of households placed within temporary accommodation. Private rents within the borough continue to rise and it is becoming increasingly difficult to accommodate those in need within the borough.	Joint work is taking place in the near future with the CAB who will be looking into whether they are able to prevent evictions in the private sector taking place through their court work. It is hoped that this may increase the number of prevention cases going forward.
Benchmarking	Local performance measure	

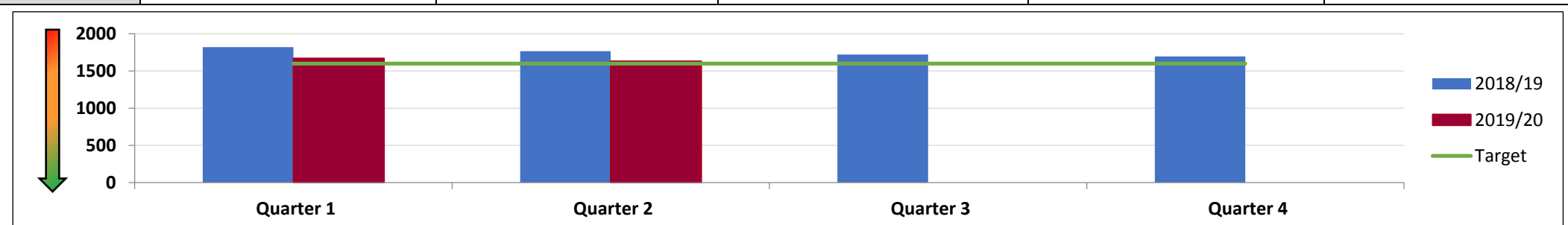
EMPLOYMENT, SKILLS AND ASPIRATION

Quarter 2 2019/20

The number of households in Temporary Accommodation over the year

Definition	How this indicator works
Number of households in all forms of temporary accommodation, including emergency hostel units, Own Stock (decant), Private Sector Licence (PSL) whether in or out of the Borough.	Provides a total number of households occupying all forms of temporary accommodation at the end of each quarter.
What good looks like	Why this indicator is important
Reduction on the use of privately procured temporary accommodation. Decreasing the number of households in all forms of temporary accommodation is directly linked to the number of households where the Service has assisted in finding long-term suitable housing solutions, and therefore requires less of this type of accommodation.	Procuring privately managed temporary accommodation, has a significant financial impact on General Fund. Being able to reduce the reliance on this type of accommodation, gives the service an opportunity to provide excellent value for money in this area. The reduction in the use of temporary accommodation is also supported by the outstanding prevention work being done earlier in the homelessness process, which prevents the need of having to procure this type of accommodation.
History with this indicator	Any issues to consider
Over the last 12 months, the number of households accommodated in temporary accommodation has reduced and continues to do so. This bucks a trend when benchmarked across a number of London Local Authorities and is having a positive impact on being able to provide long-term stability for households previously made homeless, while also having a similarly positive effect on the service budgets.	The number of households continuing to access the prevention service continues to be high, which could lead to more households requiring temporary accommodation. Coupled with the increasing rates Landlords and Letting Agents are requesting to secure privately procured housing solutions, this could put more pressure on the service to temporarily house more households while alternative solutions are found. Additional points to consider, also includes the ongoing Estate Renewal Regeneration Programme, which is utilising a large quantity of Council stock, which has the effect of reducing the opportunity for households in TA to place successful bids.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	1,672	1,633			↑
Target	1,600	1,600	1,600	1,600	
2018/19	1,822	1,766	1,722	1,697	




RAG Rating	Actions to sustain or improve performance
A	Two main actions currently being considered to reduce the demand on the use of TA and overall reduction of households in TA include, looking at the opportunity to utilise “ring fenced” funds from MHCLG to convert existing TA properties into Assured Shorthold Tenancies. Additionally, the service is considering the utilisation of a specific resource to develop private sector opportunities outside of the London area (East of England), to consider housing solutions for those households who would otherwise be affected by significant private sector rental rates in B & D and the wider London area.
Benchmarking	Local performance measure

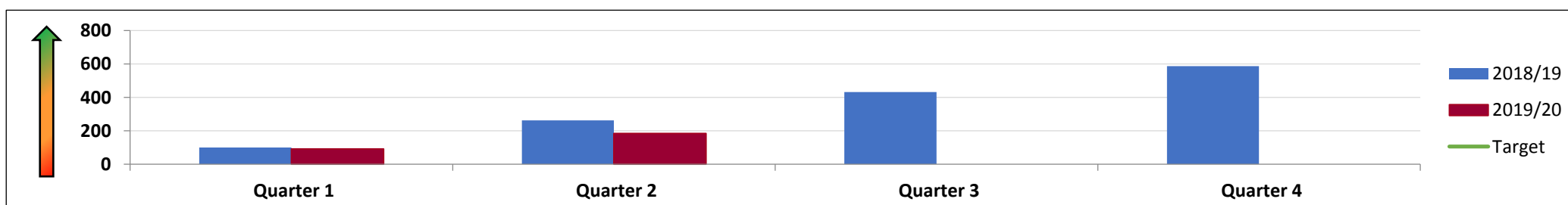
EMPLOYMENT, SKILLS AND ASPIRATION

Quarter 2 2019/20

The total number of households moved out of temporary accommodation

Definition	How this indicator works
The total number of households provided with an alternative long-term housing offer, from temporary accommodation.	The total number of households moved from temporary accommodation, where the service has been successful in either relieving or discharging statutory housing duties.
What good looks like	Why this indicator is important
Increase in number of households removed from temporary accommodation into longer term housing solutions, with an overall reduction on the use of temporary accommodation.	Reduction on the reliance of costly temporary accommodation, thereby having a positive impact on general fund budgets. Speaks to the wider narrative of providing long-term housing solutions for households who otherwise would continue to remain in transient type accommodation, with no stability.
History with this indicator	Any issues to consider
The number of households where offers have been made in the private rented sector has depended on households carrying out much of the activity required to secure long-term accommodation. This will be improved by offering further support to households with the service utilising appropriate funds.	The number of households continuing to access the prevention service continues to be high, which could lead to more households requiring temporary accommodation. Coupled with the increasing rates Landlords and Letting Agents are requesting to secure privately procured housing solutions, this could put more pressure on the service to temporarily house more households while alternative solutions are found. Additional points to consider, also includes the ongoing Estate Renewal Regeneration Programme, which is utilising a large quantity of Council stock, which has the effect of reducing the opportunity for households in TA to place successful bids.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	92	92			
2019/20 YTD	92	184			
2018/19	100	162	170	155	
2018/19 YTD	100	262	432	587	




RAG Rating	Actions to sustain or improve performance
n/a	Two main actions currently being considered to reduce the demand on the use of TA and overall reduction of households in TA include, looking at the opportunity to utilise “ring fenced” funds from MHCLG to convert existing TA properties into Assured Shorthold Tenancies. Additionally, the service is considering the utilisation of a specific resource to develop private sector opportunities outside of the London area (East of England), to consider housing solutions for those households who would otherwise be affected by significant private sector rental rates in B & D and the wider London area.
Benchmarking	Local performance measure

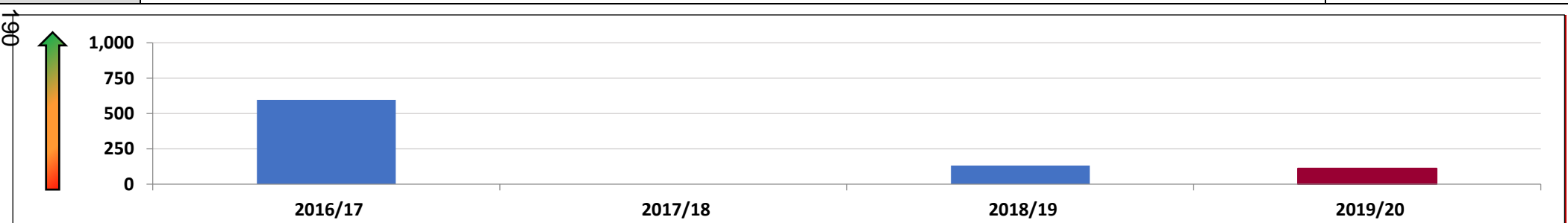
Regeneration and Social Housing – Key Performance Indicators 2019/20

REGENERATION AND SOCIAL HOUSING Quarter 2 2019/20

The number of new homes completed

Definition	How this indicator works
The proportion of net new homes built in each financial year.	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	Why this indicator is important
The Council's target for net new homes is in the London Plan. Currently this is 1,236 new homes per year.	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	Any issues to consider
2016/17 end of year result – 596 2015/16 end of year result – 746	

	Annual Result	DOT from Qtr 2 2018/19
2019/20	112 (Forecast)	
Target	1,236	
2018/19	132	




RAG Rating	Performance Overview	Actions to sustain or improve performance
R	<p>No change from the previous quarter. Be First continues to forecast 112 units to be completed this year. These will be split across two sites, 92 units at Weighbridge and 20 at Wivenhoe Modular.</p> <p>Be First will enter into contract to start on site on 12 projects in total this year, including large Estate Regeneration schemes on the Gascoigne Estate. This year will form the base from which Be First will go on to deliver 3,000 homes over the next five years.</p>	<p>Be First Development Framework is now well established and all Contractors are engaged on at least one project. We are working closely with the Contractors and the supply chain to improve efficiency and standardisation. Ensuring successful and timely delivery.</p>
Benchmarking	Benchmarking data not available.	

