

Notice of Meeting

CABINET

Tuesday, 17 November 2020 - 6:00 pm
Meeting to be held virtually

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 and Cllr Maureen Worby

Date of publication: 9 November 2020

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Please note that this meeting will be webcast to enable the press and public to listen to the proceedings of this 'virtual' meeting. To view the webcast click [here](#) and select the relevant meeting (the weblink will be available at least 24-hours before the meeting).

AGENDA

1. Apologies for Absence

2. Declaration of Members' Interests

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.

3. Minutes - To confirm as correct the minutes of the meeting held on 20 October 2020 (Pages 3 - 10)

4. Update on COVID-19 Issues (Page 11)

5. Revenue Budget Monitoring 2020/21 (Period 6, September 2020) (Pages 13 - 31)

6. Budget Strategy 2021/22 to 2024/25 (Pages 33 - 41)

7. **Fees and Charges 2021 (Pages 43 - 65)**
8. **Treasury Management 2020/21 Mid-Year Review (Pages 67 - 83)**
9. **Annual Education Performance Review 2019/20 (Pages 85 - 111)**
10. **Proposed Redevelopment of Brocklebank Lodge site, Becontree Avenue, Dagenham RM8 3BX (Pages 113 - 127)**
11. **Reviewed Corporate Plan 2020-22 (Pages 129 - 318)**
12. **Appropriation of Land at Dagenham Film Studios (Pages 319 - 333)**
13. **Draft Thames Road Masterplan Supplementary Planning Document (Pages 335 - 397)**
14. **Any other public items which the Chair decides are urgent**
15. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

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

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

Participation and Engagement

- To collaboratively build the foundations, platforms and networks that enable greater participation by:
 - Building capacity in and with the social sector to improve cross-sector collaboration
 - Developing opportunities to meaningfully participate across the Borough to improve individual agency and social networks
 - Facilitating democratic participation to create a more engaged, trusted and responsive democracy
- To design relational practices into the Council's activity and to focus that activity on the root causes of poverty and deprivation by:
 - Embedding our participatory principles across the Council's activity
 - Focusing our participatory activity on some of the root causes of poverty

Prevention, Independence and Resilience

- Working together with partners to deliver improved outcomes for children, families and adults
- Providing safe, innovative, strength-based and sustainable practice in all preventative and statutory services
- Every child gets the best start in life
- All children can attend and achieve in inclusive, good quality local schools
- More young people are supported to achieve success in adulthood through higher, further education and access to employment
- More children and young people in care find permanent, safe and stable homes
- All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs
- Young people and vulnerable adults are safeguarded in the context of their families, peers, schools and communities

- Our children, young people, and their communities' benefit from a whole systems approach to tackling the impact of knife crime
- Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors
- All residents with a disability can access from birth, transition to, and in adulthood support that is seamless, personalised and enables them to thrive and contribute to their communities. Families with children who have Special Educational Needs or Disabilities (SEND) can access a good local offer in their communities that enables them independence and to live their lives to the full
- Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities
- All vulnerable adults are supported to access good quality, sustainable care that enables safety, independence, choice and control
- All vulnerable older people can access timely, purposeful integrated care in their communities that helps keep them safe and independent for longer, and in their own homes
- Effective use of public health interventions to reduce health inequalities

Inclusive Growth

- Homes: For local people and other working Londoners
- Jobs: A thriving and inclusive local economy
- Places: Aspirational and resilient places
- Environment: Becoming the green capital of the capital

Well Run Organisation

- Delivers value for money for the taxpayer
- Employs capable and values-driven staff, demonstrating excellent people management
- Enables democratic participation, works relationally and is transparent
- Puts the customer at the heart of what it does
- Is equipped and has the capability to deliver its vision

MINUTES OF CABINET

Tuesday, 20 October 2020
(6:03 - 8:16 pm)

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

Apologies: Cllr Lynda Rice

29. Declaration of Members' Interests

There were no declarations of interest.

30. Minutes (22 September 2020)

The minutes of the meeting held on 22 September 2020 were confirmed as correct.

31. Update on COVID-19 Issues

The Cabinet Member for Social Care and Health Integration gave an update on COVID-19 issues relating to the Borough.

It was noted that since the beginning of the pandemic approximately 1,900 residents had tested positive for the virus and there had been an increase of 230 cases in the past seven days, which meant that the Borough infection rate was now at 109 cases per 100,000. As the London-wide rate was over the 100 cases per 100,000 population threshold, London had moved into Tier 2 restrictions. Sadly, a further three Borough residents had died from the virus in the past week, bringing the total number to 174. The Cabinet Member encouraged everyone in the Borough to follow the advice to help prevent the spread of the disease. protect the most vulnerable in the community and avoid a second lockdown.

The Cabinet Member confirmed that there had been outbreaks in 60 Borough schools, although she was pleased to report that due to the effective arrangements in place all schools had continued to operate. An additional testing site was due to open in the Marks Gate area next week, bringing the total number of sites in the Borough to three, although local testing rates had declined of late. The Council had also taken on some responsibilities to support the national Test and Trace programme and the Leader advised on local testing arrangements specifically aimed at key frontline workers in the Borough.

The Cabinet Member for Educational Attainment and School Improvement reminded parents and carers of the steps that they should take when arriving at school gates. The Cabinet Member for Enforcement and Community Safety also gave an update on the actions taken within her portfolio area to enforce compliance and support local businesses, groups and individuals.

Cabinet **resolved** to note the update on the latest COVID-19 pandemic issues relating to the Borough.

32. Revenue Budget Monitoring 2020/21 (Period 5, August 2020)

The Cabinet Member for Finance, Performance and Core Services presented a report on the Council's revenue budget monitoring position for the 2020/21 financial year at 30 August 2020 (period 5).

The Council's General Fund revenue budget at the end of period 5 showed an underlying budget variance of £5.701m, which represented a significant improvement on the period 4 position of £8.533m. However, current year-end projections, after taking into account the significant financial pressures stemming from the COVID-19 pandemic in relation to additional costs, loss of income and delays to the delivery of some planned savings proposals, gave a range of overspend of between £5.816m and £18.303m.

The Cabinet Member pointed out that while the term 'overspend' was commonly used to refer to expenditure that exceeded budget provision, it was an inappropriate term to explain the Council's position in the current circumstances as the Government had failed to provide the proper level of financial support to the local government sector to enable it to meet the challenges and extra costs associated with the COVID-19 pandemic. He also referred to the Government's austerity programme that had severely impacted local authority budgets for over 10 years, the need for a genuine Fair Funding policy for local authorities and the impact of welfare system reforms on an increasing number of residents.

The Housing Revenue Account (HRA) was showing a forecast overspend of £2.193m at the end of period 5 and the Cabinet Member referred in particular to the likely need to increase bad debt provision as a result of the pressures being faced by tenants as a consequence of COVID-19.

The report also set out a proposal to classify expenditure associated with transforming service delivery in the areas of Adults, Disabilities and Mental Health services under the Flexible Use of Capital Receipts arrangements.

Cabinet **resolved** to:

- (i) Note the projected revenue outturn forecast for the 2020/21 financial year as set out in sections 2 to 4 and Appendix A of the report and the potential impact on the reserves position as set out in section 7 of the report;
- (ii) Note the update on key savings programmes, as set out in section 5 of the report;
- (iii) Note the update on the impact of COVID-19 and the lockdown, as set out in section 6 of the report; and
- (iv) Agree that the Flexible Use of Capital Receipts should be extended to include funding for the Adults, Disabilities and Mental Health Improvement Programme as set out in section 9 of the report.

33. Investment and Acquisition Strategy Update

The Cabinet Member for Finance, Performance and Core Services introduced a report which provided an update on the Council's Investment and Acquisition Strategy (IAS).

The Cabinet Member stressed that growth, innovation and transformation continued to be key to the future sustainability of the Borough and he alluded to the remaining reports on the evening's agenda as clear examples of the Council's ambitions and vision for Barking and Dagenham and its residents. The IAS represented a key aspect of that vision and the Cabinet Member highlighted a number of the achievements during the past 12 months, as well as the opportunities and pressures going forward and the governance arrangements that underpinned the IAS.

Be First, the Council-owned company established to accelerate regeneration and investment in the Borough, was performing well in the current circumstances and a number of new 'pipeline schemes' were being progressed. The Cabinet Member also pointed to the fact that the level of Affordable Rent properties within new housing developments was now projected at 79% of the total tenure mix, providing much needed affordable properties for the local community.

The report also included details of a proposed amendment to the loan agreement with Robyna Limited for a residential-led scheme at London Road / North Street, Barking. By Minute 33 (18 September 2018), the Cabinet had agreed to enter into a joint development with Robyna and a loan facility of up to £35m to deliver a 164 unit scheme. The size of the development scheme had subsequently increased to 196 units and it was proposed, therefore, to increase the size of the loan to £44m to cover the cost of the additional units.

Cabinet **resolved** to:

- (i) Approve the updated Investment and Acquisition Strategy set out at Appendix 1 to the report;
- (ii) Note that the IAS and Borrowing Outturn 2019/20 showed a £0.6m underspend for 2019/20;
- (iii) Note the progress being made in meeting the IAS income target and the impact on the IAS of the delays to schemes being completed;
- (iv) Note the governance and controls in place to manage the IAS;
- (v) Note the increase in gross borrowing costs (£105m) and net borrowing costs (£319m);
- (vi) Note the potential for commercial loans and commercial income to support the investment strategy, especially over the short-term;
- (vii) Note the impact of leverage on the IAS and the proposals regarding life-cycle costs reporting and funding; and

- (viii) Agree that the loan to Robyna Ltd in respect of the North Street / London Road residential-led development be increased from £35m to £44m to take account of the increased units to be developed at the site, on the terms set out in Appendix 2 to the report.

34. Development of Land at Beam Park, Dagenham

The Cabinet Member for Regeneration and Social Housing presented a report on the opportunity to enter into a Development Agreement with Countryside Properties relating to the construction of 936 new homes as part of the Beam Park regeneration project in the south Dagenham area of the Borough.

It was noted that Countryside had secured outline planning permission in 2019 for 3,000 homes across eight phases that covered land owned by the Greater London Authority (GLA) within both Barking and Dagenham and Havering. Countryside had commenced Phase 1 of the project and the current intention was for Phases 3, 4 and 5, covering 936 properties on land adjacent to Kent Road within Barking and Dagenham, to commence from late 2026 with completion in 2032. The Cabinet Member explained that the Council's involvement, led by Be First, could bring forward the delivery of those phases by 4 - 5 years and, on completion, the properties would be held and operated by B&D Reside.

The Cabinet Member advised that the proposal would enable the Council to acquire units at a price below that at which it could construct them and the project would also be supported by considerable GLA grant and New Homes Bonus funding. Other benefits to the Council would include the securing of approximately 100 additional London Affordable Rent units for those on the Council's housing waiting list.

Summarising, the Cabinet Member confirmed that the project was financially viable and in line with the Council's Investment and Acquisition Strategy and impending Inclusive Growth Strategy.

Several Cabinet Members spoke in strong support of the proposal and commented on the supporting social and other infrastructure that would need to form part of the development and the wider plans for the area.

Cabinet **resolved** to:

- (i) Agree the proposal to purchase up to 936 homes, comprising 50% affordable and 50% private housing;
- (ii) Agree to enter into a Development Agreement with Countryside Properties to deliver the units across three development phases for a fixed price plus indexation, on a turn-key basis;
- (iii) Agree to the borrowing of up to £309m within the General Fund to finance the entire development subject to satisfactory due diligence;
- (iv) Note that the scheme meets the Investment and Acquisition Strategy financial performance metrics delivering a positive net present value of £69m;

- (v) Agree to the use of an existing or the establishment of a Special Purpose Vehicle(s) as required within the Barking & Dagenham Reside structure to develop, own, let, sell and manage and maintain the homes in accordance with the funding terms in a loan agreement between the Council and Special Purpose Vehicle;
- (vi) Agree to allocate £23.1m GLA London Affordable Rent grant funding to support the financial viability of the scheme;
- (vii) Agree to allocate £7.4m GLA Shared Ownership grant funding to support the financial viability of the scheme;
- (viii) Delegate authority to the Chief Operating Officer, in consultation with the Director of Law and Governance, to agree and execute any legal agreements and contract documents to fully implement the project;
- (ix) Delegate authority to the Finance Director, in consultation with the Cabinet Member for Finance, Performance and Core Services and the Chief Operating Officer, to agree the funding and finance arrangements to fully implement the project; and
- (x) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, the Cabinet Member for Regeneration and Social Housing, the Director of Inclusive Growth and the Finance Director, to agree the purchase of a small and limited number of additional units at the site from Countryside Plc, above the 936 units already proposed, to specifically deal with any minor changes as the scheme progresses through detailed design to planning, and subject to any additional purchases being on the same commercial terms and in accordance with the Council's Investment and Acquisition Strategy.

35. Dagenham Film Studios Delivery Route

Further to Minute 60 (15 October 2019), the Cabinet Members for Finance, Performance and Core Services and Regeneration and Social Housing introduced a report on the latest issues relating to the Council's ambitions for major film/TV studios and associated media related activity at the LEUK (former Sanofi) site, Rainham Road South, Dagenham.

It was noted that after securing planning approval for the development, Be First had gone to the market and received strong interest from several private sector organisations with extensive experience of building and running studios. An analysis of the proposals indicated that the optimum way for the Council to facilitate the delivery of the studios would be through a long leasehold sale of the land. Interest had also been shown by the preferred bidder in renting the Council's recently acquired site at Welbeck Wharf in River Road, Barking, for additional studio space.

The Cabinet Members also advised on the work being undertaken to maximise the local impact of the studios in terms of employment, training and engagement. The project would have a transformational impact on the local economy and the

services of Screenskills, an industry-led skills body for the screen industry, had been engaged to help optimise that potential. It was also pointed out that as well as opportunities within the film/TV industry itself, the project would create a wide range of job opportunities in areas such as construction (building stage sets, electrical, carpentry etc.), creative industries and hair and beauty to name just a few. Furthermore, the LEUK site would be home to one of Europe's largest data centres and the UCL PEARL Institution. To that end, the Cabinet Member for Regeneration and Social Housing advised on the important role of the local training and education sector, including B&D College, the Adult College, CU London (Dagenham) and schools, in helping to raise the aspirations and skills of the local community to ensure that Barking and Dagenham residents were able to take advantage of the wide-ranging opportunities on offer.

Cabinet Members were unanimous in their support for the project and the Leader commented that since the Council first developed its vision for the regeneration of the site just over four years ago, over £2 billion of investment had been secured in the area. The Cabinet Member for Employment, Skills and Aspiration also spoke on the engagement with local businesses to ensure that they were able to benefit from the project and the Skills Pathway initiative aimed at upskilling young people of the Borough.

Cabinet **resolved** to:

- (i) Agree that a long leasehold sale of land represents the best route to deliver Film studios in Dagenham;
- (ii) Agree to a 250 year leasehold sale of the land shown edged red in the plan at Appendix 2 to the report and delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, the Cabinet Member for Regeneration and Social Housing and the Director of Law and Governance, to conclude sale agreements and a lease and any related documents for disposal to the preferred bidder in line with the terms set out in section C1 of Appendix 1 to the report;
- (iii) Agree to a 250 year leasehold sale of the land shown edged red in the plan at Appendix 3 to the report and delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, the Cabinet Member for Regeneration and Social Housing and the Director of Law and Governance, to conclude sale agreements and a lease and any related documents for disposal to the preferred bidder in line with the terms set out in section C2 of Appendix 1 to the report;
- (iv) Agree to acquire part of the LEUK site as shown edged red in the plan at Appendix 4 to the report from LEUK (which is in turn owned by Barking & Dagenham Trading Partnership) and delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, the Cabinet Member for Regeneration and Social Housing and the Director of Law and Governance, to conclude the transfer and any related documents on the terms set out in paragraph 1.1 of Appendix 1 to the report; and

- (v) Agree to a 10+10 year lease and pre-emption agreement of the land known as Welbeck Wharf, as shown edged red in the plan at Appendix 5 to the report, and delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, the Cabinet Member for Regeneration and Social Housing and the Director of Law and Governance, to conclude the lease and any related documents to the preferred bidder in line with terms set out in Section D of Appendix 1 to the report.

36. Barking Town Centre Regeneration Strategy 2020-2030

The Cabinet Member for Regeneration and Social Housing presented a report on the Barking Town Centre Regeneration Strategy 2020-2030 which established a clear vision for the town centre and a delivery plan highlighting the tools and interventions different partners would take to deliver that vision.