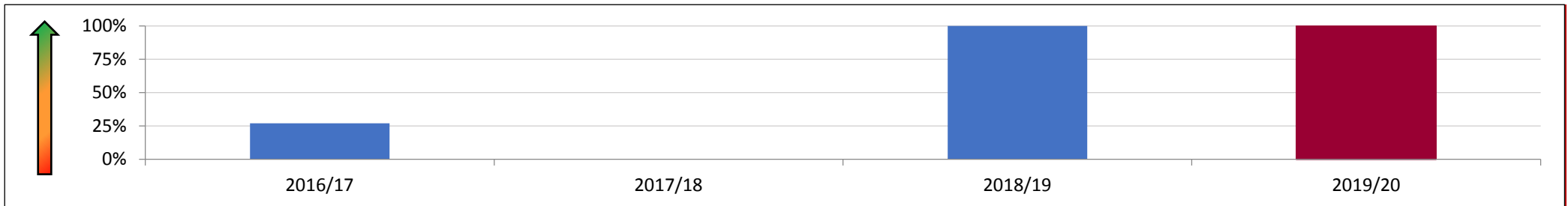
REGENERATION AND SOCIAL HOUSING

Quarter 2 2019/20

The percentage of new homes completed that are affordable

Definition	How this indicator works
The proportion of net new homes built in each financial year that meet the definition of affordable housing in the National Planning Policy Framework.	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	Why this indicator is important
The Mayor of London Supplementary Planning Guidance on affordable housing and viability sets a threshold of 35% above which viability appraisal are not required on individual schemes. 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.	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”.
History with this indicator	Any issues to consider
2016/17 end of year result – 29% 2015/16 end of year result – 43%	This indicator is important for the reasons given in the other boxes.

	Annual Result	DOT from Qtr 2 2018/19
2019/20	112 (100%) (Forecast)	
Target	Target not set	
2018/19	132 (100%)	




RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	No change from previous quarter, Be First continues to forecast all of the 112 units delivered this year to be affordable.	Be First continues its commitment to delivering affordable homes in the borough. An example of this is on the Padnall Lake project. This was previously a 150 unit scheme at 50% affordability. The project has been reworked and is now a 200 unit scheme at 100% affordability.
Benchmarking	Benchmarking data not available.	

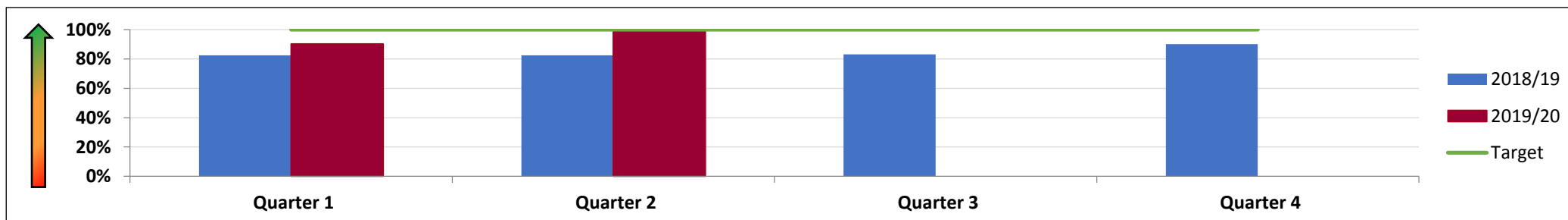
REGENERATION AND SOCIAL HOUSING

Quarter 2 2019/20

The percentage of council homes compliant with Decent Homes

Definition	How this indicator works
The percentage of council homes that meet the decent homes criteria.	Dwellings that fail to comply 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.
What good looks like	Why this indicator is important
A continuous improvement of the stock with constant monitoring of the stock Investment/knowledge stock condition.	This indicator is important as it aims at providing minimum safe housing for the community/landlord obligation clean safe and hazard.
History with this indicator	Any issues to consider

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	90.27%	99%			
Target	100%	100%	100%	100%	
2018/19	82.41%	82.5%	83.15%	90.01%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The change that must be delivered this year is that there should be a continuous reduction in the percentage of properties not meeting the Decent Homes standards as our investment in these properties increases. The figures for the number of non-decent homes continues to fall month-on-month as additional internal works are completed.	A major programme of external works will commence in early 2020 which will see a further reduction in overall non-decency. This quarter a lot of properties have had decent homes work done but as they area awaiting external works we have to wait for this to be done before we can report on them.
Benchmarking	Benchmarking data not available.	

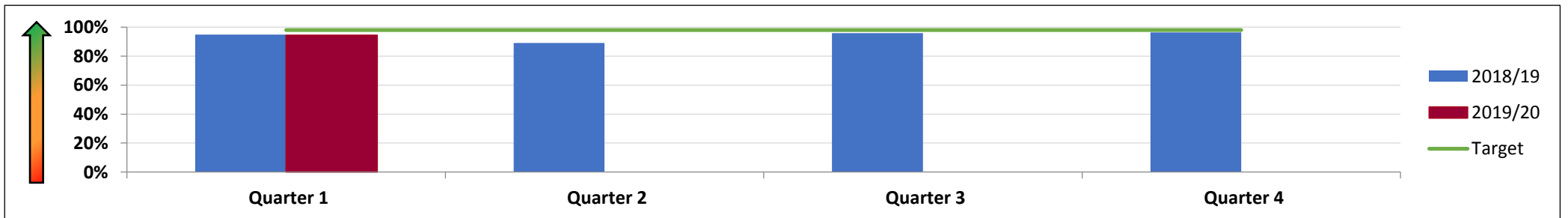
REGENERATION AND SOCIAL HOUSING

Quarter 2 2019/20

The percentage of residents satisfied with capital works

Definition	How this indicator works
Monitored monthly to see how satisfied residents are with the quality of repairs	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	Why this indicator is important
We aim for 98% customer satisfaction.	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	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 2 2018/19
2019/20	94.3%	Data not yet available			↓
Target	98%	98%	98%	98%	
2018/19	94.84%	89.05%	95.92%	96.3%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	This performance measure is under review with the delivery agents in order to improve the collection process and the accuracy of the data.	
Benchmarking	Benchmarking data not available.	

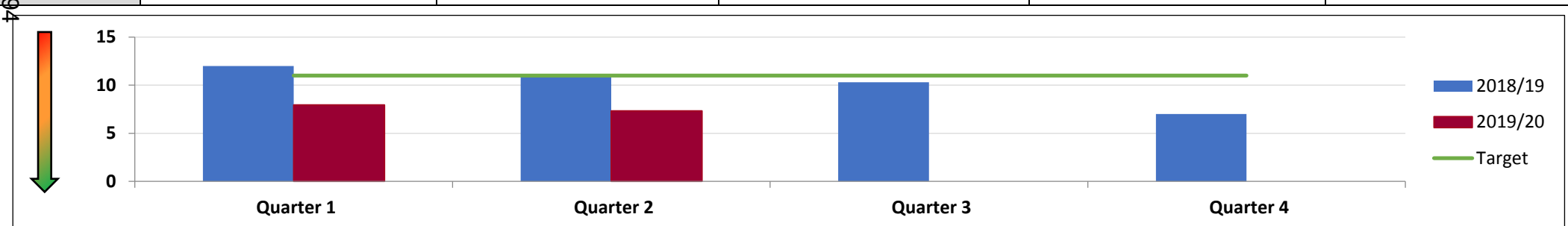
Finance, Performance and Core Services – Key Performance Indicators 2019/20

FINANCE, PERFORMANCE AND CORE SERVICES Quarter 2 2019/20

The average number of days taken to process Housing Benefit / Council Tax Benefit Change Events

Definition	How this indicator works
The average time taken in calendar days to process all change events in Housing Benefit and Council Tax Benefit.	The indicator measures the speed of processing.
What good looks like	Why this indicator is important
To reduce the number of days it takes to process HB/CT change events.	Residents will not be required to wait a long time before any changes in their finances.
History with this indicator	Any issues to consider
2017/18 End of year result – 8 days 2016/17 End of year result – 9 days 2015/16 End of year result – 14 days	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 2 2018/19
2019/20	7.95 days	7.32 days			↑
Target	11 days	11 days	11 days	11 days	
2018/19	12 days	11.05 days	10.31 days	7 days	



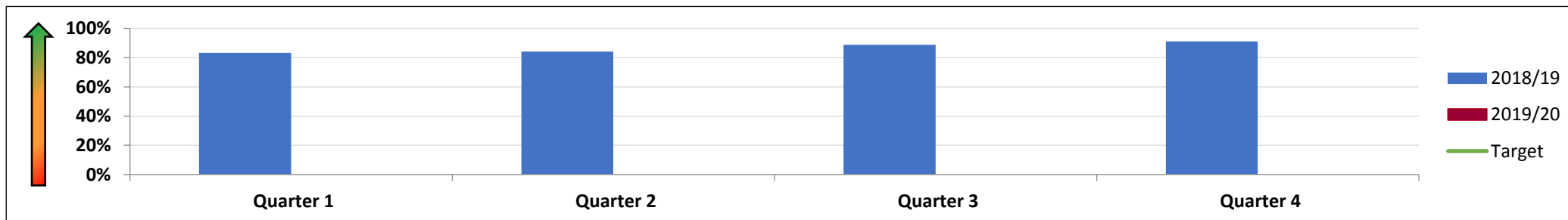
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>VEP & ATLAS remains fully implemented and utilised and UC changes are being managed.</p> <p>Suspension Reports are being tightly controlled so all claims that hit month (as per legislation) are actioned immediately.</p> <p>Continual tray management and officer redeployment to priority work areas.</p>	Continuation of work structure & plans.
Benchmarking	Local performance measure.	

FINANCE, PERFORMANCE AND CORE SERVICES

Quarter 2 2019/20

The percentage of customers satisfied with the service they have received

Definition		How this indicator works				
The percentage of customers who say that they were satisfied with the service they received from the Contact Centre.		A sample of calls to the Contact Centre is taken in which customers are asked to rate their experience.				
What good looks like		Why this indicator is important				
85%		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		Any issues to consider				
2017/18 – 84% 2018/19 – 91.09%						
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19	
2019/20	98%	Data not yet available			↑	
2019/20 YTD	98%					
Target	85%	85%	85%	85%		
2018/19	83.34%	85%	98%	98%		
2018/19 YTD	83.34%	84.17%	88.78%	91.09%		



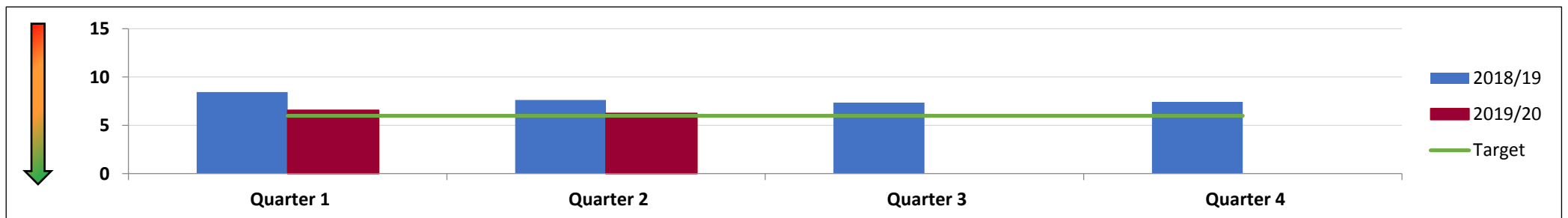
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Overall good performance for the Contact Centre as residents have seen a positive improvement in the service being delivered. This has been a combination of refresher sessions in Customer Services with a focus on soft skills training.	The soft skills sessions will be run bi-monthly to main the excellent service being delivered in the Contact Centre.
Benchmarking	Local performance measure.	

FINANCE, PERFORMANCE AND CORE SERVICES

Quarter 2 2019/20

The average number of days lost due to sickness absence

Definition		How this indicator works			
The average number of days sickness across the Council, (excluding staff employed directly by schools and ex-employees). This is calculated over a 12-month rolling year and includes leavers		Sickness absence data is monitored closely by the Workforce Board and by Directors. An HR Project Group continues to meet to review sickness absence data, trends, interventions and “hot spot” services that have been identified. Managers have access to sickness absence dashboards in oracle and reports are issued bi-monthly to directors highlighting areas of non-compliance with council policy.			
What good looks like		Why this indicator is important			
Average for London Boroughs has recently been revised and is 8.2 days (up from 7.8).		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		Any issues to consider			
2018/19 end of year result: 7.13 days 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		A breakdown of sickness absence in services is set out below.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	6.57 days	6.23 days			↑
Target	6 days	6 days	6 days	6 days	
2018/19	7.88 days	7.40 days	7.65 days	7.13 days	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The target of 6 days has not yet been reached. However, the council’s sickness figures continue to improve, and we have seen a continual decrease in sickness levels for the past 7 months.	Targeted interventions remain in place in areas where there continue to be high levels of absence and are confident that this is having a positive impact. Further detailed analysis of areas with high absence levels continues to be undertaken.
Benchmarking	Local performance measure.	


The average number of days lost due to sickness absence –

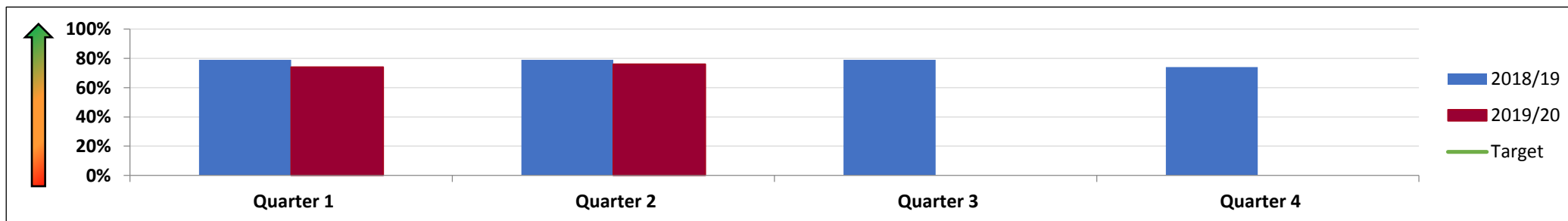
Service Breakdown

Service Block	Average Days Lost per EE Q1	Average Days Lost per EE Q2
Adults Care and Support - Commissioning	4.5	2.2
Children’s Care and Support - Commissioning	6.3	4.9
Education	2.2	2.1
CE/ P&R/ Inclusive Growth/ Public Health	0.3	1.1
Law and Governance	4.3	3.7
Finance	1.7	1.9
Adults Care and Support - Operations	8.5	5.8
Children’s Care and Support - Operations	3.8	4.8
Enforcement Service	7.5	7.6
Public Realm	12.4	10.4
Policy and Participation	4.0	5.1
Chief Operating Officer	2.5	2.2
My Place	6.6	6.2
Community Solutions	5.7	7.0
We Fix	7.1	7.8
Transformation	1.5	0.6
Adults Care and Support - Commissioning	4.5	2.2

Service Block	Q2 Long term % of days	Q2 Short term % of days
Adults Care and Support - Commissioning	0%	100%
Adults Care and Support - Operations	63%	37%
CE/ P&R/ Inclusive Growth/ Public Health	0%	100%
Chief Operating Officer	23%	77%
Children’s Care and Support - Commissioning	71%	29%
Children’s Care and Support - Operations	63%	37%
Community Solutions	69%	31%
Education	34%	66%
Enforcement Service	74%	26%
Finance	34%	66%
Law and Governance	71%	29%
My Place	67%	33%
Policy and Participation	85%	15%
Public Realm	67%	33%
We Fix	59%	41%
Transformation	0%	100%

Employee Engagement Index Score

Definition		How this indicator works			
The employee engagement index calculated from the scoring of the employee engagement questions of the Temperature Check survey.		The indicator uses the average score of a group of 6 critical engagement questions answered within the Temperature Check survey.			
What good looks like		Why this indicator is important			
Maximising employee engagement is a key factor in ensuring the organisation is able to meet our ambitions in the borough manifesto and to deliver high quality services to our residents. Any response rate at around 75% shows high levels of engagement.		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		Any issues to consider			
The recent temperature check results have seen an increase of 2% in employee engagement. While this is lower than 2018/9 it is still demonstrating high levels of engagement are being reported.		There was an increase in positive responses for 5 of the 6 engagement questions. The response rate went up to 48% from 27%.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	74%	76%			
Target	Target to be agreed				
2018/19	79%	79%	79%	74%	

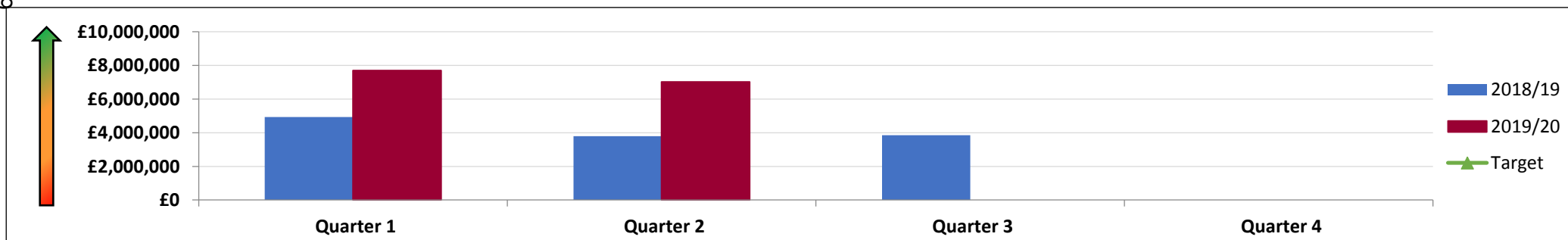


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The engagement score has been updated with the results from the most recent Temperature Check, which closed in August. Employee Engagement has risen by 2% since the last survey.	The increase in the overall engagement index combined with the increased response rates gives greater statistical confidence on increasing engagement rates within the council workforce.
Benchmarking	Local performance measure.	

The current revenue budget account position (over or underspend)

Definition		How this indicator works			
The position the Council is in compared to the balanced budget it has set to run its services.		Affects the overall financial health of the council especially if continuing overspend			
What good looks like		Why this indicator is important			
In line with projections, with no overspend. 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 continuing overspend impacts on the overall level of reserves and can impact on saving targets for future years to recover.			
History with this indicator		Any issues to consider			
In line with projections, with no overspend.		Statutory requirement to maintain balanced budget and use resources as approved by budget assembly.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	£7.7m at period 3 reported to CPG July 2019	£7.011m at period 5 – reported to Cabinet in October			n/a
2018/19	£4,924,000 forecast	£3,789,000 forecast	£3,857,000 forecast	Data not provided	

Page 199



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	This reflects the continuing pressure on the Council’s budget from funding cuts and demographic growth especially within Care and Support. This is a net position taking into account overspends on Council services offset by central contingencies and surplus in year income on the Collection Fund.	Recovery plans requested from each director to be reported to CPG. Strategic Action Plans requested from Workforce, Capital and Procurement Boards Will need to consider impact on future budget gap and reserves levels with mitigations and additional savings if necessary.
Benchmarking	No benchmarking data available – Local measure only	

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CABINET

18 December 2019

Title: Procurement of Insurance Contracts	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: Christopher Martin, Head of Assurance	Contact Details: Tel: 020 8227 2174 E-mail: Christopher.Martin@lbbd.gov.uk
Accountable Director: Helen Seechurn, Director of Finance	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>The Council's existing main insurance contracts are due to expire on 30 June 2020. The current Insurance programme consists of the main corporate insurance policies which cover the usual business activities of the Council and also the leasehold right to buy policy (which is recharged in full to leaseholders). The leaseholder right to buy policy expires separately on 29 September 2020.</p> <p>The contracts awarded will be for a period of 3+2 years commencing 1 July 2020 for the main contracts and 30 September 2020 for the leaseholder policy. The contracts are likely to be awarded to multiple providers and forecasts indicate that total expenditure in this area over the potential five-year period will be approximately £9m.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree that the Council proceeds with the procurement of contracts for insurance in accordance with the strategy set out in the report; and (ii) Authorise the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services and the Director of Law and Governance, to conduct the procurement and award and enter into the contracts and all other necessary or ancillary agreements with the successful bidder(s). 	
Reason(s)	
<p>To assist the Council in achieving each of its priorities of "A New Kind of Council", "Empowering People", "Inclusive Growth" and "Citizenship and Participation" through continued insurance arrangements.</p>	