The Strategy identified three strategic priority interventions to deliver transformational change, which were:

1. A unique and transformational Food hub linked to the City of London wholesale markets, returning Barking to its historic prominence for food and trading;
2. Improving the poor first impression that Barking Station gives, into a welcoming gateway to the town centre; and
3. Intervening to take forward the first phase of the Vicarage Field redevelopment as a key catalyst for high quality change.

The Cabinet Member referred to the strong governance arrangements that would support the delivery of the Strategy, which included the creation of a Town Centre Stakeholder Group, led by the Council and Be First and involving stakeholders from across the local business and other sectors, and the creation of a new Town Centre Manager role within Be First. The Cabinet Member also alluded to the six objectives that underpinned the Strategy and other key aspects relating to funding, transport and parking improvements and property interventions.

Cabinet Members welcomed the new Strategy and referred in particular to new school provision in and around Barking Town Centre and the important role of the new Town Centre Manager.

Cabinet **resolved** to:

- (i) Approve the Barking Town Centre Regeneration Strategy 2020-2030 as set out at Appendix 1 to the report;
- (ii) Delegate authority to the Director of Inclusive Growth, in consultation with the Cabinet Member for Regeneration and Social Housing, to agree any relevant updates and minor amendments to the 10-year Strategy; and
- (iii) Agree the new governance / partnership working structure to support the delivery of the Strategy, as detailed in paragraph 3.1 of the report.

(During consideration of this item, the Cabinet resolved to suspend Standing Order 7.1 (Part 2, Chapter 3 of the Council Constitution) to allow the meeting to continue beyond the two-hour duration threshold.)

37. The Abbey and Barking Town Centre Conservation Area Appraisal

The Cabinet Member for Regeneration and Social Housing introduced a report on a refreshed Abbey and Barking Town Centre Conservation Area Appraisal (A&BTC CAA) and Management Plan, carried out as part of the wider £1.7m 'Enhancing Heritage in the Abbey and Barking Town Centre Conservation Area' Townscape Heritage project.

The Cabinet Member explained that the updated A&BTC CAA would support the main aims of the Townscape Heritage project, a key aspect of which related to the maintenance and enhancement of the buildings and fabric across the conservation area. The A&BTC CAA sought to achieve that through robust and tailored management guidance and policies, aimed at both current owners and occupiers of buildings within the area as well as prospective developers. The study had identified the need for some minor changes to the existing A&BTC CAA boundary and the draft document had been subject to public and stakeholder consultation, the results of which were set out in Appendix 2 to the report.

The Leader spoke of his pride at the efforts of the Council, its staff and partners in helping to raise the aspirations and quality of life of all those who lived and worked in the Borough which he felt was epitomised by the issues the Cabinet had considered this evening.

Cabinet **resolved** to:

- (i) Adopt the Abbey and Barking Town Centre Conservation Area Appraisal and Management Plan at Appendix 1 to the report; and
- (ii) Delegate authority to the Director of Inclusive Growth, in consultation with the Cabinet Member for Regeneration and Social Housing, to make any minor amendments to finalise the document.

38. Any other public items which the Chair decides are urgent

The Chair took the opportunity to call on those participating in the meeting to join him in recognising those who had lost loved ones during the current COVID-19 pandemic as well as those working in front-line services across the health, care and other public services.

CABINET**17 November 2020**

Title: Update on COVID-19 Issues	
Report of the Cabinet Member for Social Care and Health Integration	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Matthew Cole, Director of Public Health	Contact Details: E-mail: matthew.cole@lbbd.gov.uk
Accountable Director: Matthew Cole, Director of Public Health	
Accountable Strategic Leadership Director: Elaine Allegretti, Director of People and resilience Growth	
Summary: The Cabinet will be provided with an update at the meeting on the latest COVID-19 pandemic issues relating to the Borough.	
Recommendation(s) The Cabinet is recommended to: (i) Note the update on the latest COVID-19 pandemic issues relating to the Borough; and (ii) Comment on the latest issues and other matters pertaining to the Council's response to the pandemic.	
Reason(s) The ensure the Cabinet is kept informed of the latest Borough issues relating to the COVID-19 pandemic.	

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

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CABINET

17 November 2020

Title: Revenue Budget Monitoring 2020/21 (Period 6, September 2020)	
Open Report	For Decision Yes
Wards Affected: All	Key Decision: Yes
Report Author: Katherine Heffernan, Head of Service Finance	Contact Details: E-mail: katherine.heffernan@lbbd.gov.uk
Accountable Director: Philip Gregory, Chief Financial Officer	
Summary	
<p>This report sets out at a high level the Council's budget monitoring position and the likely challenges this year.</p> <p>The Council's General Fund budget for 2020-21 is £155.796m. As a result of underlying financial pressures including increased costs, demographic and other demand growth, savings not yet delivered and other risks there is an underlying budget variance of £5.525m largely in Care and Support and My Place. In addition, as a result of the COVID-19 epidemic, the lockdown, and subsequent economic impacts the Council has experienced a high level of additional costs and pressures including loss of service income from fees and charges. The minimum impact from this is assessed to be £24.061m including £4.137m relating to delayed or reversed savings which are also in the main forecast – although this is net of around £3.5m of specific grant and NHS funding. Including these Covid costs, the Council's final net expenditure for the year is expected to be at least £185.383m. This would be an overall expenditure variance of £25.448m.</p> <p>Another tranche of unringfenced grant support funding for Local Government was announced in mid October taking the total allocation for LBBB to £22.560, plus £1.363m is expected as compensation for loss of income. Taking into account this funding the expected outturn for the Council is an overspend of £1.525m. This is a much improved position since last month as a result of the increased funding.</p> <p>However, this report is written as London has been put under further restrictions (tier two) and there is a real risk that further covid costs and pressures will be experienced especially in Care and Support. There is also a risk to the Council's commercial income. Under a pessimistic but still realistic scenario it is estimated there are further potential financial pressures of £10.625m from COVID-19, of which it is estimated a further £1.7m funding could be claimed under the Government's income guarantee. If all of this risk transpires then the total call on reserves would be in the region of £10.465m.</p> <p>The potential range of outturn variance therefore is between £1.525m at the more optimistic end to £10.465 at the more pessimistic (although still entirely possible) end. This is a narrowing of the range since last month – although this is mostly because the lower estimate has risen. In practice it is likely to fall between those extremes with a likely overall variance of £5.987m. Although there has been some change in the details of the forecast this remains the main estimate and a sensible basis on which to plan. This</p>	

could be funded from the budget support reserve – although the higher estimate would also mean drawdown from the general fund reserve was required . It is therefore important that all possible action should be taken to reduce the overspend by identification and implementation of efficiency savings, short term cost reductions (such as delaying recruitment or non-urgent projects) or maximisation of income where possible given anti COVID-19 constraints.

Recommendation(s)

The Cabinet is recommended to:

- (i) Note the projected revenue outturn forecast for the 2020/21 financial year as set out in sections 2 to 4 and Appendix A of the report and the potential impact on the reserves position as set out in section 7 of the report;
- (ii) Note the update on key savings programmes, as set out in section 5 of the report;
- (iii) Note the update on the impact of COVID-19 and the lockdown, as set out in section 6 of the report; and
- (iv) Note the update on the Dedicated Schools Grant position including in section nine of the report.

Reason(s)

As a matter of good financial practice, the Cabinet should be informed about the Council's financial risks, spending performance and budgetary position. This will assist them to hold officers to account and inform further financial decisions.

1. Introduction and Background

- 1.1 This is the third budget monitoring report of the 2020/21 Financial Year. At this stage of the year there is still only a limited amount of data available and in addition, this year there are complications arising from the COVID-19 pandemic and the response which creates further uncertainty. For this reason a range of potential outcomes is being reported. The Council should plan on the basis of the main forecast but should seek to be assured that the pessimistic/worst case scenario can be managed within its resources.
- 1.2 It is clear that this will be a difficult financial year. The final outturn for 2019/20 was an overall overspend of £4.930m with £11m of overspent expenditure being offset by additional income. Most of this overspend was driven by long term budgetary pressures including demographic/demand pressures in Social Care and other frontline services. Considerable growth funding was provided in the MTFs including the use of additional government grant, but this was not sufficient to cover the level of pressure.

2. The 2020-21 Budget Monitoring Position - Summary

2.1. The 2020-21 budget was approved by the Cabinet in February and is £155.796m – a net increase of £6.976m from last year. Growth funding was supplied for Care and Support (to meet demographic and cost pressures), ComSol (for Temporary Accommodation), Public Realm (to cover additional work from housing growth), Legal and Policy and Participation (for the Community Engagement Strategy.) It also includes £12.696m of new savings plans.

2.2. As shown in the table below there is an underlying pressure of £5.525m which includes £4.1m of savings not delivered or delayed as a result of COVID-19. In addition, there are £24.061 net of COVID-19 costs or income losses that have already been incurred or seem unavoidable at this stage. This is offset by £23.923, of general COVID-19 funding and income compensation. This results in a net variance of £1.525m. However, it should be noted that there are further risks that are discussed further down in this report. A fuller table can be found in Appendix A showing the underlying pre COVID variances, the additional costs that are clearly attributable to COVID and the further level of COVID cost risk that the Council is facing.

DEPARTMENT	OUTTURN	VARIANCE	CoVid Costs	FINAL VARIANCE
SDI COMMISSIONING	9,151	73	1,900	1,973
CORE	8,457	1,905	690	2,595
CENTRAL MINUS F30080	31,280	(3,374)	1,368	(2,007)
EDUCATION, YOUTH & CHILDCARE	4,447	390	642	1,032
LAW, GOVERNANCE & HR	(1,994)	(590)	1,414	824
POLICY & PARTICIPATION	1,981	812	3,355	4,167
CARE & SUPPORT	85,817	2,732	5,894	8,626
INCLUSIVE GROWTH	1,001	0	0	0
COMMUNITY SOLUTIONS	13,565	1,094	1,269	2,363
MY PLACE	8,712	2,482	807	3,289
CONTRACTED SERVICES	(1,094)	0	1,000	1,000
COVID SAVINGS DELAYED	0	(4,137)	5,723	1,586
COMMERCIAL INCOME RISK	0	0	0	0
TOTAL GENERAL FUND BUDGET	161,322	1,387	24,061	25,448
CORPORATE FUNDING	(155,796)	0	(23,923)	(23,923)
TOTAL	5,525	1,387	138	1,525

3. Budget Monitoring

3.1 This section sets out the main service variances in this financial year. In some areas there are underlying pressures and also there are known COVID-19 costs or income losses. As far as possible we have tried to distinguish between these but in some areas the relationship is complicated.

3.2 Care and Support

3.2.1 The total expenditure forecast for 2020/21 is £102m which would result in an overall budget pressure of £8.7m – around £5.9m of which is attributable to COVID.

3.2.2 The table below summarises the overall position for each service.

People & Resilience Group	20/21 Budget £000	20/21 Forecast £000	Variance £000	Period Movement £000	Change since 2019/20 £000
Adults Care & Support	22,336	20,529	-1,807	-450	1,050
Adults Commissioning	5,331	5,331	0	0	1,218
Disabilities Service	24,248	29,042	4,794	468	4,391
Children's Care & Support	37,762	43,401	5,639	1,168	4,163
Children's Commissioning	4,287	4,287	0	0	316
Public Health	(537)	(464)	73	0	73
Group Total	93,427	102,126	8,699	1,186	11,211

3.3 Adults' Care & Support

3.3.1 Adults' Care and Support (ACS) detailed summary table below;

Service Area	20/21 Budget £'000	20/21 Forecast £'000	Variance £'000	Period Movement £'000
Adult packages	8,044	4,963	-3,081	-406
Adult teams	3,557	3,557	0	0
Adult homes and centres	2,119	2,219	100	-50
Mental Health	7,256	8,431	1,174	6
Adults Other (Support Service)	1,360	1,360	0	0
Directorate Total	22,336	20,529	-1,807	-450

3.3.2 The net forecast for Adults Care and Support (ACS) is £20.5m, which has resulted in a budget underspend of £1.807m. This month has seen a favourable movement of £450k since last period. This movement is largely attributable CCG COVID-19 contribution and Direct payments refunds.

3.3.3 Significant work has been undertaken by finance to re-align budgets to reflect a more realistic and current picture of our spend and income, the result is a much clearer picture of where our pressures or underspends are. However, there may be further realignments required this year in line with some changes in responsibility as set out in the Adults, Disabilities and MH PIDs.

3.3.4 Adults packages are underspent by £3.081m, this is attributable to the following: -

- £1.326m underspend on Adults Packages, there seems to be a shift in expenditure with far more being spent on homecare packages and a significant dip in Residential and Nursing costs, this could be down to COVID clients not wishing to admit themselves into care homes and opting for homecare treatments for the meantime.
- The unallocated winter pressures money, which is now part of the iBCF, this equates to £913k

- £591k unallocated BCF
- The remainder of the growth pot which has not yet been allocated to budgets which is approx. £789k
- £626k shortfall on DP refunds creating an overspend.
- Within the Adults packages position is the impact of COVID which approximately equates to £1.2m mainly for interim uplifts to providers to ensure their sustainability during the height of the pandemic, most of this has been offset by CCG funding for discharges which currently stands at £1.263m

3.3.5 Mental Health (MH) is reporting a total overspend of £1.174m, this is broken down below:

- £1.043m overspend on Home Care because of increases in Dementia cases
- £114k overspend on Supported Living due to lack of Housing options for young people with MH and transitional cases. Additionally, the Complexity and chronicity in needs had also pushed costs up.
- £205k overspend on Direct Payments due to of increases in Dementia cases
- £316k underspend on Residential and Nursing due to Covid impact on death rate
- £12k underspend on Day Care and transport
- £105k overspend on Additional staffing costs as per Mental Health PID

3.3.6 Finally there is an estimated £100k pressure in the Adults Homes and Centres service, this is predominantly due to Relish café which has been closed the entire year due to COVID.

3.3.7 The period 6 position has improved by £450k this month, this is largely due to the September discharge return which has brought in an additional £320k, there was an £80k improvement in the DP refunds forecast and finally the homes and centres position has improved by £50k thanks to a review of all the forecasts in that area.

3.3.8 Included in this position is approx. £2m of additional spend due to COVID-19. Half of this has been interim uplifts to providers, the other half has seen a very sharp increase in numbers of residents requiring both medical/NHS and social care support for Mental Health issues.

3.3.9 There has been a significant rise in demand within mental health, this is a culmination of increasing numbers but also the full year impact of the dementia cases that moved over to MH in the last financial year. Due to this unforeseen pressure, our contingencies for COVID-19 have been swallowed up leading to the movement in the position mentioned above.

3.4 **Disabilities Care and Support**

3.4.1 The Disabilities service detailed summary table is below:

Service Area	20/21 Budget £000	Forecast £000	Variance £000	Period Movement £'000
Adults Care Packages	13,733	15,754	2,021	0
Children's Care Costs	1,946	2,371	425	78
SEND transport	2,892	4,196	1,304	0
Centres and Care Provision	1,960	2,414	454	282
Staffing/Management	3,717	4,307	590	108
Directorate Total	24,248	29,042	4,794	468

3.4.2 The forecast for Disability Services for period 6 is an overspend of £4.794m. There has been an adverse movement of £468k from the position reported at P5.

3.4.3 There is a Packages and Placements total overspend of £3.75m, the breakdown of this is reported below: -

- £2.021m overspend on Learning Disabilities Adults – the current forecast is based on clients recorded on Controcc as at end of September. The cohort of clients remains stable and there has been no change to the forecasts reported at P5.
- £1.304m Out of Borough School Transport overspend -This is due to the redesign of the school routes taking in the need for 1meter social distancing on the school buses. This requirement has led to the need to have more vehicles covering the school routes for the protection of the children. There has been no change to the position at P5
- £425k budget pressure on the Children with disabilities social care provision.

3.4.4 5.3.2 Teams and Centres total overspend is forecast at £1m which is an increase of £390k from the previous month. The areas of significant variances are highlighted below:

- **£347k** Overspend on School Psychological Services due to loss of income due to school closures over the pandemic and schools only purchasing the statutory minimum for the new school year.
- **£242k** overspend against the other Teams budget. This is due to the need to recruit agency staff in both Life planning teams due to the increase in caseloads as a direct result of the pandemic. Included in the overspend also is the staff pay awards and unbudgeted employers liability insurance.
- **£101k** overspend on 80 Gascoigne Rd, mostly staffing pressures.

3.4.5 The forecasted overspend has increased this period by £468k, the reasons are outline below.

3.4.6 The bulk of this is on Heathlands day centre which will now remain closed for the remainder of the financial year, Havering have also stopped paying their monthly retainer culminating in a £380k increase in overspend. This is partially offset by a

reduction of approx. £80k in the Gascoigne centre forecast due to reduction in staffing projections thanks to the redeployment of Heathlands day centre staff to Gascoigne.

- 3.4.7 There has been a £97k increase in overspend within the Ed Psych team, this is due to the review of income from the School Buy Backs. The team is only able to generate a fraction of the income expected due to the current pandemic. Whilst there is a downward trend on Schools buying into the service, the team is still providing the statutory work to Schools.
- 3.4.8 Finally there has been a £78k increase in package costs within the Children's care service, this is down to reviews of packages and increases in care costs that have arisen now lockdowns have eased.
- 3.4.9 Included in this forecast is the estimated COVID-19 related expenditure of £993k. £648k on additional vehicles for home to school transport, £128k one off direct payment support, £127k of equipment and minor adaptation following hospital discharges and £90k for additional agency staff to cover the increased case workload.

3.5 Children's Care & Support

3.5.1 Children's Care and Support detailed summary table below;

Service Area	20/21 Budget £'000	Forecast £'000	Variance £'000	Period Movement £'000
Corporate Parenting & Permanence	22,054	27,340	5,286	1,072
Family Support & Safeguarding	5,655	5,913	258	-113
Assessment & Intervention Team	4,004	4,045	41	7
Senior Leadership Team & Service Dev.	2,193	2,444	251	202
Specialist Intervention Service	2,143	2,143	0	0
Adolescence & YOS	1,713	1,516	-197	0
Directorate Total	37,762	43,401	5,639	1,168

3.5.2 Children's Care and Support is forecast to spend £43.4m and would result in a budget overspend of £5.6m. There has been an adverse movement of £1.168m from the position reported at P5

3.5.3 The most significant variance is in Corporate Parenting & Permanence, which is down to the placement costs for Looked After Children service. There has been an increase in the forecast of £1.072m from the previous month. The projected overspend of £5.286m is due to packages and the breakdown is as follows:

- £4m overspend on Residential Homes, an increase of £821k from P5.
- £748k overspend on Leaving care services, no change from P5
- £388k overspend in Asylum Seekers, same as previous month.
- £330k overspend on Adoption Placements

- £217k overspend on Specialist Agency Fostering, an increase of £193k from P5.
- £186k overspend Family Assessment Units, an increase of £31k from last month.
- This is being mitigated by underspending in Secure placements & In-house fostering budget of £253k

3.5.4 The Adolescence and Youth Offending Service is forecast to underspend by £196k this is because of vacant posts within the establishment.

3.5.5 Family Support & Safeguarding Team is reporting an overspend of £258k, this is down to staffing and the reliance on agency social workers to meet caseload demands.

3.5.6 Assessment and Intervention team including the MASH service is projecting an overspend of £41k this is due to the use of agency staff in both teams at present. There are a few permanent staff on boarding in future months which should improve this position.

3.5.7 There has been a significant increase in the overspend position from P5 of £1.168m, the bulk of which has been in Residential placements.

3.5.8 There has been several LAC children that have moved from other placements settings into expensive residential placements in September. This has compounded the increase reported at P5. The budget pressure on residential placements is in part due to the impact of the COVID-19 pandemic and the availability of providers to meet the increased demand and complexity of cases. There are 15 children with disabilities in this cohort with a projected expenditure of £3.494m.

3.5.9 There has also been an increase in the forecast spend on agency foster care placements. 5 cases were loaded to Controcc, contributing to the increase of £192k from P5.

All the cases are being reviewed by the placement finding team and service manager, but it is unlikely any significant reduction will be made before the end of the financial year. This is due to the constraint of finding suitable alternative placements. In addition, some of the children are undergoing 18-month therapy which cannot be disrupted in their current setting.

3.5.10 Finally a £200k increase in forecast within Senior Leadership and Teams service for ongoing R&R payments, which were supposed cease but are now being paid for the remainder of the year, offset by a reduction of £113k in the Family Support and Safeguarding team as a result of reviewing the projection of staffing costs, delays in onboarding permanent staff has led to some savings in the in-year costs. There is approx. £1.9m of spend within the forecast that can be directly attributed to the COVID Pandemic.

3.6 My Place

3.6.1 The My Place summary table is below.

	Budget £'000	Forecast £'000	Variance £'000	Change £'000
Business Development	1,694	1,469	(225)	71
Contracts Management	3,130	3,141	11	6
Landlord Services	4,529	4,571	42	20
Management/Central	(10,466)	(9,188)	1,278	0
Property Assets	9,473	9,966	493	0
Public Realm Operations	7,856	9,504	1,648	433
Parks and Environment	2,240	2,384	144	71
Fleet Management	(76)	(64)	12	117
Compliance	(688)	(801)	(113)	(19)
ELWA	(30)	(30)	0	0
	17,662	20,952	3,290	699

3.6.2 My Place are forecast to overspend by £3.3m. This consists of £1.7m on Public Realm and £1.6m across other My Place services. The overspend has increased by £699k on last month. A proportion of the overspend is the result of additional costs caused by Covid including agency staff and infection control measures/PPE.

3.6.3 There has been a significant increase in the forecast overspend due to a £958k reduction to the budget to allow for repayments of capital and interest on the Fleet Replacement programme. In 2019/20 £6m was invested in new fleet and the service have a commitment to repay this investment with interest over the lifetime of the new fleet as set out in the Fleet Replacement Procurement Strategy which was approved by Cabinet in July 2018.

3.6.4 The intention is to make savings in fleet and spot hire and other transport costs to finance the repayment programme. Lease hire costs have fallen by £50k a month since April 2019, but the savings made to date have not been sufficient to cover the repayments. The service is currently reviewing vehicle fleet requirements.

3.6.5 The impact of the fleet repayment cost has been offset by a reduction in the staffing costs forecast for public realm of £270k as tighter controls begin to have an impact.

3.6.6 There has been an increase of £97k to the forecast for non-Public Realm My Place services.

3.7 Policy and Participation

3.7.1 The Policy and Participation summary table is below:

	Budget £'000	Forecast £'000	Variance £'000	Change £'000
Director	512	522	10	(22)
Culture	1,328	1,396	69	38
Leisure, Parks and Heritage	(889)	3,072	3,961	(51)
Communications and Policy	112	87	(24)	(0)
Participation and Engagement	934	969	35	32
Insight and Innovation	302	419	117	70

Transformation	508	508	0	0
PMO	140	140	0	0
	2,947	7,114	4,167	66

3.7.2 Policy and Participation are forecast to overspend by £4.1m of which £3.4m is due to the impact of COVID-19 on income from the leisure centres concession and loss of income from museums and parks. There has been an increase of £66k in the overspend forecast.

3.7.3 Leisure, Parks and Heritage are forecast to overspend by £3,961k. Approximately £3m of this is attributable to the support package provided to SLM. The £2,057k concession fee for 2020/21 has been waived and funding of up to £965k is to be provided. This forecast assumes cashflow support of £241k to cover payroll costs will be repaid to the Council.

3.7.4 Parks Commissioning are forecasting to overspend by £795k due to non-achievement of MTFs savings for 2020/21. It was planned to meet the savings target through income from soil importation to Central Park, but the timescale for this has slipped.

3.7.5 Heritage services are forecast to overspend by £310k which is partly due to income loss whilst Valence and Eastbury are closed.

3.7.6 Insight and Innovation is forecast to overspend by £117k. This is largely due to a shortfall in advertising income resulting from delays in the current contractor removing advertising hardware from sites.

3.8 Revenues and Benefits

3.8.1 Revenues and Benefits is forecast to overspend by £1m due to a loss of courts income as a result of COVID-19. The Court service has been suspended, and courts remain closed for all cases with the exception of those deemed priority. This means that it is not possible to obtain a liability order which allows further action by enforcement agents.

3.9 Core

3.9.1 The Core service summary table is below:

	Budget £'000	Forecast £'000	Variance £'000	Change £'000
Finance	2,314	2,202	(112)	(112)
IT	1,266	1,838	572	0
Commercial	(36)	607	642	(34)
Investment Strategy	(4,673)	(4,674)	(1)	0
Customer Services	7,129	8,455	1,326	0
Strategic Leadership	63	231	167	0
	6,064	8,659	2,595	(146)

3.9.2 Core Services are forecast to overspend by £2.6m, of which just under £700k is attributable to COVID-19

- 3.9.3 IT are forecast to overspend by £572k. Further detailed work needs to be undertaken to reconcile actual and planned expenditure on IT contracts with all IT funding streams, including capital and the IT reserve.
- 3.9.4 Commercial Services are forecasting a pressure of £642k, which is largely due to the impact of COVID-19 on commercial income. This comprises £263k on the Film Unit and £240k on the CR27 Travelodge investment.
- 3.9.5 Customer Services are forecast to overspend by £1.3m of which £122k is due to a shortfall in Registrars income due to COVID-19. The balance is due to the shortfall on the cost of services transferred from Elevate.
- 3.9.6 Strategic Leadership are forecasting a pressure of £167k which is the balance of Core Savings which were not deducted from service budgets.

3.10 Law and Governance and HR

3.10.1 The Law and Governance and HR service summary table is below:

3.1	Budget £'000	Forecast £'000	Variance £'000	Reserves £'000	Net Variance £'000	Change £'000
Enforcement	(2,797)	(1,929)	868	0	868	(182)
Democratic Services	1,010	868	(142)	0	(142)	24
HR	38	107	69	0	69	(60)
Leader and Cabinet Office	(7)	22	29	0	29	(0)
Legal	619	773	154	(154)	(0)	(0)
	(1,137)	(158)	978	(154)	824	(218)

0.2 Law Governance and HR are forecast to overspend by £824k which is an improvement of £218k on the month 5 position. This is after drawing down £154k from the legal reserve.

- 3.10.3 Enforcement are forecast to overspend by £868k. This is a favourable movement of £182k from last month's position of £1,050k over. The main areas of overspend are Parking and East Street Market. This is due to an income shortfall over the lockdown period. Both services are making a good recovery and income levels are much improved over the last month. Given the current uncertainties it is difficult to forecast future income streams.
- 3.10.4 If it were not for the impact of COVID on income levels, Enforcement would be forecasting an underlying underspend of approx. £500k largely due to underspends on salaries budgets as vacancies remain unfilled.
- 3.10.5 Within Enforcement, the Parking service is forecast to overspend by £915k which is an improvement of £99k from Month 5. Parking income to the end of September is £4m and the annual income target is approx. £10m. Income in September was £923k compared to £658k for August. An addition 10 CEOs are being recruited which it is anticipated will boost income levels between now and year-end. In addition further traffic enforcement cameras are due to come on-stream and this will generate further income.

3.10.6 The income target of £10m has been adjusted to include a contribution of £179k towards repayment of capital expenditure investment in the CPZ programme.

3.10.7 Parking fees and charges are being amended from January 2021. This will impact upon income levels but not to a significant level for 2020/21, as the bulk of the income is from residents' permits and these fees are unchanged.

3.10.8 Also within Enforcement, East Street Market is forecast to overspend by £505k which is a similar level to Month 5. Income to the end of September is £158k against an annual target of £900k. Income in September was £70k which is similar to pre-COVID monthly income levels, so if this continues then the forecast overspend will be adjusted to show a more favourable position. There are plans to have an additional market day per week in the run up to Christmas which should boost income levels.

3.11 Community Solutions

3.11.1 The Community Solutions service detailed summary table is below:

Service Area	20/21 Budget £000	Forecast £000	Variance £000	Period Movement £'000
Intervention Lifecycle	387,249	(802,642)	(1,189,891)	(1,189,891)
Triage Lifecycle	2,191,970	5,053,037	2,861,067	2,861,067
Support Lifecycle	4,109,937	2,274,457	-1,835,480	-1,835,480
Universal Lifecycle	4,558,092	4,559,417	1,325	1,325
Service Dev. & Dir of Comsol	1,194,153	1,959,900	765,747	765,747
Works & Skills Lifecycle	523,383	1,016,747	493,364	493,364
Directorate Total	12,964,784	14,060,916	1,096,132	1,096,132

3.11.2 Community Solutions is forecast to overspend by £1.09m. This is due to combination of factors including the loss of grant income for the Works and Skills lifecycle and the brought forward budget gap for staffing costs within the service. There are also risks to the savings plan for reducing the cost of homelessness. The service has worked on budget realignment to ensure that the Oracle budget matches the respective budgets for each area. A management action plan is being developed to mitigate this overspend which includes, vacancy freeze, use of consultancy budget, reattribution of costs to grants, savings on print & posts etc.

4. Housing Revenue Account

4.1 The HRA is forecast to overspend by £2.937m which is an increase of £744k on last month.

REPORT LEVEL	PERIOD 6			
	BUDGET	FORECAST	VARIANCE	CHANGE
	£000	£000	£000	£000
SUPERVISION & MANAGEMENT	43,137	44,722	1,585	546
REPAIRS & MAINTENANCE	18,313	18,745	432	-0
RENTS, RATES ETC	120	139	19	15
INTEREST PAYABLE	10,742	10,742	0	0

DEPRECIATION	15,860	15,860	0	0
BAD DEBT PROVISION	3,309	3,309	0	0
CDC RECHARGE	685	685	0	0
TOTAL EXPENDITURE	92,166	94,201	2,035	560
CHARGES FOR SERVICES & FACILITIES	-20,479	-19,777	702	145
DWELLING RENTS	-85,755	-85,555	200	39
INTEREST & INVESTMENT INCOME	-50	-50	0	0
	-			
TOTAL INCOME	106,284	-105,382	902	184
TRANSFER TO MRR	14,118	14,118	0	0
	0	2,937	2,937	744

4.2 The forecast variance for Supervision and Management has increased by £546k to £1,585k. The increase is due to Leaseholder building insurance premiums which have not previously been recharged by the insurance section and were not included in previous forecasts.

4.3 The income variance has increased by £184k to £902k. A review has been undertaken of charges for services and facilities which has resulted in a reduction of £145k in the income forecast. The forecast for Rents income is reduced by £39k.