1 Introduction and Background

- 1.1. The Council manages insurance risk through its own internal fund (the Insurance Fund) and by paying premiums to external insurers where the financial consequences of the risks cannot be borne in-house. Services are recharged to recover the attendant costs of insurance based upon a number of factors, including claims experience. Having adequate external insurance in place is integral to the functioning of the authority, enabling the Council to meet insurable financial losses that may arise from the delivery of services.
- 1.2. The Council's main insurance contracts are due to expire on 30 June 2020. The current Insurance programme consists of the main corporate insurance policies which cover the usual business activities of the Council and also the leasehold right to buy policy (which is recharged in full to leaseholders) which expires separately on 29 September 2020. A summary of the current insurance arrangements are detailed in paragraphs 1.4 and 1.5 below.
- 1.3. **Corporate Insurance Cover** - The Corporate insurance cover is provided through a mixture of internal and external arrangements. The Council's insurance fund meets the costs of self-insured claims and claims within the policy deductibles, up to the aggregate stop limit (maximum payable by the Council in each policy year). Costs of claims above these levels are met by the external insurance providers.
- 1.4. The different categories of insurance under the current contract are detailed below:

Category	Insurer	Policy Deductible	2019/20 Cost
Property	AIG	£250,000	£386,860
Liability	QBE	£250,000	£755,934
Fidelity Guarantee	Zurich Municipal	£10,000	£15,694
Engineering	Zurich Municipal	£100	£26,984
Motor	Zurich Municipal	£250,000	£61,620
Personal Accident & Travel	Zurich Municipal	£15	£8,515

- 1.5. **Leasehold Right To Buy Buildings Insurance Cover** - As a freeholder, the Council arranges buildings insurance on behalf of its residential leaseholders. The insurance provides extended accidental damage as standard and is rated on a bedroom basis regardless of their location and actual rebuild value, so premiums are set on a one, two, three or four bedroom basis. Zurich Municipal provide this cover to the Council's 3,587 leaseholders at a cost of £515,557 in 2019/20.

2. Proposed Procurement Strategy

- 2.1. An actuarial review has been commissioned with the objective to ensure that the Council is achieving value for money whilst ensuring that suitable cover is in place to mitigate our insurable risks.
- 2.2. As part of this review, the Council's financial position, claims history, current insurance position, statutory position and risk profile is being considered in detail. Consideration is also being given to an alternative, higher deductible. This review allows the Council to review the insurance programme to ensure that it has the right

balance between risk and reward and to calculate the impact of considering a higher deductible.

- 2.3. Insurers tend to view local authorities as high risk mainly due to the risks associated with many statutory council functions and also the traditional risk structuring such as low policy excesses that many local authorities have historically favoured.
- 2.4. The public sector insurance market is limited and a highly specialist area and the market can be influenced by various factors such as expensive claims, global exposures and the economic climate. The majority of insurers will only deal with local authorities via an insurance broker intermediary. As such, the Council's insurance broker, AJG, will manage the tender process with support from the Procurement team.
- 2.5. The aggregate annual value of the contracts to be tendered is currently in the region of £1.75m. The proposed procurement is therefore estimated to exceed the European Union threshold for supplies and services and a formal competitive tender is proposed to be undertaken in line with Council's Procurement Standing Orders and the EU Public Contract Regulations 2015.
- 2.6. The price quality ratio upon which contracts will be awarded will be 70% price & 30% quality. Providers will be ranked per Lot that they can provide based on their tender submission.
- 2.7. The contracts would be divided into individual lots and an open tendering procedure followed. This approach is intended to encourage greater competition and allow specialist insurers to submit bids for specific lots. Whilst this is a lengthy process it is likely to result in maximum exposure to the range of insurers available. A timetable for this process is set-out below:

Assurance Group	10 October 2019
Procurement Board	18 November 2019
Cabinet approval	18 December 2020
Advertise and send out tender application packs	February 2020
Leasholder Consultation	January
Tender submissions to be returned	April 2020
Tender evaluations and clarifications	May 2020
Approval and award of contract	June 2020
Start of contract delivery	1 July 2020 – main contracts 29 September 2020 – leaseholder cover

3. Options Appraisal

- 3.1. There were essentially 4 alternative options to the proposed strategy available to address the Council's insurance requirements from 1 July 2020:

A – Extend Current Contracts with Existing Suppliers

- B – Tender via Framework Agreement
- C – Local Government Association Mutual
- D – Full Self-Insurance

- 3.2. **A - Extend Current Contracts with Existing Insurers** – The current insurance contracts that were let from 1 July 2017 were for a period of 3+2 years. Whilst the contracts therefore come to an end on 30 June 2020, there is the option to extend the current agreements until 30 June 2022 with the same insurance cover being placed with the same companies. Whilst this guarantees continuity of cover, it would need to be with the agreement of the insurance companies and does not guarantee continuity of price. Insurers would be free to reconsider their pricing structure and whilst this may or may not produce a substantial increase across the board, Zurich Municipal have already written to the Council to advise us to expect a significant increase to the Leaseholder cover should we wish to renew from July 2020.
- 3.3. **B - Tender via Framework Agreement** - For the main Corporate Insurance Cover the Crown Commercial Services (CCS) Framework for insurance (RM3731) is sometimes used to simplify the process. This framework provides a list of insurance companies who have already expressed interest in the public sector insurance market. All providers have already been initially assessed as being capable of providing the range of insurances required by local authorities. This reduces the risk of the Council placing business with an insurer who may not have adequate financial capabilities or who is unable to provide adequate coverage or fully appreciate the specialised risks involved in Council operations.
- 3.4. Many insurers who are capable and willing to insure local authorities are already on the CCS Framework. Their terms & conditions have already been agreed and the need to conduct lengthy negotiation or consultation is reduced. Non-cashable savings will be made because the timescales of the process and the resources required will be reduced. However, a Brokers Management fee of 0.75% premium and Insurance Premium Tax (IPT) is payable. This route would restrict the Council to using those insurers on the framework.
- 3.5. **C - Local Government Association (LGA) Mutual** - Due to the limited number of insurance companies in the market willing to insure local authorities, the LGA are developing an Insurance Mutual. The Mutual aims to offer affordable, high quality risk transfer and risk management through a mutual structure for the benefit of the local government sector.
- 3.6. Discussions have taken place between the Council and the LGA Mutual. The LGA Mutual has advised that they may be able to provide a proposal from July 2020; although it is unclear at this stage exactly which risks that proposal would address and the terms of engagement. Unfortunately it is not possible to delay decisions over the placement of the Council's insurable risks until more is known about what the Mutual have to offer because the Council's existing insurance policies expire on 30th June 2020 and it would be an unacceptable risk to leave the Council wholly uninsured for any period of time.
- 3.7. The LGA Mutual have confirmed that the Council would not be required to place all their insurable risks with the Mutual, however if the Council wishes to join the

Mutual then they would be required to place significant classes of business with them, such as Property and Liability.

- 3.8. The Mutual is a recent development in the Local Authority insurance market and questions remain to be answered over their long-term feasibility, including the financial resilience of the Mutual. For example, the public liability profile of the public sector is one of long tail claims which are often reported many years after the event giving rise to the claim. The recent tragedy at Grenfell Tower has also catapulted the issue of adequacy of Limits of Indemnity to the forefront; it will be interesting to see how the proposed Mutual will be able to protect local authorities at the higher levels that are now being requested. The Mutual would of course be able to purchase reinsurance but it will have to compete with existing players, which will add to the costs for any members.
- 3.9. All insurers and brokers offer a range of services which may come as part of the programme, including risk management, claims management, underwriting guidance, support and training to name but a few. These insurer/broker skills have been honed over a great many years of dealing with risks and in particular those of the public sector. It is unclear at the moment if or how the Mutual is likely to replicate these.
- 3.10. **D - Full Self Insurance** - Self-insurance would by definition result in premium savings but brings the need to maintain adequate level of resources to meet all likely claims/ liabilities against the organisation.
- 3.11. If the contract is not re-tendered, the Council will have to completely self-insure against its liabilities. The ability to self-insure is dependent on the provision and maintenance of an adequate internal insurance fund, which for complete self-insurance may be in the tens of million pounds.
- 3.12. As a measure of the risk arising from claims against the Council over the last five years, the value of reserves has fluctuated somewhat, with reserves in excess of £1m each for a small number of claims. Whilst the value of future claims is difficult to predict, it would be necessary to increase the value of the Fund to cover these potential liabilities. In the current financial climate, it is prudent to continue to insure externally for those major/ catastrophic risks that the Council may not be able to meet should they occur.

4. Consultation

- 4.1. Consultation for this tender exercise will take place and the report will be presented to the relevant boards and Cabinet approval will be sought.

5. Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance Solicitor

- 5.1. This report is seeking approval to award the provision of insurance services, in anticipation of the expiry of the existing contract on 30 June 2020. The Council has power under section 1 of the Localism Act 2011 to enter into contracts for the provision of insurance cover to protect its assets, liabilities and risks. Furthermore, as a 'Best Value' authority for the purpose of the Local Government Act 1999, there

is a duty to secure the best value for the authority. The proposed strategy option set out in this report is a sound methodology for achieving the objective of covering the potential cost of claims against the Council or protection of its assets and interests as required.