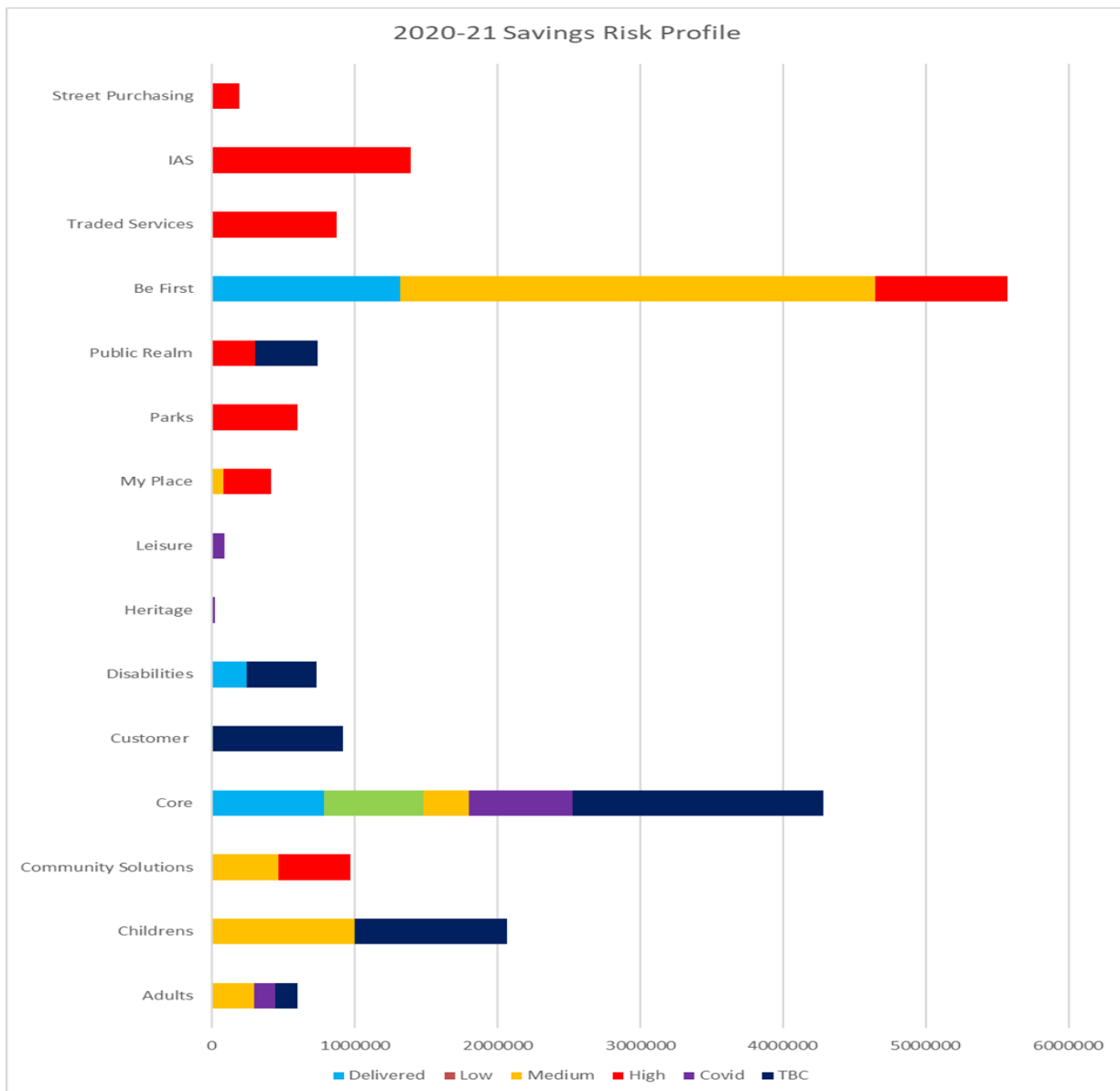
5. Key Savings Programmes

5.1 2020/21 is the fourth and final year of the original Ambition 2020 savings and transformation programme. The total savings for the target is £48.8m of which £36.129m was originally profiled as to be delivered by the end of 2019/20 and £12.696m is due in 2020/21. As at the end of 2019/20 the total delivered was £29.314m leaving £6.788m so far undelivered. This includes contributions from Be First (which would normally come a year in arrears following audit of accounts), and undelivered savings in Care and Support, My Place/Public Realm, Customer Services and the first tranche of income from the Central Park re-landscaping. The chart below shows performance to date against the total target for the MTFS

5.2 The total savings yet to be delivered in 2020/21 were already high risk even before the COVID-19 situation arose and the pandemic and the response has considerably worsened the situation. A small number of savings have been assessed as impossible to deliver in the current year but may be possible to reinstate in future years. These are the Leisure Concession Fee which will not be payable in 2020/21, increased Heritage income, a further change to the Adults Charging Policy and the Council Tax Support Scheme (part of the Core programme) where the impact of the epidemic has reversed the previous reduction in this scheme.

5.3 In addition there are a large number of savings where the original plans have been delayed (My Place restructure) or are much more difficult/high risk (Debt collection in Core, Homelessness reductions in COMSOL.)

5.4 The table below shows the risk breakdown of savings in the current financial year. £5.7m of non-delivered savings has been included as a COVID-19 cost on the MHCLG return (broadly those shown as COVID-19 or tbc below.)



6 COVID-19 Risks

- 6.1 The pressures associated with COVID-19 have been shown separately. The Council has experienced both cost increases and loss of income. Cost pressures are made up of additional demand for services and additional costs of providing services including the costs of PPE for front line works and new IT equipment for those working from home.
- 6.2 Income losses were incurred across the Council with the almost total suspension of a range of normal activities during the initial period of lockdown. Almost all services experienced some degree of loss but Enforcement was particularly affected from the reduction in parking, licensing and market income. In addition, the Council's leisure centres were closed and return to normal activity is expected to be slow resulting in the loss of the concession income from the managing partner company. Since the easing of the lockdown income levels for Enforcement have begun to increase again but whether this can be sustained will depend on whether further restrictions are introduced.

- 6.3 Details of the Income Loss Compensation scheme have now been announced. This provides 75% compensation for income losses after the first five percent reduction. The Council submitted its first claim for the April to July period and claimed £1.393m.
- 6.4 The level of costs that has been experienced already or that appear to be unavoidable at this stage is £24.06m. However, this is based on the assumption that there is no increase in costs from increased infection or the introduction of further restrictions. Given that London is now in Tier Two this may not be the case.
- 6.5 Central Government has announced four tranches of non-ringfenced grants to support Local Government in this situation. The LBBB allocation is £22.559m. In addition, there have been specific grants for Test and Trace, Infection Control, Welfare Support and Food Assistance and some NHS funding is available to support discharges from hospital to social care. These have been netted off this month as they are being allocated directly to services.
- 6.6 The announcement of the fourth tranche of funding now means that the Council's confirmed or likely COVID costs are fully covered. However there do remain risks to the financial position if further pressures are experienced in the second half of the year and from risks to our commercial income
- 6.7 The table on the next page below shows the range of costs/losses experienced. Appendix A to this report shows how this relates to the main forecasts

SERVICE	Definite Cost £000	Further Risk £000	TOTAL £000	Comments
SDI COMMISSIONING	1,900	0	1,800	PPE costs (£1.8m)
CORE	690	0	690	loss of income - commercial, film office, registrars,
CENTRAL MINUS F30080	1,368	0	1,368	Contribution to London wide mortality management, additional ICT costs and project support
EDUCATION, YOUTH & CHILDCARE	342	0	342	Loss of income - Trewern, FPNS, Youth centres,
LAW, GOVERNANCE & HR	1,414	824	2,238	£1.4m loss of parking and market income. Further risk from longer reduction of parking income and loss of legal trading
POLICY & PARTICIPATION	3,355	486	3,841	Loss of Leisure Concession fee and income at Heritage sites
CARE & SUPPORT	5,894	1,876	6,628	Fee increases, increased demand, additional staffing, income losses inc Relish. Further risk from further demand increases
MY PLACE/PUBLIC REALM	808	0	808	Agency cover for sick/quarantined/shielding staff, PPE and other infection control measures for staff and visitors to parks and amenities.

COMMUNITY SOLUTIONS	1,269	490	1,559	Staffing, increased hostel voids, accommodation of rough sleepers, loss of library and nursery income, BD Can costs. Further risks from increased homelessness and continued income loss
CONTRACTED SERVICES	1,0000		1,000	Loss of court costs income, increased collection risk
Unachieved Savings	5,723	0	5,723	Risks or delays to Core, COMSOL, My Place and Public Realm savings
Rents, Dividends and Returns		6,919	6,919	Reduced planning fees (Be First), catering/cleaning income (BDTP), risks to IAS and Commercial rents
TOTAL GENERAL FUND COVID PRESSURES	24,062	10,625	32,137	
Income from Central Government				
General Grant Funding	(22560)		(14,574)	
Income Loss underwritten	(1,363)	(1,687)	(3,049)	
NET IMPACT	139	8,939	9,078	To be funded from reserves

7 Impact on Reserves

- 7.1 The potential range of outturn variance therefore is between £1.5m at the most optimistic end to £10.465mm at the more pessimistic (although still entirely possible) end. In practice it is likely to fall between those extremes with a likely overall variance of £6m (ie assuming that half of the future risks come to pass).
- 7.2 There are several reserves that would be available to meet this level of pressure. As at the end of 2019/20 there was £6.349m in the budget support reserve and £0.735 in the restructuring reserve. This is sufficient to cover the lower range of scenarios.
- 7.3 The worst case scenario of £10.5m would fully deplete both these reserves and reduce the General fund reserve from £17.031m to £13.65m which is still above the minimum level set in our reserves policy.
- 7.4 Alternatively if we wish to preserve this or if further call on reserves is required there are a number of reserves held for longer term investment such as the Capital Investment reserve and the Corporate Infrastructure reserve that could be used in the short term. They would require repayment in future years in order to deliver against the Council's longer-term plans and strategies.

8 Council Companies

- 8.1 The accounts for the 2019/20 are being finalised and will be subject to audit. Following this there will be a formal process to agree any returns or dividends to the Council. It must be remembered that although the dividends will be based on the previous financial year, the company boards will need to consider the current financial and trading position before agreeing release of funds and so the COVID-19 risks could result in a lower return than expected in 2021/22.

9. Dedicated Schools Grant update

- 9.1 At the beginning of the Autumn term the Dedicated Schools Grant is forecast to be on balance in all blocks. Schools and Early Years providers have been receiving funding based on their expected attendance numbers (even during the period of lockdown.)
- 9.2 In previous years the High Needs Block has been under severe pressure. However the block funding increased by 17% this year as the transition to the new formula means that Barking is at last receiving a level of funding that more closely reflects need. However it is still early in the academic year so further pressures could emerge if growth in need is above the remaining provision for this.

10. Legal Implications

Implications completed by Dr Paul Feild, Senior Governance Lawyer

- 10.1 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.
- 10.2 In this current Covid 19 emergency, the general laws still apply unless there are special legislative measures to take account of the factors which may or will have an effect on the Council and its duties, powers, and obligations. The key provision at time of writing being the Coronavirus Act 2020 which addresses specific issues connected with the challenges that the pandemic presents rather than matters of finance and procurement.
- 10.3 Nevertheless, the unique situation presents the prospect of the need to purchase additional supplies and services with heavy competition. Value for money and best value duties still apply. There is also the issue of the Councils existing suppliers and service providers also facing issues of pressure on supply chains and staffing matters of availability. As a result, these pressures will inevitably create extra costs which will have to be paid to ensure statutory services and care standards for the vulnerable are maintained. Careful tracking of these cost will facilitate grounds for seeking Covid 19 support funds.

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

List of Appendices

- Appendix A – General Fund Revenue budgets and forecasts including breakdown of COVID impact.

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APPENDIX A

	MAR-21	SEP-20			COVID ISSUES			
DEPARTMENT	ADJUSTED BUDGET	ACTUAL	OUTTURN	VARIANCE	CoVid Costs	FINAL VARIANCE	Further COVID RISK	WORST CASE
SDI COMMISSIONING	9,077,640	2,633,304	9,150,640	73,000	1,900,000	1,973,000	0	
CORE	6,551,694	3,337,728	8,456,694	1,905,000	690,000	2,595,000	0	
CENTRAL MINUS F30080	34,654,721	24,914,021	31,280,336	(3,374,385)	1,367,546	(2,006,839)	0	
EDUCATION, YOUTH & CHILDCARE	4,056,906	4,629,953	4,446,906	390,000	641,500	1,031,500	0	
LAW, GOVERNANCE & HR	(1,404,166)	(5,019,315)	(1,994,166)	(590,000)	1,414,000	824,000	854,127	
POLICY & PARTICIPATION	1,168,234	2,024,390	1,980,589	812,355	3,354,860	4,167,215	485,983	
CARE & SUPPORT	83,084,634	40,444,407	86,958,634	2,732,000	5,894,000	8,626,000	1,875,596	
INCLUSIVE GROWTH	1,000,743	1,145,557	1,000,743	0		0	0	
COMMUNITY SOLUTIONS	12,470,774	3,373,615	13,565,191	1,094,417	1,268,800	2,363,217	490,727	
MY PLACE	6,229,542	(17,773,520)	9,519,542	2,482,160	807,840	3,290,000	0	
CONTRACTED SERVICES	(1,094,242)	(1,128,547)	(1,094,242)	0	1,000,000	1,000,000	0	
COVID SAVINGS DELAYED				(4,137,000)	5,723,000	1,586,000	0	
COMMERCIAL INCOME RISK	0	153,181	0				6,919,000	
TOTAL GENERAL FUND BUDGET	155,796,480	58,734,773	163,270,867	1,387,547	24,061,546	25,449,093	10,625,433	
CORPORATE FUNDING								
COUNCIL TAX	(65,787,000)	0	(65,787,000)	0		0	0	
BUSINESS RATES	(80,608,000)	0	(80,608,000)	0		0	0	
NON-RINGFENCED GRANTS	(7,656,480)	(76,236,725)	(7,656,480)	0	(22,559,784)	(22,559,784)		
C/F SURPLUS	(1,745,000)	0	(1,745,000)	0	0	0	0	
COVID INCOME LOSS SUPPORT					(1,363,000)	(1,363,000)	(1,686,583)	
TOTAL FUNDING	(155,796,480)	(76,236,725)	(155,796,480)	0	(23,922,784)	(23,922,784)	(1,686,583)	
NET GENERAL FUND POSITION	0	(17,501,952)	7,474,387	1,387,547	138,762	1,526,309	8,938,851	10,465,159.50
DEDICATED SCHOOLS GRANT	0	43,553,594	0	0	0	0		
HRA	(13,034,000)	(3,253,320)	(10,097,000)	2,937,000		2,937,000.00		2,937,000.00
OVERALL LBBD POSITION	(13,034,000)	22,798,322	(2,622,613)	4,324,547	138,762	4,463,309	8,938,851	13,402,159.50

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CABINET

17 November 2020

Title: Budget Strategy 2021/22 to 2024/25	
Report of the Cabinet Member for Finance, Performance & Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Philip Gregory, Finance Director (Section 151 Officer)	Contact Details: Tel: 020 8227 5048 Philip.Gregory@lbbd.gov.uk
Accountable Director: Philip Gregory, Finance Director	
Accountable Strategic Leadership Director: Claire Symonds, Acting Chief Executive	
Summary	
<p>On 14 July 2020, the Cabinet approved a refreshed Medium Term Financial Strategy (MTFS) for 2020/21 to 2024/25. It showed how the delivery of a strategy for a new kind of council goes hand in hand with organisational financial health. It was prepared recognising the financial uncertainty as a result of the COVID-19 pandemic and from uncertainty facing the sector in light of plans to delay fair funding reforms and 75% business rates retention until 2022/23 at the earliest, whilst taking into account anticipated demands and pressures.</p> <p>This report builds on that strategy and provides an update. However, the level of uncertainty throughout the public sector has increased in the absence of an Autumn Spending Review and the cancellation of the Budget by Government. As an interim measure we are expecting another one year funding settlement for 2021/22.</p> <p>It is in this context that the report updates Cabinet on changes to the Council's medium term financial position. It sets out how the remaining 2021/22 gap may be resolved and the implications for services and council tax-payers in the borough.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
<ul style="list-style-type: none"> (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 1% Social Care Precept to support the Borough's most vulnerable residents, subject to those thresholds being confirmed; 	

- (iv) Note that London authorities are currently exploring the possibility of continuing the business rates pooling arrangement and approve, in principle, that the Council should continue to participate in such an arrangement if deemed appropriate; and
- (v) Delegate authority to the Finance Director, 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(s)

The setting of a robust and balanced Medium Term Financial Strategy will enable the Council to provide and deliver services within its overall corporate and financial planning framework. The Medium Term Financial Strategy underpins the delivery of the Council's vision of One borough; one community; no one left behind and delivery of the priorities within available resources.

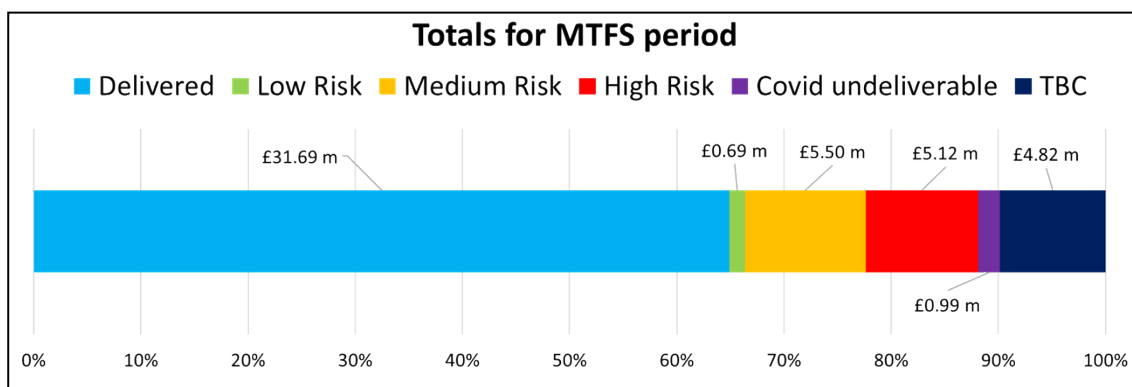
1. Introduction and Background

- 1.1 This report sets the context for the future financial position for the London Borough of Barking and Dagenham. The Medium Term Financial Strategy (MTFS) is a statement on the council's approach to the management of its financial resources to meet its Corporate Priorities. The MTFS also considers the appropriate level of reserves that the Council holds to mitigate current and longer term risks.
- 1.2 2020/21 is the fourth and final year of the original Ambition 2020 savings and transformation programme. The total programme savings target is £48.8m of which £36.129m was originally profiled as to be delivered by the end of 2019/20 and £12.696m is due to be delivered in 2020/21.
- 1.3 In July 2020, Cabinet approved an updated MTFS for 2020/21 including an indicative forward forecast for future years. This identified a cumulative savings gap of £39.6m during the MTFS period from 2021/22.
- 1.4 The COVID-19 pandemic has continued to have a profound and unprecedented impact on the activity and finances of the council. The pandemic has resulted in three major financial effects on the council's financial position:
 - Additional costs
 - Income loss
 - Agreed savings at risk
- 1.5 The cost to the Council of the COVID-19 response is significant and the impact on the MTFS is unlikely to be contained to 2020/21 and will affect many years to come.
- 1.6 The wider context within which this update has been prepared is one of unprecedented uncertainty. The financial sustainability of the whole of Local Government has been tested like never before in the response to the COVID-19 pandemic. This Council has stepped up to provide support to the most vulnerable members of the community as they have shielded from COVID-19 whilst still continuing to deliver a full range of services to our residents and businesses.