- 5.2. Under the Public Contracts Regulations 2015, insurance services are classified as public service contracts and subject to the EU public procurement regime. The calculation for the gross value of the business is based on the cost of the premiums. As the total value of the contract is above the EU threshold for services (currently £181,302), a full EU competitive tendering process will be required.
- 5.3. Regarding leaseholders insurance cover, it is anticipated that the cost to the Council of providing insurance cover in relation to leasehold property under the proposed contract, will be recovered from leaseholders via Service Charges payable by leaseholders.
- 5.4. Under Section 20 of the Landlord and Tenant Act 1985, a notice of the intention to re-tender the contract must be given to leaseholders and consultation must be carried out with leaseholders in accordance with the Landlord and Tenant Act 1985 prior to award of the contract. This is imperative; otherwise the full cost of provision of the insurance cover will not be legally recoverable from leaseholders.

6. Procurement Implications

Implications completed by: Francis Parker – Senior Procurement manager

- 6.1. The recommended approach is likely to yield the best value for money for the Council.
- 6.2. An Open tender will be compliant with the Councils contract rules and the PCR2015.
- 6.3. The other options listed are not as suitable as the recommended route.

7. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager – Finance

- 7.1. The cost of the current Insurance contract is £1.2m per year. The contract was last let as a 3+2 contract in 2017. Although the Council can extend the contract for up to another two years there is a risk that the cost of some or all elements of the policy may increase. In these circumstances carrying out a full open market tender is the appropriate cause of action to ensure that the Council is achieving the best possible value for money.
- 7.2. If the tender exercise does result in an increased cost for the Council then this will need to be met from the cost inflation provision within the MTFS. There is sufficient provision to cover any likely increases. Increases in Leaseholder's insurance will be passed through to the Leaseholders but the Council still has a duty to obtain value for money.

7.3. The tender will be run by AJG as part of their Insurance brokerage contract, supported by the Insurance team from within existing resources and by Elevate on a chargeable basis. The charge is estimated to be in the region of £13k to £50k depending on the complexity of the exercise although it is more likely to be at the lower end of this range. This cost will be met from within the budget of the Council's Finance service.

8. Other Implications

8.1. **Risk Management** - Insurance is a mechanism for transferring risks to another (the insurer) for a consideration (premium). The broad principal of insurance is that the premiums collected from many policyholders pays for the claims of a few.

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

List of appendices: None

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CABINET**18 December 2019**

Title: Supply of Electricity through Cyclo Meters to Residential Properties	
Report of the Cabinet Member for Regeneration and Social Housing	
Open Report	For Decision
Wards Affected: All	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>The Council currently purchases its electricity from EDF Energy for those Council high-rise flats that are served by Cyclo heating known as “Cyclocontrol”. The meters were the only option available at that time (circa 1990’s) which met fire regulations. Due to the age and makeup of the Cyclo meters and the control panels, EDF energy is relied upon as competition is absent in the market.</p> <p>The previous contract with EDF Energy ended on 30 September 2019. A six-month waiver arrangement was agreed to allow EDF to continue to provide the service at a contracted rate. That arrangement will end on 31 March 2020.</p> <p>The market is deemed to be serviced by a single provider and as such unless you commission the services directly you will need to pay a third party to procure and contract manage the requirements.</p> <p>An assessment has been carried out to identify if there are any suitable and accessible frameworks, if an open market procurement or to keep the status quo.</p> <p>The report seeks Cabinet approval to enter into an agreement with the North East Purchasing Organisation (NEPO) as the Council’s Managing Agent and to use their Energy framework to procure EDF directly on a fixed term fixed costs basis.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <p>(i) Agree that the Council proceeds with the procurement of a direct contract with EDF for the supply of electricity through Cyclo meters to relevant LBBD residential properties, via the North East Purchasing Organisation (NEPO) framework, in accordance with the strategy set out in the report; and</p>	

- (ii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Regeneration and Social Housing, the Director of Law and Governance and Director of My Place, to enter into the contract(s) and all other necessary or ancillary agreements with the appointed supplier.

Reason(s)

The main driver is to ensure that the residents receive and continue to receive heat in the outlined properties including support from the provider and to assist in achieving the Council priority of “A New Kind of Council” through achieving best value through procurement.

1. Introduction and Background

- 1.1 The Council currently has Cyclo heating (also known as 'Cyclo-control') supplies installed at various blocks across the borough. Cyclo meters were installed in estate blocks which were within the old London Electricity Board region.
- 1.2 The meters were installed by EDF when the blocks were built. EDF systems are used to provide heating and hot water to each flat; the leaseholders and tenants are then recharged for the energy that they have used.
- 1.3 The last contract with EDF ended on 30th September 2019. A waiver has been put in place for 6 months from the 1 October 2019 to 31 March 2020 to enable a view of the market to be formed.
- 1.4 EDF as the current provider offers LBBB a contract with fully fixed prices over an agreed fixed period of supply and no volume tolerance restrictions, EDF charge LBBB the same unit rate for all energy used in the properties.
- 1.5 As EDF is the current sole provider in the market, it will be necessary to award through a compliant process in terms of the Councils Contract Rules and EU Legislation.
- 1.6 Soft market testing has outlined that although there are a number of accessible frameworks such as Crown Commercial Services (CCS), Yorkshire Purchasing Organisation (YPO) and Eastern Shires Purchasing Organisation (ESPO), the only one that could provide the Councils requirements was NEPO.
- 1.7 The other main route to market would be to procure in the open market through an Open process under EU Legislation, although this route would enable access directly to EDF, the number of ancillary brokers that would look to exploit the lack of supply options and would look to act as the managing agent. The risks would be that this market is fairly uncensored and there would not be a guarantee that the service will meet the Councils requirements or the cost requirements to support this route to market.

2. Proposed Procurement Strategy

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

2.1.1 We are looking to procure for electricity supply for LBBD high tower blocks that has cyclo system installed. We are unable to change the system as these tower blocks are due to be demolished with current regeneration programme and to do so would not be economical for the Council or the Tenants.

2.1.2 As part of the service the Council will require the Managing Agent to offer:

- Consolidated Billing including upload files

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

2.2.1 The forecasted annual spend for the service is circa £711,000, this is based on existing data provided by EDF. The cost for the initial term of 12 months would be £711,000 and to an estimated full contract lifecycle cost of £2.2m (over the full 3 years) (Note: this may reduce in the event that the Capital Programme removes the service requirements through regeneration or demolition of the agreed properties).

2.3 Duration of the contract, including any options for extension

2.3.1 Three years (1 + 1 + 1)

Initial term – 1 year

Extension period – 1 + 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, this is covered by the (EU) Public Contracts Regulations 2015

2.5 Recommended procurement procedure and reasons for the recommendation

2.5.1 The recommended route to market is a direct award from the NEPO Framework reference NEPO301, the summary is as follows:

REFERENCE: NEPO301

START DATE: 01/04/2019

CURRENT END DATE: 31/03/2023

FINAL END DATE SUBJECT TO EXTENSION(S): 31/03/2025

CONTRACT AWARD NOTICE: 2018/S 145-331752

SUPPLIERS: EDF Energy

The framework allows for the Council to request the supply of Electricity on a fixed period and fixed cost basis.

The reason for this route to market is as follows:

- Allows access to Local Government bodies
- Allows for fixed cost and fixed term models
- Offers EDF as the provider of the service, which reduces risk to the Council as NEPO are a recognized Public Sector Body
- The Managing Agents costs are built into the final utilities costs and are competitive and offer the Council non cashable benefit against the costs of procuring in the open market
- Allows for consolidated billing and upload files, which will enable resource efficiencies in the back-office operation
- Allows for continuation of support from EDF to the blocks with an age increasing heating system
- Offers an EU compliant route to market

2.6 The contract delivery methodology and documentation to be adopted

2.6.1 The terms and conditions of engagement will be those as set out by NEPO as part of the onboarding and price offer process. To ensure commercial risk is mitigated terms and conditions will be reviewed by LBBD's legal team.

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

2.7.1 There are 2 main efficiencies that will be expected through this contract they are as follows:

- Consolidated billing and upload files, will reduce the time taken in the back office to review, validate, process and pay the monthly invoices, and will give greater transparency with the consolidated view.
- Price certainty for the Council and the Tenants on an annual basis, which will enable more accurate forecasting of income and expenditure.

2.7.2 By agreeing a fixed price for a fixed 12-month period may offer a small cashable benefit, but this will not be able to be calculated until the end of each service period.

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

2.8.1 There will not be any selection criteria as the service will be contracted directly to EDF under the terms of service as outlined by NEPO

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

2.9.1 The procurement proposals in this report are intended to secure the provision of electricity supplies through Cyclo meters on terms that will help support long-term financial sustainability. If the procurement objectives are achieved, the appointed supplier will continue to supply energy to the Council's 682 supplies on cost effective terms.

2.10 Contract Management methodology to be adopted

2.10.1 It is proposed to conduct Weekly contact with EDF during the implementation stage, and Monthly with NEPO.

After the implementation the meetings with EDF can revert to monthly and NEPO to Quarterly unless any urgent requirements arise.

3. Options Appraisal

3.1 **Option one:** Do nothing – This option has been rejected as if nothing is done after the expiry of the waiver, the Authority will no longer be in contract, which will result in market rates being applied, these are normally significantly higher than the contracted rates, and this process would also be non-compliant with current EU legislation

3.2 **Option two** - To procure a new contract via open market tender process. This option has been rejected as although the most likely supplier will be EDF, the credibility of the Managing Agent cannot be guaranteed. In addition, the fees level may exceed the financial budget of the Council as the quality cost ratio may mean that the costs increase

3.3 **Options three** – Alternative frameworks which may be able to meet the Council's requirement. This option has been rejected as there are no suitable alternative frameworks that offer the Councils requirements at the time of this report.

The following frameworks were reviewed and discounted;

- Crown Commercial Services RM3791 Electricity framework – they have a single provider in British Gas with the contract being valid from 31/07/2017 to 30/07/2020
- ESPO 191_20 Electricity framework for supplies 2020-2024 – This is a single provider framework and is serviced by Total Gas and Power
- YPO 791 Framework for Electricity – This is a single provider service which is provided by nPower and could potentially offer a fixed period price
- NEPO can offer fixed term contracts with single provider, which is EDF, this route should be investigated fully.

Outline timetable

Procurement Strategy Report to Procurement Board	18 November 2019
Options Appraisal / Market analysis	4 – 18 November 2019
Cabinet approval	18 December 2019
Specifications agreed	December 2019
Publish tender opportunity in OJEU, BRAVO, Contracts Finder and the LBBB website	30 December 2019

Tenders returned	27 January 2020
Tender Evaluation completed by	3 February 2020
Standstill period	21 February 2020
Possible direct award	February 2020
Award Report approved	28 February 2020
Draft and sign contract	March 2020
Contract commencement	1 April 2020

4. Waiver

- 4.1 Not applicable as the use of a pre-procured open framework is permissible under the Councils Contract Rules and EU Legislation

5. Consultation

- 5.1 Consultation has been held with the stakeholders within My Place. Also, approval has been sought from Corporate Procurement, Finance department and Legal services.
- 5.2 Report was submitted to the Director of My Place, Robert Overall. It was presented to Procurement Board sub-group on 4th November 2019 and for the approval of Procurement Board on 18th November 2019. The report is on Cabinet forward plan to be presented on 18th December 2019
- 5.3 Following consultation with the Leasehold and section 20 team, it was agreed that we will be seeking to obtain a section 20 dispensation for this contract.

6. Corporate Procurement

Implications completed by Euan Beales, Head of Procurement

- 6.1 The Councils Contract Rules require all tenders with a value in excess of £50,000 should be tendered
- 6.2 The paper has outlined that EDF is potentially the only provider in the market that can perform the service, the proposed procurement through the NEPO framework (NEPO301) complies with the Councils Contract Rules and EU legislation, and also allows continuity of supply to the designated properties.
- 6.3 The NEPO framework offers a fixed cost, fixed period solution which will give budget certainty to the Council and its Tenants.
- 6.4 The Managing Agent costs are added directly to the cost per kWh and for a managed service represent VfM against the costs to procure in the open market.
- 6.5 Based on the detail contained in this report I cannot see any valid reason not to approve the recommendations as made

7. Financial Implications

Implications completed by Tony McNamara, Finance Business Partner

- 7.1 It is essential that a contract is in place to protect LBBB from significant additional costs, particularly as these costs will eventually be recharged to tenants and leaseholders.
- 7.2 The cost of this will be met from the electricity budget held within My Place.

8. Legal Implications

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

- 8.1 This report is seeking approval to carry out market testing for the provision of electricity through Cyclo meters to LBBB residential properties. The proposed procurement being considered is estimated to have a total value above the EU threshold for supplies and service contracts. This report sets out that officers will investigate the use of available frameworks plus potentially carry out an open tender exercise. Should the market testing confirm that there are no other suppliers capable of providing the service then, the Council will look to enter into an agreement directly with EDF. Whilst the Public Contract Regulations 2015 (the "Regulations") generally require contracting authorities to put out their above-threshold contracts to advertisement and competition, there are certain instances where the Regulations entitle the Council to procure directly with providers using the negotiated procedure without publication procedure.
- 8.2 If the responsible directorate does discover an available framework or decide to conduct an open tender then the process must be conducted in accordance with the framework terms and/or the Regulations, as applicable plus the Council's Contract Rules.
- 8.3 If, following market testing, officers decide that it is necessary to enter into a direct arrangement with EDF then officers should seek advice from the legal team on which ground of the negotiated procedure without prior publication is most suitable.
- 8.4 The report author and responsible directorate are advised to keep the Law & Governance team fully informed at every stage of the process.

9. Other Implications

- 9.1 **Risk and Risk Management** - Risk of not having a contract will lead to non-compliance with the Council Rules, and possible financial implications. To minimize the risk, we are seeking approval to consider wider options appraisal and in the absence of competition, award the contract to EDF before expiry of the existing contract on 31st March 2020.

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 **Corporate Policy and Equality Impact** - As part of the process, supplier will be assessed for adherence to the necessary legislation and regulations. Their equality policies will be assessed to ensure they meet council requirements. Consideration will be measured regarding potential impacts of the decision/proposal in relation to the Equality Act 2010 protected characteristics.
- 9.3 **Corporate Policy and Customer Impact** – Following consultation with section 20 team, section 20 dispensation will be applicable to procure EDF. This will be on a fixed term fixed costs basis using the NEPO Energy framework. This will guarantee price certainty for the Council as well as the tenants.
- 9.4 **Property / Asset Issues** – Blocks that are due to demolished will be decommissioned by Be First in order to avoid LBBB being charged if properties are not decommissioned.

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

List of appendices: None

CABINET**18 December 2019**

Title: Essex and Suffolk Water Agreement	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Victoria Lawal Senior Contracts & Procurement Officer	Contact Details: Tel: 020 87243482 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 Council collects water and sewerage charges from its social housing tenants as an agent for Essex and Suffolk Water (ESW) who trade as Northumbrian Water. In return for providing this service, the Council receives an administration recoupment payment from ESW which is paid into the Housing Revenue Account (HRA). The recoupment payment is vatable at standard rate. The Council is providing a service to ESW so it will be treated as a standard rated business transaction.</p> <p>In 2017, negotiations were made with ESW by council officers to enter into a new contract. These negotiations resulted in changes to the contract with an administration recoupment rate of 15% of the charges from ESW (vatable at standard rate) plus a 2% void allowance (not vatable).</p> <p>The report presents the proposal to enter into a formal two-year contract with ESW which will be effective from 1 April 2020. There is a possibility of extending the contract for another two-year term (1 + 1). It is estimated that over the two-year term of the contract the Council could be collecting in the region of £14m on behalf of ESW and obtaining a total administration and voids allowance in the region of £2.4m (17%), subject to price inflation and stock loss adjustments.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Agree that the Council enters into an agreement with Essex and Suffolk Water regarding the collection of water and sewage charges, effective from 1 April 2020, on the terms set out in the report; and</p> <p>(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 enter into the contract and all other necessary or</p>	

ancillary agreements with Essex and Suffolk Water.

Reason(s)

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

1. Introduction and Background

- 1.1. The Council collects water and sewerage charges from its social housing tenants, as agent, on behalf of Essex and Suffolk Water (ESW) who trade as Northumbrian Water. In return for providing this service the Council receives an administration recoupment payment from ESW which is paid into the Housing Revenue Account (HRA).
- 1.2. The Council is empowered by section 1 of the Local Authorities (Goods and Services) Act 1970, as modified by paragraph 20 of Schedule 1 to the Water Consolidation (Consequential Provisions) Act 1991, to enter into an agreement for the collection and recovery by the Council on behalf of NWL of the Water Charges
- 1.3. During 2017 Council officers have been in negotiations with ESW to obtain a higher percentage level of admin fee and void allowance. These negotiations have resulted in an increase in the administration recoupment rate from 15% to 17% of the charges from ESW
- 1.4. The report presents the proposal to enter into a formal two-year contract with ESW from 1 April 2020 for two years with a possibility of 2 years extension (1+1) subject to providers satisfactory performance.
- 1.5. The Council’s fee for collection of water charges currently was revised from 15% to 17%. In 2017/18 the HRA paid Essex and Suffolk Water £7.1m in respect of water and sewerage charges and received an income of £1.2m. The water and sewerage charge and fee may both reduce in future years due to stock loss, but this will be partially offset by any price inflation. Over the course of the contract the Council could be collecting in the region of £28m on behalf of ESW and obtaining a fee in the region of £4.8m if the contract is extended as proposed in the report.
- 1.6. The contract is proposed to be effective from 1 April 2020 for a period of two years with either party having the right to cancel the agreement after two years by serving notice on the other party no less than 12 months prior to the commencement of a financial year (1 April).

2. Proposal and Issues

- 2.1. The contract is for the council to collect water and sewerage charges from its social housing tenants as an agent on behalf of Essex and Suffolk Water (ESW) who trade as Northumbrian Water. The Council will receive administration recoupment payment from ESW which is paid into the Housing Revenue Account (HRA).

2.2 Outline Timetable

Stage	Estimated Date
Cabinet meeting	18 th December 2019
Contract Award and Sign agreement	January - February 2020
Contract Commencement	1 st April 2020

3. Options Appraisal

The structure of the water supply industry in the UK is such that the Council has no choice in who provides the service.

3.1 Do Nothing

This is not an option; legal advice has been issued by the Cabinet Office stating that all local authorities must go out tender or enter into an agreement for their retail water Supplies. The implications of doing nothing will be non-compliant and the council will lose the revenue that would have been generated.

3.2 **Enter into agreement with ESW** – This is our preferred option as entering into an agreement with ESW will generate revenue for the HRA. The market has not been deregulated for this type of service, EDF is the only provider in the market that can perform the service due to the assigned geographic area.

4. Consultation

4.1 Consultation has been held with the stakeholder representatives from My Place. Also, approval has been sought from Corporate Procurement, Finance department and Legal services.

4.2 Consultation has been held with the Leasehold section regarding section 20. We were advised that s20 will not be relevant as the Council act as administrator on behalf of ESW and at present there is no choice but to get water supply from the local water company.

5. Financial Implications

Implications completed by: Tony McNamara, Finance Business Partner

5.1 Water and sewerage charges are raised weekly on all general needs housing stock and generate over £7m income to ESW. LBBD's 15% administration recoupment payment equates to £1.1m pa which covers collection, administration processes and debt management.

5.2 A further 2% for void allowances generates around £150k pa. This is a fixed rate and therefore good performance on voids will ensure a surplus against allowance while poor performance will cost the business more than ESW allow.