- 1.7 There have been significant cuts over a number of years to revenue support grant from the Ministry of Housing, Communities and Local Government (MHCLG) which, combined with increasing demographic and demand led pressures and the cost of the COVID-19 response, result in the need to identify savings and transformation proposals to deliver a sustainable MTFS.
- 1.8 The fair funding reforms and 75% business rates retention proposals are expected to be a benefit the council when introduced. These reforms were due to be introduced in 2020/21 following the four year funding settlement. These reforms have now been delayed until 2022/23 at the earliest. The Council has therefore lost the financial benefit from these reforms in 2020/21 and 2021/22 resulting in a wider savings gap in these financial years.
- 1.9 In addition, the Government have delayed the publication of the 2020 Spending Review due to COVID-19. Whilst this is still expected to be announced in Autumn 2020 the delay creates further uncertainty with a knock-on impact on the Council's budget setting process for 2021/22.
- 1.10 The approach of the Council continues to be to invest in the borough to generate growth and prosperity, while redesigning and transforming council services to meet the needs of the community at a lower cost.
- 1.11 This report provides an update on the funding gap within the MTFS 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. The chart below summarises progress to date:



- 2.2 2020/21 is the fourth and final year of the original Ambition 2020 savings and transformation programme. The total savings for the programme is £48.8m of which £36.129m was originally profiled as to be delivered by the end of 2019/20 and £12.696m is due to be delivered in 2020/21.
- 2.3 The total delivered so far is £31.69m leaving £17.11m so far undelivered, of which £12.7m was planned to be delivered in 2020/21. The total savings yet to be delivered in 2020/21 were already high risk even before the COVID-19 situation arose and the response to the pandemic has considerably worsened the situation. A small number of savings have been assessed as impossible to deliver in the current year but may be possible to reinstate in future years. In addition, there are a

large number of savings where the original plans have been delayed or are much more difficult/high risk than first anticipated.

- 2.4 The progress of the delivery of approved savings is reported in the regular budget monitoring reports to Cabinet. Any savings that are not delivered in full will result in an overspend and an increased drawdown on reserves.
- 2.5 The delivery of agreed savings is essential to deliver a balanced budget for 2021/22 and beyond. Where agreed proposals are deemed to be unachievable these should be replaced with alternative proposals by the service responsible, subject to Cabinet approval.

3 COVID-19

- 3.1 The cost to the council of the COVID-19 pandemic response at the time of writing is estimated to be £44.2m in 2020/21. Government have provided emergency grant funding (un-ringfenced and ringfenced) of £16.7m and an income loss guarantee scheme with an expected benefit of £5.49m in addition to NHS funding of £0.8m leaving a residual cost pressure to the council of £21.2m. If council tax and business rates income losses of £8.5m are excluded the pressure on the general fund is £12.7m (council tax and business rates losses are accounted for within the Collection Fund where deficits are accounted for in future financial years). The council can manage this cost pressure of £12.7m by utilising reserve balances.
- 3.2 The working assumption is that there are few additional costs that will continue beyond 2020/21 and that the majority of income will return to pre-pandemic levels in 2021/22. The impact of the continued lockdown will continue to be closely monitored and these assumptions may need to be revised, for example to take in to account the effect of a second wave of the pandemic or a significant change in behaviour within the community. Should the financial impact continue into 2021/22, it would be reasonable to expect that the Government will provide further support.
- 3.3 There are, however, instances where COVID-19 is driving greater demand for particular services and consequently increases in costs. Anticipated latent demand is expected to emerge in some Care and Support services as lockdown and shielding restrictions ease, e.g. domiciliary care in Adults and LAC support in Children's.
- 3.4 In addition, costs that are not yet quantified may arise and these maybe dependant on the actions that partner organisations take or avoid which results in increased costs for the council. We work closely with partner organisations to ensure that our plans do not cause each other unintended financial consequences.
- 3.5 There are a number of savings proposals that were agreed and built into the 2020/21 budget. Some of these savings proposals are unable to be delivered whilst the council is focused on the pandemic response. Where these savings are not achieved they will be funded from reserves as described above and the planned saving achieved in 2021/22.

4 Medium Term Financial Strategy Forecasts

- 4.1 The report to Cabinet in July 2020 set out the following financial forecasts over the medium term:

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Budget Gap (incremental)	13.180	9.791	10.777	5.905
Budget Gap (cumulative)	13.180	22.971	33.748	39.653

4.2 A review of the assumptions has been undertaken and the financial forecast has been updated as shown in the table below. These updates are best estimates of the impact of the changes and are subject to change before the MTFs is presented for approval in Feb 2021:

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Budget Gap (incremental)	13.180	9.791	10.777	5.905
COVID impact – OCT estimate	(2.934)	3.384	2.501	-
Fair Funding Review (MHCLG)	-	(5.081)	(5.082)	(5.905)
NDR Appeals Provision Review	(2.000)	-	-	-
IAS Financing Review	(5.000)	(1.500)	(1.00)	-
SUBTOTAL	3.246	6.774	6.746	-
New Savings Proposals*	(1.088)	(1.593)	(1.753)	(1.753)
Care & Support PIDS*	2.036	0.889	0.889	0.889
Care & Support Demand Pressure Growth*	3.303	0.250	0.250	0.250
REVISED BUDGET GAP	7.497	6.320	6.132	(0.614)
CUMULATIVE BUDGET GAP	7.497	13.817	19.949	19.335

*subject to consultation and approval

4.3 The strategy to address the funding gap is through the following routes:

- Savings proposals: those that have been identified and those that are still in development to include in the MTFs in Feb 2021.
- Delivery of the corporate plan priorities and agreed transformation programme to deliver sustainability in the longer term.
- Identify new investment opportunities to secure financial sustainability and deliver regeneration for the borough.

5 Government Funding Changes

5.1 The four year funding settlement ended in 2019/20 and a one year funding settlement was received for 2020/21. The Chancellor of the Exchequer has cancelled the Budget that was expected in September 2020 as a result of the COVID-19 pandemic and its impact on the economy. The Spending Review is expected before the end of the calendar year, though no date has been confirmed

for this. This is important as MHCLG can only allocate funding to local authorities through the settlement once they receive their allocation of funds through the spending review. It is expected that the draft local government settlement will be received in December.

- 5.2 The government have already confirmed that a new national funding formula will commence from 1 April 2022 at the earliest. The move to the 75% national business rates retention has also been pushed back to 1 April 2022.
- 5.3 In combination, there is an unprecedented lack of detail from government on which to plan the 2021/22 budget. The current assumption is that there will be a one year settlement which will effectively roll forward the settlement from 2020/21.
- 5.4 **Council Tax** – as yet there are no indications on whether there will either a council tax referendum threshold or an adult social care precept for 2021/22. The MTFs currently assumes a total 2.99% increase in council tax.
- 5.5 The taxbase for Council Tax will be reduced as the number of Council Tax Support claimants has increased as a result of COVID-19. This is a national issue and the Government may address this funding shortfall in the local government finance settlement.
- 5.6 **Social Care Funding** – new grants were made available in 2019/20 and 2020/21 our assumption is that this funding will be carried forward into 2021/22.
- 5.7 **Improved Better Care Grant** – the assumption is that this grant continues at 2019/20 levels which was the case in 2020/21 providing over £9m in funding.
- 5.8 **Public Health Grant** – this is a ringfenced grant worth £16.8m. Whilst we assume the grant will continue at current levels, there is a likelihood that additional funding will be provided to support ongoing public health initiatives related to COVID-19.
- 5.9 **New Homes Bonus** – as the expectation is that funding will be rolled forward from 2020/21 to 2021/22 we expect that new homes bonus will continue to fund legacy payments and make a new round of allocations for 2021/22. The mechanism to allocate a new round of funding will be contained within the consultation published by MHCLG with the draft local government finance settlement.
- 5.10 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.
- 5.11 **Homelessness/Housing** – additional funding was provided in 2020/21 in an effort to reduce homelessness and rough sleeping in addition to new funding for Discretionary Housing Payments.

6 Business Rates Pooling 2021/22

- 6.1 The Council has participated in the London-wide business rates pilot which was 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%.
- 6.2 London Councils worked with London authorities to set up a new London pool based on the original 67% rates retention scheme for 2020/21 which we assume

will carry on in 2021/22. The estimated benefit to the council of participating in the pool is £400k from a total pool benefit of £21.0m.

- 6.3 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 demonstrated that London authorities can work together in this way.

7 Other Pressures

- 7.1 The General Fund budget for 2020/21 is £155.796m. As a result of underlying financial pressures including increased costs, demographic and other demand growth, savings not yet delivered and other risks there is an underlying budget overspend of £7.474m. In addition, as a result of the COVID-19 epidemic, the lockdown, and subsequent economic impacts the Council has experienced a high level of additional costs and pressures including loss of service income from fees and charges. The minimum impact from this is assessed to be £25.1m including £4.137m relating to delayed or reversed savings which are also in the main forecast – although this is offset by £3.5m of specific grant and NHS funding resulting in a net £21.512m. Including these COVID-19 costs, the Council's final net expenditure for the year is expected to be at least £184.782. This would be an overall expenditure variance of £24.849m.
- 7.2 Additional un-ringfenced grant funding in the region of £14.574m has been provided to support Local Government in its response to the challenges of COVID-19 and a compensation scheme for income losses. Taking into account this funding the expected outturn for the Council is an overspend of £8.231m.
- 7.3 As at the end of 2019/20 the budget support reserve stood at £6.3m with a further £0.74m in the restructuring reserve. This would mean that the majority of the overspend could be covered from these reserves. This scenario would also reduce the General fund reserve from £17.031m to £15.884m, compared to a £12m minimum level set in our reserves policy.
- 7.4 The reduction in reserves is unforeseen and is a direct result of the COVID-19 pandemic response. It is clear that, whilst the council can manage to fund the COVID-19 shortfall in 2020/21, should there be further cost pressure on the 2021/22 forecast outturn the options to mitigate such costs from reserves are limited. Without further government support additional savings or income would be required in-year to balance the budget.
- 7.5 It is also imperative that savings or income that have been approved must be delivered to protect our financial sustainability.
- 7.6 The council continues to closely monitor the 2020/21 forecast outturn and the impact of COVID-19 taking action where possible to reduce costs and/or increase income.

8 Capital Programme

- 8.1 The MTFs includes provision to fund a small corporate capital programme for operational requirements. The total pot available however is £5m. 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 2021/22 and following years.

9 Proposed Consultation Process

9.1 The Council will be undertaking consultation events as follows:

- An online budget consultation which will commence in the new year following publication of the draft local government finance settlement.
- Online events to which representatives of the business community and the voluntary sector will be invited (assuming that face to face events are unable to go ahead due to COVID-19 restrictions).

9.2 Cabinet will be asked to approve the 2020/21 budget on 15 February 2021 with Assembly being asked to formally approve on 24 February 2021.

10 Financial Implications

Implications completed by Philip Gregory, Finance Director

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 savings proposals.

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

List of appendices: None

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CABINET

17 November 2020

Title: Fees and Charges 2021	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Katherine Heffernan, Head of Service Finance	Contact Details: E-mail: katherine.heffernan@lbbd.gov.uk
Accountable Strategic Director: Philip Gregory, Chief Financial Officer	
<p>Summary</p> <p>The Council provides a wide range of services to residents, visitors, local businesses and others. Many services are provided free of charge at the point of need while for others it is fairer and more appropriate that the service user should pay for the services received. The ability to charge for some services has always been a key funding source to Councils and will continue to be so.</p> <p>This report recommends the appropriate level of fees and charges across all directorates, to take effect from 1 January 2021 unless otherwise stated.</p> <p>In preparing the proposed fees and charges, Services have worked within the framework of the agreed Charging Policy. Each service has been reviewed and the charges are set at a fair and reasonable level which wherever possible is in line with competitive market rates for the service.</p> <p>The full list of proposed charges is detailed in Appendix A to this report.</p>	
<p>Recommendation(s)</p> <p>Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree the proposed fees and charges as set out in Appendix A to the report, to be effective from 1 January 2021 unless otherwise stated; (ii) Note the fees and charges no longer applicable from 1 January 2021, 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. 	

Reason(s)

The setting of appropriate fees and charges will enable the Council to generate essential income for the funding of Council services.

The approval of reviewed fees and charges to ensure that the Council is competitive with other service providers and neighbouring councils.

1. Introduction and Background

- 1.1 Local Authorities provide a wide range of services to their residents and others and the ability to charge for some of these services has always been a key funding source.
- 1.2 Fee charging or income generating services are generally those services which are not provided on a universal basis but are specific to an individual or an organisation. For this reason, it is fair and appropriate to make a charge to the service user. Fee charging services include both statutory and discretionary services. Where fees and charges apply to mandatory services, these are often set nationally, for example planning fees.
- 1.3 The remaining income services where the Council levies fees and charges are of a discretionary nature. These cover a whole range of services such as Libraries, Licensing, Pest Control, Commercial Waste, Drainage, Markets, Leisure and Recreation facilities, Parking and some services from the Registrar service. This report concerns itself with recommending the appropriate level of fees and charges from 1 January 2021 for these types of services.
- 1.4 In addition to those traditional income services, the Council also has the power under the Local Government Act 2003 to charge for other discretionary services that it may already provide or may wish to provide in the future.
- 1.5 There is no definitive list as to which discretionary services are covered by the powers provided in the Act although the Government has provided limited examples of what could be included, such as maintenance of older/disabled peoples' gardens, arboriculture work in private gardens, operating consumer protection approved lists, pre-application planning and development advice, highway services to private industrial estates, home energy advice, home security services and use of excess capacity in local authority services.
- 1.6 To date, in keeping with most other local authorities, the Council has not expanded use of these powers but will continue to review the potential to do so when there is a sound business case for doing so.

2. Charging Policy

- 2.1 The Council has an agreed Charging Policy which requires that all charges are reviewed annually as part of the budget setting process.
- 2.2 The Charging Policy has three fundamental principles:
 - Services should raise income wherever there is a power or duty to do so;

- Wherever possible the income raised should cover the full costs of providing the service including all overheads;
- Any departures from this policy must be justified in a transparent manner with reference to the Council's priorities and policies.

2.3 In practice the presumption is that the Council will use inflation as an indicator of how much fees and charges should rise and this is the default position. The most recently published inflation figure is used which is July 2020. The July 2020 RPI figure was 1.6% and this has been applied in most instances to the current charge. This is then rounded to the nearest appropriate figure.

Proposed Fees and Charges 2021

2.4 Attached to this report at Appendix A are the proposed fees and charges for 2021 which will be effective from 1 January 2021 unless otherwise stated. The Appendices detail the following information:

- Description of service provided;
- Current 2020/21 charge;
- Proposed charges from 1 January 2021;
- Proposed increase in pounds and in percentage terms;
- The rationale for a given increase (other than uplift by inflation), as well as any other comments.

2.5 In most cases fees and charges have been increased by the Retail Price Index (RPI) as at July 2020 of 1.6% rounded up to the nearest sensible figure.

2.6 A summary of the services that Appendix A relates to is presented within the following sections. The reference numbers quoted below relate to the line reference numbers on Appendix A.

2.7 It should be noted that some charges that were previously set by the Cabinet are no longer within the Council's direct control. These include the charges for Leisure centres which are now the decision of our commercial provider and discretionary charges for planning and capital delivery which are now the responsibility of Be First. Also, charges for cooking, cleaning and home maintenance services are the responsibility of the Barking and Dagenham Trading Partnership, although all changes will be in consultation with the Council.