- 5.3 The income from both elements goes directly into the HRA and is used to support delivery of services to tenants.
- 5.4 The recoupment payment is vatable at standard rate. The Council are providing a service to ESW so it will be treated as a standard rated business transaction. As negotiations were made with ESW by council officers to enter into a new contract in 2017, these negotiations resulted in changes to the contract with an administration recoupment rate of 15% of the charges from ESW (vatable at standard rate) plus a 2% void allowance (not vatable).

6. Legal Implications

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

- 6.1 This report is seeking authority to enter into an arrangement with Essex and Suffolk Water (ESW) for the collection water and sewerage charges from the Council's social housing tenants on behalf of ESW in return for an administration fee.
- 6.2 Pursuant to Section 1 of the Local Authorities (Goods and Services) Act 1970 the Council has the specific power to collect ESW's charges from tenants on behalf of ESW.
- 6.3 Recent case law has highlighted that such an arrangement must make it clear that the Council is acting as a collection agent on behalf of the water company and not as a re-seller in which case the charge levied is restricted by the Water Resale Order 2006.
- 6.4 The legal team has had sight of the proposed form of agreement with ESW and notes that it clearly sets out that the Council is acting as agent for ESW in collection of the water charges.

7. Other Implications - Corporate Procurement

Implications completed by: Euan Beales, Head of Procurement

- 7.1 The paper has outlined that the Council will be performing collection services on behalf of ESW. As the Council is not procuring a service then it is my view that PSR2015 would not apply in this circumstance, and as such there are no procurement implications.

8. Other Implications

8.1 Risk Management

- 8.1.1 Risk of not putting a contract in place, being non-compliant with the Council Rules, and purchasing outside of a contract - To minimize the risk, we are seeking approval to enter into an agreement with ESW. The Council will retain the risk of non-collection. Whilst 2% void allowance has been built into negotiations, any additional losses will have to be absorbed within the remaining 15%.

- 8.1.2 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.
- 8.2 **Corporate Policy and Equality Impact:** The contract will be fully compliant with Health and Safety and other legislative requirements. Consideration will be measured regarding potential impacts of the decision/proposal in relation to the Equality Act 2010 protected characteristics.

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

List of appendices: None

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CABINET**18 December 2019**

Title: Debt Management Performance and Write-Offs 2019/20 (Quarter 2)	
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 second quarter of the financial year 2019/20. 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 emerging impact of impact of Universal Credit on collection levels and particularly Council Tax and rents. 	
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 second quarter of the 2019/20 municipal and financial year and covers the overall progress of each element of the service since April 2019. 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 Revenues service is responsible for the collection of Council Tax, Business Rates, Housing Benefit Overpayments, General Income, Rents and for the monitoring of cases sent to Enforcement Agents for unpaid parking debts

2. Performance

- 2.1 The Key Performance indicators are shown below with details of collection rates. Further performance indicators are shown in table 10.

Council Tax

- 2.2 The table below shows the Net Collectable Debit (NCD) for Council Tax including the percentage of the tax collected within the year for the past two years. The overall amount to be collected is increasing by approximately £5m each year due to both the increase in the tax and reduction in Council Tax Support (CTS)

Table 1	Council Tax – Quarter 2		
	2017/18	2018/19	2019/20
NCD (000)	£71,091	£76,524	£81,976
Percentage collected	56.2%	55.9%	55.7%

- 2.3 Universal Credit (UC) remains one of the biggest challenges faced by the Revenues service and delays in payment of UC are resulting in a knock-on delay in payment of Council Tax. The table below shows Council Taxpayers that are claiming CTS and are also receiving UC or legacy benefits. The amount of Council Tax payable by those receiving UC is increasing by an average of £60k per month and there is a difference of 8% in the two collection rates.

Table 2	CTS – Universal Credit	CTS – Legacy benefits
NCD (000)	£1,063	£4,042
Percentage collected	46.9%	54.9%

2.4 The introduction of Universal credit (UC) in April 2018 has had an effect on the debt recovery process. UC has delayed the assessment of Council Tax Support which has in turn moved payment instalments forward. This has created accounts which are not technically behind with payments but are not being charged correctly. Once the CTS has been assessed instalments are recalculated and started from the following month.

2.5 The table below shows the number of recovery documents sent in by the end of quarter 2 for the past 3 years.

Table 3	2017/18	2018/19	2019/20
Reminders	49,085	43,115	44,249
Summonses	10,089	8,755	8,608
Total	59,174	51,870	52,560

2.6 It is estimated that by year end, taxpayers claiming UC will be paying £1.4m in Council Tax. The collection rate in comparison with those still on legacy benefits is 8% lower, which will equate to delayed payment of £114k. The amount of CTS being awarded to taxpayer accounts continues to reduce. The table below shows Council Tax payable, the value of CTS and the percentage of the debt paid by the CTS. The reduction in CTS has resulted in an additional £1.1m being charged to taxpayers. These taxpayers are among the most financial vulnerable residents in the borough.

Table 4	2017/18	2018/19	2019/20
Council Tax	£84,101	£89,527	£94,643
CTS (000)	£13,092	£13,093	£12,736
% of Council Tax paid by CTS	15.6%	14.6%	13.4%
Reduction		1.0%	1.2%
Payable shortfall (000)		£843	£1,174

2.7 To deal with the change to UC the Revenues team has been identifying Council Taxpayers that are experiencing financial distress and has been working closely with Community Solutions to identify the root cause of financial problems and to look to help taxpayers find a resolution. This includes; the awarding of discretionary relief; budgeting advice; payment arrangements which aim to bring the customer back on track, training and employment assistance, and referral to CAB, Job Centre or Social Services.

2.8 The budget for Council Tax discretionary relief this year is £50k. At the end of quarter 2, £19k had been allocated to 22 customer accounts to help them recover from financial hardship.

2.9 The close collaboration between the two teams has ensured that the impact on the collection rate has not been as significant as previously predicted. Although the collection rate at the end of quarter 2 is 0.2% behind last year, the team is confident

that it will recover during the latter part of the year and work continues to improve the current processes and gain a better understanding of the issues faced by our taxpayers.

- 2.10 **Successes** – Council Tax collection remains relatively strong in light of the introduction of Universal Credit last year. It is expected that collection will begin to improve during the second half of the year as the work now underway increases the budgeting skills of taxpayers and ensures they have claimed all the benefits they are entitled to receive.
- 2.11 **Concerns** – Arrears collection is lower than in previous years and there is a concern that annual increases in the tax, reductions in the number of Council Tax Support applicants and continued confusion around Universal Credit will further hamper collection.

3. Rent Collection

- 3.1 As tenants' transition to Universal Credit the amount of housing benefit being paid directly to rent accounts has reduced dramatically. The table below shows the collection rates since 2017/18. It should be noted that the NCD (Net collectable Debit) is projected to year end as rent is charged weekly.

Table 5	Rent collection – Q2		
	2017/18	2018/19	2019/20
NCD (000)	£102,674	£100,367	£101,218
Percentage collected	47.74%	47.67%	49.13%

- 3.2 The Revenue team has reacted to the introduction of Universal Credit by helping residents with the transition and working closely with Community Solutions through our joint work in the Homes and Money Hub. However, as the table below shows the level of arrears for those residents receiving UC continues to increase.

Table 6	Number	In arrears	Percentage in arrears
Residents in receipt of Housing Benefit	7,228	2,245	31.1%
Residents in receipt of UC	2,398	1,638	68.3%

Table 7	Value of arrears	Average arrears
Residents in receipt of Housing Benefit	£707,582	£315
Residents in receipt of UC	£1,841,776	£1,124

- 3.3 As tables 4 and 5 show, residents in receipt of UC are more likely to be in arrears and for higher amounts.

- 3.4 The Rents team has been working closely with Community Solutions to identify residents that require additional support. The Rents team has responded to the challenges of UC by agreeing repayments plans that consider the variable nature and delays in UC payments. This has maintained collection rates and minimised the impact of UC upon collection rates. This two-pronged approach of realistic payment plans and appropriate support is working well.
- 3.5 **Successes** – Rent collection remains relatively strong even though Universal Credit has had an impact on this area of revenue collection.
- 3.6 **Concerns** – Rent has not been increased for a number of years and future increases will put additional pressure on tenants and the Rent team.

4. Leasehold collection

- 4.1 The table below shows the estimated amount charged and paid by leaseholders compared with 2018/19.

Table 8	Leasehold – Quarter 2		
	2017/18	2018/19	2019/20
NCD (000)	£4,541	£4,321	£5,316
Percentage collected	53.57%	52.2%	47.0%

- 4.2 Both the service charge and reserve fund have been increased in 2019/20. The increase in the reserve fund includes some backdating, this has reduced the collection rate in comparison with the previous year.
- 4.3 The General Income team has increased payment this year compared with last, however the size of the increase in service charge, coupled with the backdating of reserve fund charges has meant that it has not been possible to maintain the same percentage of collection as last year.
- 4.4 Customers are being allowed more time to pay any backdated charges and this has reduced the percentage of collection.
- 4.5 **Successes** – the amount collected has been increased compared with last year.
- 4.6 **Concerns** – unexpected increases in service charge. Backdated reserve fund and increases in the service charge causing £1m increase in the collectable amount. Discussions regarding the current target in light of the unexpected increase of £1.1m are taking place between Elevate and the Council.

5. General Income collection

- 5.1 The table below shows the charge raised so far for General Income as well as payment and percentage of collection.

Table 9	General Income – Quarter 2		
	2017/18	2018/19	2019/20
NCD (000)	£36,808	£51,224	£47,379
Percentage collected	92.89%	92.92%	92.92%

5.2 General Income charges can fluctuate year on year and to the end of the second quarter an additional £3.8m has been raised. Even with this large increase the General Income Team has maintained a collection rate which is the same as last year.