2.8 There are a number of special considerations for some services which are outlined below.

3. Service by Service Review

Care and Support Services – lines 1 to 6

3.1 The Care Act 2014 gives local authorities the power to charge service users and carers for care and support within a set framework. All Councils with Social Care responsibilities are required to have a charging policy that complies with this framework. London Borough of Barking and Dagenham's charging policy is Care Act compliant and is regularly reviewed.

- 3.2 Under this policy charges levied to service users are means tested to ensure no individual is required to pay more than they can reasonably afford and no more than the cost of the care provided. In practice this limits the additional income that is received as a result of fees and charges. The charges for the in-house services have been uplifted in line with inflation. In all cases the cost charged will be subject to these means tests.
- 3.3 A new brokerage fee has been introduced for self funders who have asked the Council to arrange their care and support package on their behalf. This recovers the council's costs in making arrangements.

Community Solutions – Lines 7 to 114

- 3.3 The Council runs the Abbey Early Years Day Nursery and fees are set at three levels: full time weekly rate, a daily rate for a morning session and a daily rate for an afternoon session. Fees are to be uplifted by inflation to ensure sustainability of running the site and to ensure that fees cover the required staffing ratio while remaining affordable.
- 3.4 The Children Centre room hire charges are proposed to increase by inflation. Library service charges are to remain frozen due a requirement to rebuild usage of libraries after the Covid lockdown. Barking Learning Centre room hire charges are also to remain frozen. Room hire charges for Dagenham Library are proposed to be increased by inflation and takes into account a range of considerations such as charges by similar services elsewhere.

Education, Youth and Childcare - lines 115 to 138

- 3.5 The main charges in this area are for room hire. There are no planned increases for 2021 which takes into reference pricing of other similar venues in the area.

Policy and Participation – lines 139 to 272

- 3.6 This section covers fees charged at heritage attractions such as Eastbury Manor and Valence House, archive services, heritage education services, park events and park ranger services. It is proposed that fees will increase by inflation of 1.6%.

My Place– lines 273 to 297

- 3.7 The administration costs associated with Right to Buy and Right to Invest are to be uplifted by inflation of 1.6%.
- 3.8 The Eastbrookend travellers Caravan site weekly licence has been uplifted by inflation of 1.6%. The Heathway supported accommodation scheme rent and service charge fee is to be set to be in line with L&Q charges.

Law, Governance and HR – lines 298 to 334 and 1078 to 1079

- 3.9 Legal Services currently make charges for a limited range of services to external bodies. Fees are to be increased by 3% to reflect the increased cost of service provision.

- 3.9.1 It has long been the practice for Local Authorities to charge applicants entering into a S106 agreement a fee to cover legal costs. Such agreements and undertakings are to secure planning obligations under s106 of the Town and Country Planning Act 1990 and other similar agreements under planning and highways legislation in connection with the grant of planning permission for development. The Council is able to charge fees pursuant to s.93 of the Local Government Act 2003.

Enforcement – lines 335 to 875

- 3.10 Many fees and charges within Enforcement are set by statute. Non-statutory fees have been uplifted by inflation of 1.6% with the following exceptions:
- 3.11 Animal licence fees have been reviewed and adjusted by varying percentages varying from 0.39% to 6.61% in order to reflect the cost of service provision.
- 3.12 The food safety reinspection fee has been increased by 7.3% to £265 in order to reflect the cost of additional duties.
- 3.13 Dog warden stray dog collection and admin fees have not been uplifted. The fee for an overnight stay in kennels has been uplifted by 3% to £35. This is in order to cover the cost of the kennels refurbishment.
- 3.14 CCTV fees have been reviewed and adjusted by varying percentages from 1.2% to 6.7% for deployable camera installation.
- 3.15 Street Trading fees have been simplified so that from January 2021 charging will be in accordance with the number of square metres to reflect area taken up. Current charges do not take into account the width of shop fronts as they are based solely on the how far trading extends from shopfronts.
- 3.16 Market charges are frozen at the same charge as last year to ensure the ongoing viability and competitiveness of the market. It should be noted that increases in these charges are subject to statutory consultation.
- 3.17 HMO, Selective Licencing and Enforcement fees under the 2004 Housing Act are unchanged.

Parking – lines 556 to 813 (subset of Enforcement)

- 3.18 Parking charges have been reviewed and updated with a view to meeting one of the Council's key priorities of reducing air pollution, as well as providing a safer, fairer, consistent and more transparent parking service. The changes to fees supports the Parking Strategy 2016-2021 which aims to encourage the greater use of other modes of transport, but also provides an improved permit system that addresses the needs of the borough's various road users.
- 3.19 The key proposals set out in the strategy were: -
- Free half-hour parking in all on-street shopping locations.
 - Free one-hour parking in all council parks.
 - Adopt an area-based approach to parking controls.
 - Move to cashless payment for car parking including contactless payment cards.

- Continue to apply a lower parking permit charge for the first two vehicles per household, compared to the third and introduce a higher charge for the fourth vehicle and above.
- Establish parking permit prices which encourage low emission vehicles and improve air quality.
- Increase enforcement in areas where footway parking affects safe access for pedestrians and cyclists.

3.20 The Cabinet agreed in July 2018 to take steps to control parking through the introduction of Controlled Parking Zones in key areas, which is an ongoing programme. Fees for Residents permits are structured across 7 bands according to CO2 emissions and increase in in cost for the second, third and fourth vehicles. It is not anticipated there will be any significant change to residents parking permits this year, with the exception of introducing a charge for parking motorcycles in bays. The introduction of virtual permits has now made it possible to charge for motorcycles taking up resident or paid-for parking spaces

3.21 There are a wide range of other types of permit, some of which have developed over the years to meet special needs for individuals or sectors within the community, for example the recent Key Worker permit issued during the Covid-19 pandemic, and other permits issued to facilitate the introduction of the Controlled Parking Zones. These ad hoc arrangements have been reviewed and put into a structured format to ensure fairness and consistency in the management of parking schemes.

3.22 It is proposed that permits should be classified into 6 main categories. The rationale is to make permits easier to administer and have a more uniform outlook for users. All permits will have emissions-based charging plus diesel surcharges (where applicable) as with existing residential permits, to improve local air quality in line with national aspirations and for a uniform charging regime. The 6 proposed categories of permit are:

- LBBD Internal
- Health and Social Care
- Residential
- Commercial
- Waivers and Dispensations
- Season Tickets

3.23 New permits have been included to cater for social and health care providers (including key workers) and small businesses & retailers, which will be due to the CPZ expansion programme.

3.24 A commercial vehicle (i.e vans and lorries) charge for all vehicles parking within controlled parking zone areas is also proposed. In order to discourage parking of company vans, a substantial charge is to be introduced which will also include a diesel surcharge.

3.25 It is proposed that charges for staff should be amended to reflect the same charging structure as that for other permit holders, including applying the diesel surcharge. This will commence with a base rate of £3.00 per day for the lowest emissions to a higher rate of £7.50 per day for the highest emissions, plus a diesel surcharge of

£1.00 per day or parking session. The salary deduction scheme will be discontinued and staff will need to register for a new permit and pay via credit or debit card only, on a daily, monthly, or yearly basis. This charging strategy will result in the following benefits:

- Less admin time as sessions will be paid for via self-service and credit/debit cards.
- Discourage staff from driving into the borough and improve staff green credentials.
- Align staff permit charging to the overall LBBB permits charging policy.
- Increase revenue as parking spaces will become available for non-staff related Season Tickets and standard tariffs.

3.26 Due to the impact of Covid-19 and the changes in standard working locations, (for the majority of workers), there is the need to shift the way in which car parks are managed in order to make them more commercially viable. The introduction of a Resident Season Ticket for London Road Multi Storey Car Park and the Mall at Heathway will help to cover the shortfall of the anticipated loss of income from staff parking and will also provide additional parking for residents in car-free and restricted zones.

3.27 A pilot scheme of night enforcement of Barking Town Centre has revealed a high demand for parking. It is suggested that an increased flat fee of £15.00 to park at premium night will cover the cost of additional security to patrol the car parks on Friday and Saturday evenings, to improve public safety and to encourage the use of the car park rather than on-street parking. The premium night is proposed as Friday and Saturday evenings.

Highways, Street Works and Flood and Drainage Services fees – lines 876-935

3.28 Highways charge fees for various types of licence, eg skip permits, crane, scaffold and hoarding licences and footway crossings and white lines. These fees have been increased by inflation of 1.6%.

3.29 Street Works permits have been set at the maximum DfT fee under the London Permit Scheme.

3.30 Fees for Flood Risk and Drainage advice have been increased by inflation of 1.6%.

Public Realm – lines 936 to 1042

3.31 Pest Control fees have not been increased so that they remain competitive. New charges have been introduced for moth treatment and for pharaoh ants.

3.32 Trade refuse fees have also not been increased so as to remain competitive. New charges have been introduced for the supply of refuse sacks. There is a new fee of £7 for the collection of 360 litre recycling bins.

3.33 Cemetery fees have been increased by 1.6%. New fees have been introduced for extended right of burial (EROB) lease extensions.

- 3.34 Street Cleansing and fees charged for Fleet services have been increased by inflation of 1.6%.
- 3.35 Due to site constraints in new housing developments, requests have been made for the Council to provide more than one waste collection service per week. New fees have been introduced to cover the cost of this additional service.

Core Services – lines 1043 to 1089

- 3.36 Charges made by Registrars have not been uplifted so that they remain competitive.
- 3.37 Charges for Careline alarms have increased by inflation of 1.6% to £208 pa. This will be effective from April 2021.
- 3.38 Charges made by the Revenues service, e.g. for summonses for non-payment of Council Tax and NNDR, etc, have not been uplifted. As a large number of residents will have been seriously financially affected by the COVID-19 pandemic, it is not considered appropriate to uplift these fees.

4 Financial Implications

Implications completed by: Katherine Heffernan, Head of Service Finance

- 4.1 All directorates have undertaken a review of their fees and charges as part of the annual budget setting process. In general, fees and charges recover some or all of the costs of providing services from users. This generates income which reduces the cost of service borne by Council taxpayers and can also be used to achieve other strategic objectives, such as encouraging the use of particular services.
- 4.2 In general it is proposed that discretionary fees and charges are increased by a minimum of CPI (1.6% in July 2020) rounded up to the nearest 5p, 10p etc unless there is a compelling reason for not increasing at all or increasing by a greater amount.
- 4.3 The total amount of income generated through fees and charges will depend on price as well as volume/service take up. The Medium-Term Financial Strategy assumes that any additional general fund income will contribute towards individual service budgets and for 2021/22 there is currently no savings aligned with fees & charges.
- 4.3 The Council has a net General Fund budget of £39m for fees and charges – however this includes £12m for Care Contributions and £10m for Parking including Penalty Charges which is being changed to support the Parking Strategy 2016-2021 which aims to encourage the greater use of other modes of transport, but also provides an improved permit system that addresses the needs of the borough's various road users. If all other fees and charges were uplifted by 1.6% and there was no impact on take up then the total increase would be in the region of £272k full year effect.
- 4.4 Any changes to fees and charges specified in this report are applicable from 1st Jan 2021.

5 Legal Implications

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

- 5.1 The report seeks Cabinet approval to the fees and charges set out in Appendix A and the basis for the charging (pursuant to statutory duties or discretionary powers) and rationale are set out in the report body. To the extent that Appendix A proposes increases to charges or the imposition of new charges, the legal powers and considerations detailed below are relevant. Officers have ensured the charges proposed in Appendix A are in line with its Charging Policy, benchmarked against other similar authorities and in many cases the increases are linked to the rise in Retail Prices Index (RPI) as an indicator of the rising cost of provision of services or where there is an environmental impact.
- 5.2 The Council is required under the Local Government Finance Act 1992 to produce a 'balanced budget'. Income generated from fees and charges contributes to the Council's finances. 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. The annual review of fees and charges contributes to this requirement.
- 5.3 Local authorities have wide ranging powers to charge for specific statutory services as stipulated in relevant statutory provisions.
- 5.4 By virtue of Section 93 of the Local Government Act 2003, the Council has powers to trade and to charge for discretionary services. The latter are services which the Council is not statute bound to provide, but has a 'discretionary power' to provide on a costs recovery basis. The discretionary power to charge for services is applicable where:
- no statutory duty exists to provide the service/s
 - there are no specific powers to charge for the particular service/s
 - there are no prohibitions on charging for the particular service/s
- 5.5 Further, under the Localism Act 2011 the Council has a general power of competence conferring a power to charge for services on a cost recovery basis and subject to similar conditions and limitations under the Local Government Act 2003. Thus, the Council may only charge for a service under the general power of competence if:
- it is a discretionary service
 - the service user agrees to the service being provided, and
 - there are no other power/s to charge for the service, including under section 93 of the Local Government Act 2003.
- 5.6 Where authorities have a duty to provide a statutory service to specified standards free of charge, a charge cannot be made for delivery of the service to the specified standard. Delivery, to a standard above and beyond that which is specified may constitute a discretionary service for which a charge can be made on the basis outlined above.

- 5.7 Some of the charges proposed in Appendix A arise from specific statutory powers (i.e. where the general powers in section 93 of the Local Government Act 2003 or section 1 of the Localism Act 2011 are not applicable).
- 5.8 The Council has a power under section 32 of the London Local Authorities Act 1990 to recover its reasonable administrative or other costs in connection with its street trading functions under Part 3 of the Act, such as the grant, renewal or variation of licences, collection or removal of refuse connected with licence holders, street cleansing and reasonable costs of administration and enforcement associated with street trading. In this instance, there is a change to base the cost on the square meterage taken up.
- 5.9 The Care Act 2014 introduced a single legal framework for charging for care and support including discretion as to whether or not to charge. The Council may charge adults in circumstances where it arranges care and support to meet a service user's needs, except where the Council is statutorily required to arrange care and support free of charge. Officers deem the Council's charging policy to be Care Act compliant. The policy is regularly reviewed and the charges are means tested to ensure that service users pay no more than they can reasonably afford.

6. Other Implications

- 6.1 **Risk Management** - In proposing these revised fees and charges officers have considered the potential of increases to adversely affect demand for or access to the services specified by end users, as well as the achievement of community priorities for particular service areas and the Council's overall budget to deliver such services
- 6.2 **Customer Impact** – Officers have amended fees and charges in a manner designed to mitigate, wherever possible, the impact on customers and service users while having regard to the need for the Council to achieve a balanced budget. The proposals are also in line with the policy to achieve full cost recovery and the continued provision of services, both statutory and discretionary which it has historically provided or considers it should provide to enable the Council to meet its corporate and community priorities. In some instances, fees and charges have been reduced in order to deliver better value for money for residents, to encourage increased take up of services or to ensure certain vulnerable groups are not impeded from accessing services. Charges may be set differentially according to classes of users. The charges proposed in Appendix A are deemed justified in accordance with the specific charging powers or discretionary powers detailed in this report. The responsible officers have taken reasonable steps to ensure the charges are reasonable and proportionate based on a cost recovery basis. The effectiveness of the proposed charges will be the subject of monitoring through the Council's various performance indicators, its service scorecards and the budget monitoring processes.