5.3 **Successes** – significant increases in revenue collected in the first half of the year

5.4 **Concerns** – lack of a debt management system makes the process labour intensive and the progress of cases through recovery cannot be reported.

6. Fairer Contribution Collection

6.1 The table below shows the charges raised for homecare in 2018/19 and 2019/20.

Table 10	Fairer contribution – Quarter 2		
	2017/18	2018/19	2019/20
NCD (000)	£534	£525	£415
Percentage collected	65.36%	65.68	69.40%

6.2 The figures above are also included as part of the General Income figures shown in table 7. The amount charged in homecare has reduced this year compared with last year and the collection rate is 3.7% higher.

6.3 **Successes** – improved liaison with Social Services to better deal with queries.

6.4 **Concerns** - lack of a debt management system makes the process labour intensive and the progress of cases through recovery cannot be reported.

7. Commercial Rent

7.1 The table below shows the amount raised for Commercial Rent for 2018/19 and 2019/20.

Table 11	Care charge raised	Paid	Percentage
2018/19 (000)	£2,250	£2,223	98.75%
2019/20 (000)	£2,565	£2,411	94.01%
Variation (000)	£315	£188	-4.74%

- 7.2 Commercial rent raised this year has increased in comparison with last year. Although the percentage of collection is lower than at the same time in 2018/19, resource has been allocated to ensure collection increases.
- 7.3 Successes – closer working with property services to identify arrears and take appropriate action
- 7.4 Concerns - lack of a debt management system makes the process labour intensive and the progress of cases through recovery cannot be reported.

8. Performance

8.1 Performance against targets is shown below:

Table 12	Service level	Target	Variation from target
Council tax in year collection	55.7%	55.9%	-0.2%
General Income collection in year	92.92%	92.92%	0.00%
Rents	49.13%	49.28%	-0.15%
Leasehold Income collection %	47.00%	52.48%	-5.48%
Fairer contribution (homecare in year)	69.40%	65.68%	+3.72%
NNDR in year collection %	55.7%	55.6%	+0.1%
Commercial Rent %	94.01%	95.10%	-1.09%
Council Tax arrears £	£1,400,724	£1,460,965	£60,241
Former Tenant arrears	£110,317	£103,000	£7,317
Road Traffic Enforcement %	15.6%	14.0%	+1.6%
HB overpayment %	85.10%	61.2%	+23.90%
Reside	99.71%	99.50%	+£0.21%

9. Arrears

- 9.1 The tables below show arrears for quarter 2 and the current level of debt recovery activity. The debt recovery activity shows the current action being undertaken; this does not mean that other actions have not been taken in the past. The databases (Academy) for Council Tax, NNDR and Housing Benefit overpayments do not report previous actions. General Income does not have a debt management system and so debt recovery action cannot be recorded, and the process remains manual. The rent system (Capita) is able to report the debt recovery position, however this requires further development of reports and will be shown in quarter 3.
- 9.2 In most debt streams shown in table 13 the arrears will show as higher in 2019/20 than in 2018/19. However, Council Tax was increased in 2018/19 and as shown above, CTS reduced, therefore the uncollected amount will appear as higher. General Income arrears can fluctuate dependent upon the amounts raised by issuing departments.

9.3 The definition of arrears is different for each of the revenue streams. The table below shows the amount of unpaid debt at the end of the second quarter compared with the same time in 2018/19.

Table 13	2018/19 (000)	2019/20 (000)	Variation (000)	Description
Council Tax	£21,939	£23,499	£1,561	Debts raised and unpaid which are not for the current year
Housing Benefit overpayments	£26,276	£27,224	£948	Currently outstanding for all years
NNDR	£7,404	£6,637	£767	Debts raised and unpaid which are not for the current year
Leasehold	£283	£240	-£43	Debts raised and unpaid which are not for the current year
General Income	£6,651	£9,096	£2,445	Debts raised and unpaid which are not for the current year
Homecare (part of General Income arrears)	£702	£940	£238	Debts raised and unpaid which are not for the current year
Rent	£3,181	£3,874	£693	Rent that has not been paid for 1 week or longer

10. Council Tax Arrears

10.1 Council Tax arrears are defined as any debt that remains unpaid after the end of the financial year in which it was raised.

10.2 The recovery of Council Tax continues after the year has ended. Although it is not possible to collect all Council Tax charged in the financial year, replacing Council Tax Benefit with Council Tax Support, welfare reform and more recently Universal Credit have made collection within year more challenging. Therefore, some Taxpayers will still be paying off Council Tax from previous years and are unable to catch up.

10.3 The table below shows the debt recovery status of the arrears. There will be some debts that have not entered the recovery process as they are newly created or are being disputed.

Table 14

Action	Balance (000)	Number of liability orders
Enforcement Agent	£10,466	16,645
Attachment to benefits or earnings	£1,002	2,805
Returned by Enforcement Agent	£2,219	3,114
Awaiting write off	£2,427	3,867
Payment arrangement	£671	1,274
Absconded	£2,340	4,227
Other	£2,213	3,854
Total	£21,338	35,786

- 10.4 Liability orders are obtained at court and allow further enforcement action, i.e. Enforcement Agents. Taxpayers often will often have more than one liability order as normally they are obtained for each unpaid year. There are 35,786 liability orders but there 16,834 individual accounts. Therefore, there is an average of 2 liability orders per taxpayer.
- 10.5 The process of sending cases to Enforcement Agents is automated, although pre checks are made. However, all other actions are manual, this includes agreeing payment arrangements, attachments to benefits or earnings, bankruptcy and committal. Current resource does not allow all cases to be immediately pursued. Debts that have been designated as uncollectable are coded for write off, but again the process is manual and is not prioritized over enforcement action.

11. Housing Benefit Overpayments Arrears

- 11.1 Where a housing benefit overpayment has been created the debt is immediately pursued. The table below shows the current debt recovery status of those overpayments

Table 15

Action	Balance (000)	Cases
Payment arrangement	£11,178	8,595
Actively being managed	£8,238	4,857
Awaiting recovery action	£7,808	6,287
Total	£27,224	19,739

- 11.2 Those debt being actively managed covers several different actions, including the use of debt collection agencies and attachments to benefits or earnings.
- 11.3 The process of debt recovery is manual, very little automation is available and debts are prioritized by size and age.
- 11.4 As many debtors have been or are still in receipt of benefit, the process of debt collection can be relatively slow with small payments being made towards often large debts.

12. NNDR

- 12.1 Business Rates arrears can fluctuate considerably. Appeals again rateable values are sometimes made many years after the year of the charge. This means that debts can sometimes be increased or decreased by hundreds of thousands of pounds. Although arrears are pursued, collection is shared with the London pool.

13. General Income (including Homecare) arrears

- 13.1 All General Income is recorded using Oracle which has no debt management system. It is therefore not possible to determine where each debt is within the debt recovery process.

- 13.2 The arrears figures show in table 7 represents 7,580 invoices and each must be examined manually to determine the current and next best course of action. Therefore, the General Income team works from spreadsheets of invoices and relies on knowledge and experience of each area to determine recovery priorities.

14. Rent arrears

- 14.1 The table below shows the breakdown of rent arrears. Rent arrears are designated as any tenancy that is one week or more in arrears.

Table 16

Arrears range	Cases	Value
Less than £250	3,454	£283,959
£250 to £500	780	£279,877
£500 to £1,000	696	£502,661
£1,000 to £3,000	922	£1,609,484
£3,000 to £5,000	187	£698,772
Over £5,000	77	£499,431
Total	6,116	£3,874,184

- 14.2 Over 50% of residents in arrears are still in receipt of Housing Benefit or are now claiming Universal Credit. The majority of tenants in arrears are less than £250 behind with their rent, which is the equivalent of 1 to 3 weeks. Higher debts are managed by the Rents team either by court order or by payment arrangements. Improving liaison with Community Solutions is helping to reduce court action and help residents to control their budgets.
- 14.3 The arrears figures tend to fluctuate month on month because Universal Credit is paid to tenants monthly and so for 3 weeks out of every 4, they can be in arrears.
- 14.4 This has increased the complexity of cases being dealt with by the Rents Team and prompted a revision to the recovery process. The new process focuses attention more on identifying those falling into arrears and then assisting or working with Community Solutions to find a resolution.

15. Costs

- 15.1 The table below shows the amount of Council Tax Court costs raised in this year compared with the same time last year.

Table 17	2018/19	2019/20
Raised	£1,081,083	£1,080,306
Withdrawn	£426,683	£670,750
Payable	£654,400	£409,557
Paid	£399,938	£344,360
Percentage collected	61.1%	84.1%

- 15.2 Council Tax costs represent most costs charged to residents for non-payment of debt. Every summons issued for non-payment attracts an additional cost, to the resident, of £123.

- 15.3 However, not all summonses result in a court hearing as taxpayers may agree to pay the charge by revised instalments. Similarly, if there is reason to believe the taxpayer is vulnerable the summon and costs will be withdrawn.
- 15.4 More summonses have been withdrawn this year to date than last. Increases in the tax, coupled with the introduction of Universal Credit has put additional pressure on taxpayers. This makes it more likely they will miss instalments and receive a summons.

16. Financial Implications

Implications completed by Thomas Mulloy, Chief Accountant

- 16.1 Collecting all debts due is critical to the Council's ability to fund Council and maintain the Council's cash flow. In view of this, monitoring performance is a key part of the monthly meetings with Elevate.
- 16.2 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,
- 16.3 At the end of quarter 2, Elevate has achieved many but not all of its targets Performance underachieved in some key collection areas. i.e. Council Tax and HB Overpayments.
- 16.4 Performance on Council Tax for quarter 2 was below the target by 0.2%, which is equivalent to a cash shortfall of £194k, Leasehold collection was down 5.48% which is the equivalent of £291k
- 16.5 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

17. Legal Issues

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

- 17.1 Monies owned 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.
- 17.2 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.

- 17.3 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. 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: None.

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