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

List of appendices:

- Appendix A: Full list of fees and charges 2021
- Appendix B: Fees and charges to be deleted from the 2021 schedule

Ref	Description of Service	Current 2020 Charge			Proposed Increase / (Decrease)			Proposed 2021 Charge			Rationale for fee change	Comments
		Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)		
Care & Support												
Social Care												
1	Residential - Kallar Lodge Elderly Residential Home (Charge to Other Local Authorities and full cost payers) per week	884.00	0.00	884.00	14.00	14.00	1.58%	898.00	0.00	898.00		
2	Residential - 80 Gascoigne Road High dependency residential home (Charge to Other Local Authorities & full cost payers) per week	1,710.00	0.00	1,710.00	27.00	27.00	1.58%	1,737.00	0.00	1,737.00		
3	Day Centre - Heathlands (High Needs)	200.00	0.00	200.00	3.00	3.00	1.50%	203.00	0.00	203.00		
4	Day Centre - Heathlands (Other Local Authorities)	175.00	0.00	175.00	3.00	3.00	1.71%	178.00	0.00	178.00		
5	Day Centre - Heathlands (Borough Residents)	128.00	0.00	128.00	2.00	2.00	1.56%	130.00	0.00	130.00		
6	Self Funder Brokerage Fee	0.00	0.00	0.00	0.00	0.00	0.00%	300.00	0.00	300.00	New charge	
Community Solutions												
Childcare Services												
7	Early Years - Day Nurseries and Children's Centres - full time weekly rate	245.00	0.00	245.00	5.00	5.00	2.04%	250.00	0.00	250.00	Raised in line with suggested RPI %	
8	Early Years - Day Nurseries and Children's Centres - daily rate - morning session	33.00	0.00	33.00	1.00	1.00	3.03%	34.00	0.00	34.00	Raised in line with suggested RPI %	
9	Early Years - Day Nurseries and Children's Centres - daily rate - afternoon session	33.00	0.00	33.00	1.00	1.00	3.03%	34.00	0.00	34.00	Raised in line with suggested RPI %	
10	Early Years - Day Nurseries and Children's Centres - daily rate - whole day	55.00	0.00	55.00	1.00	1.00	1.82%	56.00	0.00	56.00	Raised in line with suggested RPI %	
Children Centre Room Hire												
11	Main Hall - Saturday (additional hours - per hour)	42.00	0.00	42.00	1.00	1.00	2.38%	43.00	0.00	43.00	Raised in line with suggested RPI %	
12	Main Hall - Sunday per hour	32.00	0.00	32.00	1.00	1.00	3.13%	33.00	0.00	33.00	Raised in line with suggested RPI %	
13	Main Hall - Weekdays and Evenings per hour	18.00	0.00	18.00	1.00	1.00	5.56%	19.00	0.00	19.00	Raised in line with suggested RPI %	
14	Medium Room - Saturday (only available with Main hall) per hour	30.00	0.00	30.00	1.00	1.00	3.33%	31.00	0.00	31.00	Raised in line with suggested RPI %	
15	Medium Room - Sunday per hour	19.00	0.00	19.00	1.00	1.00	5.26%	20.00	0.00	20.00	Raised in line with suggested RPI %	
16	Medium Room - Weekdays and Evenings per hour	13.00	0.00	13.00	1.00	1.00	7.69%	14.00	0.00	14.00	Raised in line with suggested RPI %	
17	Caretaker Charges (Evenings & Weekends) where applicable	12.00	0.00	12.00	0.00	0.00	0.00%	12.00	0.00	12.00	recouping actual charge	
18	Hotdesking Charges monthly (incl utility costs)	80.00	0.00	80.00	0.00	0.00	0.00%	80.00	0.00	80.00	recouping actual charge	
Library Service												
19	Libraries - Adult Fines per day	0.36	0.00	0.36	0.00	0.00	0.00%	0.36	0.00	0.36	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
20	Libraries - Maximum fine per item	11.00	0.00	11.00	0.00	0.00	0.00%	11.00	0.00	11.00	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
21	Libraries - Hire of video/DVD children's/NF - per week	1.40	0.00	1.40	0.00	0.00	0.00%	1.40	0.00	1.40	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs. No new titles purchased	
22	Libraries - Hire of video/DVD adults - per week	2.40	0.00	2.40	0.00	0.00	0.00%	2.40	0.00	2.40	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs. No new titles purchased	
23	Libraries - Language courses - 3 weeks	2.00	0.00	2.00	0.00	0.00	0.00%	2.00	0.00	2.00	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs. No new titles purchased	
24	Libraries - Language courses - fines per day	0.36	0.00	0.36	0.00	0.00	0.00%	0.36	0.00	0.36	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs. No new titles purchased	
25	Libraries - Hire of CD singles	1.25	0.00	1.25	0.00	0.00	0.00%	1.25	0.00	1.25	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs. No new titles purchased	
26	Libraries - Hire of CD box sets	2.25	0.00	2.25	0.00	0.00	0.00%	2.25	0.00	2.25	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs. No new titles purchased	
27	Libraries - Hire of CD fines per day	0.36	0.00	0.36	0.00	0.00	0.00%	0.36	0.00	0.36	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs. No new titles purchased	
28	Libraries - Reservations-non stock items	3.40	0.00	3.40	0.00	0.00	0.00%	3.40	0.00	3.40	Charge to remain frozen at current level. Already higher charge compared to Neighbouring Boroughs.	
29	Libraries - Reservation - British Library item	14.50	0.00	14.50	0.00	0.00	0.00%	14.50	0.00	14.50	Charge to remain frozen at current level. Already higher charge compared to Neighbouring Boroughs.	
30	Libraries - Photocopying/Printing/Wi-Fi printing A4 black and white	0.17	0.03	0.20	0.00	0.00	0.00%	0.17	0.03	0.20	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
31	Libraries - Photocopying/Printing/Wi-Fi Printing A4 colour	0.42	0.08	0.50	0.00	0.00	0.00%	0.42	0.08	0.50	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
32	Libraries - Photocopying/Printing/Wi-Fi Printing A3 black and white	0.33	0.07	0.40	0.00	0.00	0.00%	0.33	0.07	0.40	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
33	Libraries - Photocopying/Printing/Wi-Fi Printing A3 colour (where available)	0.83	0.17	1.00	0.00	0.00	0.00%	0.83	0.17	1.00	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
34	Libraries - replacement membership card - Adult	3.35	0.00	3.35	0.00	0.00	0.00%	3.35	0.00	3.35	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
35	Libraries - replacement membership card - Child	2.35	0.00	2.35	0.00	0.00	0.00%	2.35	0.00	2.35	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
36	Libraries - Hire of books on tape fines per day	0.36	0.00	0.36	0.00	0.00	0.00%	0.36	0.00	0.36	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
37	Internet Non-members / Guest passes 1 hour	1.67	0.33	2.00	0.00	0.00	0.00%	1.67	0.33	2.00	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
38	Internet Non-members / Guest passes 30 minutes	0.83	0.17	1.00	0.00	0.00	0.00%	0.83	0.17	1.00	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
39	Libraries - Adult Fines per day - over 60	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
40	Libraries - Overdue of video/DVD for Children/Factual -	1.40	0.00	1.40	0.00	0.00	0.00%	1.40	0.00	1.40	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs. No new titles purchased	
41	Libraries - Overdue of video/DVD for Adults -	2.40	0.00	2.40	0.00	0.00	0.00%	2.40	0.00	2.40	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs. No new titles purchased	
42	Libraries - replacement membership card - Older People, over 60	2.35	0.00	2.35	0.00	0.00	0.00%	2.35	0.00	2.35	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
43	Libraries - events - tickets to adult events ages 16+	2.00	0.40	2.40	0.00	0.00	0.00%	2.00	0.40	2.40	Charge to remain frozen at current level. Need to re build usage levels post covid.	
44	Additional hour PC usage for all library card holders and subscription holders	1.08	0.22	1.30	0.00	0.00	0.00%	1.08	0.22	1.30	Charge to remain frozen at current level. Need to re build usage levels post covid. Already higher charge compared to Neighbouring Boroughs.	
45	Libraries - Managed room hire per hour - minimum charge	18.00	0.00	18.00	1.00	1.00	5.56%	19.00	0.00	19.00	Raised in line with suggested RPI % to nearest rounded figure	
46	Libraries - Managed room hire per hour - maximum charge	44.00	0.00	44.00	1.00	1.00	2.27%	45.00	0.00	45.00	Raised in line with suggested RPI % to nearest rounded figure	
47	Dagenham Library - Small meeting room (2-10people)- hourly hire rate - Council / Commercial / Voluntary & Community sector	23.00	0.00	23.00	1.00	1.00	4.35%	24.00	0.00	24.00	Raised in line with suggested RPI % to nearest rounded figure	
48	Dagenham Library - Small meeting room (2-10 people) - full day hire rate - Council / Commercial / Voluntary & Community sector	112.00	0.00	112.00	2.00	2.00	1.79%	114.00	0.00	114.00	Raised in line with suggested RPI % to nearest rounded figure	
49	Dagenham Library - Small meeting room (2-10 people)- half day hire rate - Council / Commercial / Voluntary & Community sector	72.00	0.00	72.00	1.00	1.00	1.39%	73.00	0.00	73.00	Raised in line with suggested RPI % to nearest rounded figure	
50	Dagenham Library - Large meeting room (16-28 people)- hourly hire rate - Council / Commercial / Voluntary & Community sector	43.00	0.00	43.00	1.00	1.00	2.33%	44.00	0.00	44.00	Raised in line with suggested RPI % to nearest rounded figure	
51	Dagenham Library - Large meeting room (16-28 people) - full day hire rate - Council / Commercial / Voluntary & Community sector	215.00	0.00	215.00	3.00	3.00	1.40%	218.00	0.00	218.00	Raised in line with suggested RPI % to nearest rounded figure	
52	Dagenham Library - Large meeting room (16-28 people) - half day hire rate - Council / Commercial / Voluntary & Community sector	135.00	0.00	135.00	2.00	2.00	1.48%	137.00	0.00	137.00	Raised in line with suggested RPI % to nearest rounded figure	
Barking Learning Centre												
53	Small meeting room (2-15 people)- hourly hire rate- Public Sector	36.67	7.33	44.00	0.00	0.00	0.00%	36.67	7.33	44.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment	
54	Small meeting room (2-15 people)- full day hire rate- Public Sector	208.33	41.67	250.00	0.00	0.00	0.00%	208.33	41.67	250.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment	
55	Small meeting room (2-15 people)- half day hire rate- Public Sector	108.33	21.67	130.00	0.00	0.00	0.00%	108.33	21.67	130.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment	
56	Small meeting room (2-15 people)- hourly hire rate - Council hire	38.00	0.00	38.00	0.00	0.00	0.00%	38.00	0.00	38.00	Highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment	
57	Small meeting room (2-15 people)- hourly hire rate - Voluntary and Community sector	30.83	6.17	37.00	0.00	0.00	0.00%	30.83	6.17	37.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment	
58	Small meeting room (2-15 people) - full day/hire rate -	143.33	28.67	172.00	0.00	0.00	0.00%	143.33	28.67	172.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment	
59	Small meeting room (2-15 people) - half day/hire rate - Voluntary and Community sector	81.67	16.33	98.00	0.00	0.00	0.00%	81.67	16.33	98.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment	

Item No	Description of Service	Unit	Current 2020 Charge			Proposed Increase / (Decrease)			Proposed 2021 Charge			Rationale for fee change	Comments
			Current	2020	2020	Proposed	Change	% Change	Proposed	2021	2021		
60	Small meeting room (2-15 people)- hourly hire rate- Commercial	**	44.17	8.83	53.00	0.00	0.00	0.00%	44.17	8.83	53.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
61	Small meeting room (2-15 people) - full day hire rate - Commercial	**	248.33	49.67	298.00	0.00	0.00	0.00%	248.33	49.67	298.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
62	Small meeting room (2-15 people) - half day hire rate - Commercial	**	137.50	27.50	165.00	0.00	0.00	0.00%	137.50	27.50	165.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
63	Large meeting room (16-28 people)- hourly hire rate- Public Sector	**	51.67	10.33	62.00	0.00	0.00	0.00%	51.67	10.33	62.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
64	Large meeting room (16-28 people) - full day hire rate - Public Sector	**	304.17	60.83	365.00	0.00	0.00	0.00%	304.17	60.83	365.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
65	Large meeting room (16-28 people) - half day hire rate - Public Sector	**	158.33	31.67	190.00	0.00	0.00	0.00%	158.33	31.67	190.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
66	Large meeting room (16-28 people)- hourly hire rate - Council hire	*	52.00	0.00	52.00	0.00	0.00	0.00%	52.00	0.00	52.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
67	Large meeting room (16-28 people)- hourly hire rate- Voluntary and Community sector	**	43.33	8.67	52.00	0.00	0.00	0.00%	43.33	8.67	52.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
68	Large meeting room (16-28 people) - full day hire rate - Voluntary and Community sector	**	233.33	46.67	280.00	0.00	0.00	0.00%	233.33	46.67	280.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
69	Large meeting room (16-28 people - half day rate - Voluntary and Community sector	**	123.33	24.67	148.00	0.00	0.00	0.00%	123.33	24.67	148.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
70	Large meeting room (16-28 people)- hourly hire rate- Commercial	**	65.00	13.00	78.00	0.00	0.00	0.00%	65.00	13.00	78.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
71	Large meeting room (16-28 people) - full day hire rate - Commercial	**	375.00	75.00	450.00	0.00	0.00	0.00%	375.00	75.00	450.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
72	Large meeting room (16-28 people) - half day hire rate - Commercial	**	200.00	40.00	240.00	0.00	0.00	0.00%	200.00	40.00	240.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
73	Conference centre (28-120 people)-hourly hire rate- Public Sector	**	62.50	12.50	75.00	0.00	0.00	0.00%	62.50	12.50	75.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
74	Conference centre (28-120 people)-full day hire rate- Public Sector	**	375.00	75.00	450.00	0.00	0.00	0.00%	375.00	75.00	450.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
75	Conference centre (28-120 people)-half day hire rate- Public Sector	**	200.00	40.00	240.00	0.00	0.00	0.00%	200.00	40.00	240.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
76	Conference centre (28-120 people)-hourly hire rate - Council hire	*	67.00	0.00	67.00	0.00	0.00	0.00%	67.00	0.00	67.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
77	Conference centre (28-120 people)-hourly hire rate- Voluntary and Community sector	**	54.17	10.83	65.00	0.00	0.00	0.00%	54.17	10.83	65.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
78	Conference centre (28-120 people)-full day hire rate- Voluntary and Community sector	**	308.33	61.67	370.00	0.00	0.00	0.00%	308.33	61.67	370.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
79	Conference centre (28-120 people)-half day hire rate- Voluntary and Community sector	**	158.33	31.67	190.00	0.00	0.00	0.00%	158.33	31.67	190.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
80	Conference centre (28-120 people)-hourly hire rate- Commercial	**	75.00	15.00	90.00	0.00	0.00	0.00%	75.00	15.00	90.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
81	Conference centre (28-120 people)-full day hire rate- Commercial	**	458.33	91.67	550.00	0.00	0.00	0.00%	458.33	91.67	550.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
82	Conference centre (28-120 people)-half day hire rate- Commercial	**	233.33	46.67	280.00	0.00	0.00	0.00%	233.33	46.67	280.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
83	IT Room (22 people) - hourly hire rate - Council hire	*	53.00	0.00	53.00	0.00	0.00	0.00%	53.00	0.00	53.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
84	IT Room (22 people) - hourly hire rate - Public Sector	**	51.67	10.33	62.00	0.00	0.00	0.00%	51.67	10.33	62.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
85	IT Room (22 people)-full day hire rate - Public Sector	**	300.00	60.00	360.00	0.00	0.00	0.00%	300.00	60.00	360.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
86	IT Room (22 people) - half day hire rate - Public Sector	**	158.33	31.67	190.00	0.00	0.00	0.00%	158.33	31.67	190.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
87	IT Room (22 people) - hourly hire rate - Voluntary and Community sector	**	43.33	8.67	52.00	0.00	0.00	0.00%	43.33	8.67	52.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
88	IT Room (22 people) - Full day hire rate - Voluntary and community Sector	**	233.33	46.67	280.00	0.00	0.00	0.00%	233.33	46.67	280.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
89	IT Room (22 people) - Half day hire rate - Voluntary and Community	**	123.33	24.67	148.00	0.00	0.00	0.00%	123.33	24.67	148.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
90	IT Room (22 people) - hourly hire rate - Commercial	**	65.00	13.00	78.00	0.00	0.00	0.00%	65.00	13.00	78.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
91	IT Room (22 people) - Full day hire rate - Commercial	**	395.83	79.17	475.00	0.00	0.00	0.00%	395.83	79.17	475.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
92	IT Room (22 people) - half day hire rate - Commercial hire	**	200.00	40.00	240.00	0.00	0.00	0.00%	200.00	40.00	240.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
93	Barking Learning Centre Gallery hire - full day facilities charge Voluntary and Community	**	66.67	13.33	80.00	0.00	0.00	0.00%	66.67	13.33	80.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
94	Barking Learning Centre Gallery hire - half day facilities charge Voluntary and Community	**	35.83	7.17	43.00	0.00	0.00	0.00%	35.83	7.17	43.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
95	Barking Learning Centre Gallery hire - full day facilities charge public sector	**	83.33	16.67	100.00	0.00	0.00	0.00%	83.33	16.67	100.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
96	Barking Learning Centre Gallery hire - half day facilities charge public sector	**	41.67	8.33	50.00	0.00	0.00	0.00%	41.67	8.33	50.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
97	Barking Learning Centre Gallery hire - full day facilities charge Commercial	**	95.83	19.17	115.00	0.00	0.00	0.00%	95.83	19.17	115.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
98	Barking Learning Centre Gallery hire - half day facilities charge Commercial	**	63.33	12.67	76.00	0.00	0.00	0.00%	63.33	12.67	76.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
99	Town Hall Square full day Voluntary and Community	*	103.00	0.00	103.00	0.00	0.00	0.00%	103.00	0.00	103.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
100	Town Hall Square full day Public sector	**	108.33	21.67	130.00	0.00	0.00	0.00%	108.33	21.67	130.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
101	Town Hall Square full day Commercial	**	129.17	25.83	155.00	0.00	0.00	0.00%	129.17	25.83	155.00	BLC Prices to remain frozen as they are already highest in the Borough by some margin and any increase will prevent us from competing in a post Covid-19 environment.	
Temporary Accommodation													
102	Boundary Road Hostel Rent Charge	*	315.00	0.00	315.00	0.00	0.00	0.00%	315.00	0.00	315.00	Charge is per week, per room	
103	Boundary Road Hostel Service Charge	*	14.00	0.00	14.00	0.00	0.00	0.00%	14.00	0.00	14.00	Charge is per week, per room	
104	Brockelbank Lodge Hostel Rent Charge	*	315.00	0.00	315.00	0.00	0.00	0.00%	315.00	0.00	315.00	Charge is per week, per room. Due to be decommissioned April 2021	
105	Brockelbank Lodge Hostel Service Charge	*	14.00	0.00	14.00	0.00	0.00	0.00%	14.00	0.00	14.00	Charge is per week, per room. Due to be decommissioned April 2021	
106	Riverside House Hostel Rent Charge	*	350.00	0.00	350.00	0.00	0.00	0.00%	350.00	0.00	350.00	Charge is per week, per room	
107	Riverside House Hostel Service Charge	*	17.50	0.00	17.50	0.00	0.00	0.00%	17.50	0.00	17.50	Charge is per week, per room	
108	Butter Court Hostel Rent Charge	*	350.00	0.00	350.00	0.00	0.00	0.00%	350.00	0.00	350.00	Charge is per week, per room	
109	Butter Court Hostel Service Charge	*	17.50	0.00	17.50	0.00	0.00	0.00%	17.50	0.00	17.50	Charge is per week, per room	
110	Grays Court Hostel Rent Charge	*	350.00	0.00	350.00	0.00	0.00	0.00%	350.00	0.00	350.00	Due to be available for use from March / April 2021. Charge is per week, per room	

Description of Service		Current 2020 Charge		Proposed Increase / (Decrease)			Proposed 2021 Charge			Rationale for fee change	Comments
111	Grays Court Hostel Service Charge	17.50	0.00	17.50	0.00	0.00	0.00%	17.50	0.00	17.50	Due to be available for use from March / April 2021. Charge is per week, per room.
112	Weighbridge Site (Temporary Accommodation) - 1-bedroom	140.14	0.00	140.14	0.00	0.00	0.00%	140.14	0.00	140.14	Due to be available for use from November 2020. Charges are per week, and subject to review.
113	Weighbridge Site (Temporary Accommodation) - 2-bedroom	176.47	0.00	176.47	0.00	0.00	0.00%	176.47	0.00	176.47	Due to be available for use from November 2020. Charges are per week, and subject to review.
114	Weighbridge Site (Temporary Accommodation) - 3-bedroom	217.98	0.00	217.98	0.00	0.00	0.00%	217.98	0.00	217.98	Due to be available for use from November 2020. Charges are per week, and subject to review.
Education, Youth and Childcare											
Youth Centres Room Hire											
Gascolane											
115	Hall including kitchen and café - weekdays 9 a.m. to 5 p.m. (per hour)	45.00	0.00	45.00	0.00	0.00	0.00%	45.00	0.00	45.00	
116	Hall including kitchen and café - all weekend on weekdays after 5 p.m. (per hour)	60.00	0.00	60.00	0.00	0.00	0.00%	60.00	0.00	60.00	
117	Hall including kitchen and café - bank holidays (per hour)	75.00	0.00	75.00	0.00	0.00	0.00%	75.00	0.00	75.00	
118	Training - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	
119	Training - all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays	30.00	0.00	30.00	0.00	0.00	0.00%	30.00	0.00	30.00	
120	IT Suite - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	
121	IT Suite - all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays	35.00	0.00	35.00	0.00	0.00	0.00%	35.00	0.00	35.00	
Wibe											
122	Atrium including activity - all weekend and weekdays after 5 p.m. (per hour)	50.00	0.00	50.00	0.00	0.00	0.00%	50.00	0.00	50.00	
123	Atrium including activity - Bank Holidays (per hour)	65.00	0.00	65.00	0.00	0.00	0.00%	65.00	0.00	65.00	
124	Studio - weekdays 9 a.m. to 5 p.m. (per hour)	40.00	0.00	40.00	0.00	0.00	0.00%	40.00	0.00	40.00	
125	Studio - all weekend and weekdays after 5 p.m. (per hour)	50.00	0.00	50.00	0.00	0.00	0.00%	50.00	0.00	50.00	
126	Studio - Bank Holidays (per hour)	65.00	0.00	65.00	0.00	0.00	0.00%	65.00	0.00	65.00	
127	Activity - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	20.00	0.00	20.00	0.00	0.00	0.00%	20.00	0.00	20.00	
128	Activity - all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays	35.00	0.00	35.00	0.00	0.00	0.00%	35.00	0.00	35.00	
129	Training - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	20.00	0.00	20.00	0.00	0.00	0.00%	20.00	0.00	20.00	
130	Training - all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays	35.00	0.00	35.00	0.00	0.00	0.00%	35.00	0.00	35.00	
131	Meeting - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	15.00	0.00	15.00	0.00	0.00	0.00%	15.00	0.00	15.00	
132	Meeting - all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	
133	121 - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	10.00	0.00	10.00	0.00	0.00	0.00%	10.00	0.00	10.00	
134	121 - all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays	20.00	0.00	20.00	0.00	0.00	0.00%	20.00	0.00	20.00	
135	IT Suite - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	
136	IT Suite - all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays	35.00	0.00	35.00	0.00	0.00	0.00%	35.00	0.00	35.00	
Sue Bramley											
137	Hall - all weekend and weekdays after 5 p.m. Per Hour	40.00	0.00	40.00	0.00	0.00	0.00%	40.00	0.00	40.00	
138	Hall - Bank Holidays Per Hour	55.00	0.00	55.00	0.00	0.00	0.00%	55.00	0.00	55.00	
Policy & Participation											
Heritage Services - Eastbury Manor House											
139	Eastbury Manor House - Commercial - Standard Room Hire - Weekday per hour	32.50	6.50	39.00	0.52	0.60	1.60%	33.02	6.60	39.60	
140	Eastbury Manor House - Commercial - Standard Room Hire - Mon to Fri (8am to 4pm) 25% discount Bulk Booking for 12 days plus per hour	24.20	4.84	29.00	0.39	0.50	1.61%	24.59	4.92	29.50	
141	Eastbury Manor House - Commercial - Standard Room Hire - Mon to Thurs (4pm to 11pm) per hour	35.00	7.00	42.00	0.56	0.70	1.60%	35.56	7.11	42.70	
142	Eastbury Manor House - Commercial - Standard Room Hire - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) per hour	36.70	7.34	44.00	0.59	0.70	1.61%	37.29	7.46	44.70	
143	Eastbury Manor House - Commercial - Walled Garden Hire - Mon to Fri (8am to 4pm) per hour	32.50	6.50	39.00	0.52	0.60	1.60%	33.02	6.60	39.60	
144	Eastbury Manor House - Commercial - Walled Garden Hire - Mon to Thurs (4pm to 11pm) per hour	34.97	6.99	42.00	0.56	0.60	1.60%	35.53	7.11	42.60	
145	Eastbury Manor House - Commercial - Walled Garden Hire - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) per hour	36.70	7.34	44.00	0.59	0.70	1.61%	37.29	7.46	44.70	
146	Eastbury Manor House - Commercial - Old Hall Hire - Mon to Fri (8am to 4pm) per hour	40.00	8.00	48.00	0.64	0.80	1.60%	40.64	8.13	48.80	
147	Eastbury Manor House - Commercial - Old Hall Hire - Mon to Thurs (4pm to 11pm) per hour	43.30	8.66	52.00	0.69	0.80	1.59%	43.99	8.80	52.80	
148	Eastbury Manor House - Commercial - Old Hall Hire - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) per hour	56.70	11.34	68.00	0.91	1.10	1.60%	57.61	11.52	69.10	
149	Eastbury Manor House - Commercial - East Chamber Hire - Mon to Fri (8am to 4pm) per hour	70.00	14.00	84.00	1.12	1.30	1.60%	71.12	14.22	85.30	
150	Eastbury Manor House - Commercial - East Chamber Hire - Mon to Thurs (4pm to 11pm) per hour	71.70	14.34	86.00	1.15	1.40	1.60%	72.85	14.57	87.40	
151	Eastbury Manor House - Commercial - East Chamber Hire - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) per hour	81.70	16.34	98.00	1.31	1.60	1.60%	83.01	16.60	99.60	
152	Eastbury Manor House - LBBD Internal - Standard Room Hire per hour - Mon to Fri (8am to 4pm) per hour (25% discount)	29.30	0.00	29.30	0.47	0.50	1.60%	29.77	0.00	29.80	
153	Eastbury Manor House - LBBD Internal - Standard Room Hire per hour - Mon to Thurs (4pm to 11pm) per hour (25% discount)	31.50	0.00	31.50	0.50	0.50	1.59%	32.00	0.00	32.00	
154	Eastbury Manor House - LBBD Internal - Old Hall Hire - Mon to Fri (8am to 4pm) per hour (25% discount)	36.00	0.00	36.00	0.58	0.60	1.61%	36.58	0.00	36.60	
155	Eastbury Manor House - LBBD Internal - Old Hall Hire - Mon to Thurs (4pm to 11pm) per hour (25% discount)	39.00	0.00	39.00	0.62	0.60	1.59%	39.62	0.00	39.60	
156	Eastbury Manor House - LBBD Internal - East Chamber Hire - Mon to Fri (8am to 4pm) per hour (25% discount)	63.00	0.00	63.00	1.01	1.00	1.60%	64.01	0.00	64.00	
157	Eastbury Manor House - LBBD Internal - East Chamber Hire - Mon to Thurs (4pm to 11pm) per hour (25% discount)	64.50	0.00	64.50	1.03	1.00	1.60%	65.53	0.00	65.50	
158	Eastbury Manor House - LBBD residents - Civil marriage and partnership ceremony Mon-Fri all year 1-hour ceremony 70 guests	163.33	32.67	196.00	2.61	3.10	1.60%	165.94	33.19	199.10	
159	Eastbury Manor House - Non-residents - Civil marriage and partnership ceremony Mon-Fri all year 1-hour ceremony 70 guests	204.17	40.83	245.00	3.27	3.90	1.60%	207.44	41.49	248.90	
160	Eastbury Manor House - LBBD residents - Civil marriage and partnership ceremony - Weekend All Year (1-hour ceremony) 70 guests	195.83	39.17	235.00	3.13	3.80	1.60%	198.96	39.79	238.80	
161	Eastbury Manor House - Non-residents - Civil marriage and partnership ceremony - Weekend All Year 1-hour ceremony 70 guests	245.00	49.00	294.00	3.92	4.70	1.60%	248.92	49.78	298.70	
162	Eastbury Manor House - LBBD residents - Civil marriage ceremony or civil partnership ceremony Mon-Thurs Fri 4pm to 10pm All Year (1-hour ceremony) 100 guests	241.70	48.34	290.00	3.87	4.70	1.60%	245.57	49.11	294.70	
163	Eastbury Manor House - LBBD residents - Civil marriage ceremony and civil partnership ceremony Friday 9am to 3pm All Year (1-hour ceremony) 100 guests	66.67	13.33	80.00	1.07	1.30	1.60%	67.74	13.55	81.30	
164	Eastbury Manor House - Non-residents - Civil marriage and partnership ceremony Mon-Fri all year 1-hour ceremony 100 guests	291.65	58.33	350.00	4.67	5.60	1.60%	296.32	59.26	355.60	
165	Eastbury Manor House - LBBD residents - Civil marriage and partnership ceremony - Weekend All Year (1-hour ceremony) 100 guests	283.35	56.67	340.00	4.53	5.50	1.60%	287.88	57.58	345.50	
166	Eastbury Manor House - Non-residents - Civil marriage and partnership ceremony - Weekend All Year 1-hour ceremony 100 guests	341.63	68.33	410.00	5.47	6.50	1.60%	347.10	69.42	416.50	
167	Eastbury Manor House - Wedding Reception package - The Sir Thomas Vyner - drinks reception (x70 guests), wedding breakfast (sit-down dinner by external caterer x70 guests), evening buffet (x100 guests)	TBC						TBC		0.00	
168	Eastbury Manor House - Wedding Reception package - The Lady Margaret Allington - drinks reception (x40 guests), wedding breakfast (sit-down dinner by external caterer x40 guests), evening buffet (x70 guests)	TBC						TBC		0.00	
169	Eastbury Manor House - Wedding Reception package - The Maria Perez - drinks reception (x70 guests), wedding breakfast (sharing platters for x70 guests), evening cold buffet (x100 guests)	TBC						TBC		0.00	
170	Eastbury Manor House - Wedding Reception package - The Anne Argill - drinks reception (x40 guests), wedding breakfast (sharing platters for x40 guests), evening cold buffet (x70 guests)	TBC						TBC		0.00	
171	Eastbury Manor House - Wedding Reception package - The Rebecca Neuman - drinks reception with canapes (x70 guests)	TBC						TBC		0.00	
172	Eastbury Manor House - Wedding Reception package - The Eliza Whitbread - drinks reception with canapes (x100 guests)	TBC						TBC		0.00	
173	Eastbury Manor House - Wedding Reception package - The Adeline Steward - drinks reception (x100 guests)	TBC						TBC		0.00	
174	Eastbury Manor House - Wedding Reception package - The Clement Sisley - drinks reception (x70 guests)	TBC						TBC		0.00	
175	Eastbury Manor House - Wedding Reception package - The Frederick Whitbread - drinks reception (x40 guests)	TBC						TBC		0.00	
176	Eastbury Manor House - Civil Marriage Ceremony or Civil Partnership Ceremony PROMOTIONAL RATE 25% discount from agreed prices	TBC						TBC		0.00	
177	Tudor feast package (min. 15 people) per person	58.30	11.66	70.00	0.93	1.10	1.60%	59.23	11.85	71.10	
178	Eastbury Manor House - Community/Charity - Standard Room Hire - Mon (2-5pm), Wed (7-9:30pm) and Thurs (7pm to 9:30pm) - 50% discount - per hour	16.25	3.25	19.50	0.26	0.30	1.60%	16.51	3.30	19.80	
179	Eastbury Manor House - Community/Charity - Standard Room Hire - Tues to Fri (8am to 4pm) - 25% discount - per hour	24.42	4.88	29.30	0.39	0.50	1.60%	24.81	4.96	29.80	

Appendix B - Fees and charges to be deleted from the 2021/22 schedule

Description of Service	Current 2020/21 Charge Exclusive of VAT £	Reason for Deletion of Charge
813 - Trade Refuse Collection - Refuse Sacks	5.50	New improved and cost effective service introduced
819 - Trade Refuse Collection – 240L Bin Per Collection	10.00	New improved and cost effective service introduced
820 - 240L Bin Per Collection - Recycle	10.00	New improved and cost effective service introduced
677 - Ripple Rd (Square) - price per foot including licence fee	4.90	New Improved fees method introduced
681 Casuals (On top of charge) - price per foot including licence fee	7.00	New Improved fees method introduced
682- Ripple Rd (Square) - price per foot including licence fee	5.10	New Improved fees method introduced
686-Casuals (On top of charge) - price per foot including licence fee	7.00	New Improved fees method introduced
671 - 1 to 2 metres extended in front of shop - priced for 1 x unit	290.00	New Improved fees method introduced
666- 1 to 2 metres extended in front of shop for additional units (per unit)	50.00	New Improved fees method introduced
667- Up to 1 metre extended in front of shop - priced for 1 x unit	230.00	New Improved fees method introduced
668- Up to 1 metre extended in front of shop for additional units (per unit)	50.00	New Improved fees method introduced
589 - Domestic carer permit - Year	125.00	New Improved fees method introduced
590 - Domestic carer permit - 6 months	83.50	New Improved fees method introduced
591 - Commercial carer permit Yearly - Maximum 4 hours per parking session(park anywhere in the Borough	280.00	New Improved fees method introduced
606 - Staff Permits – Half a day -4.5 Hours	1.33	New Improved fees method introduced
607 - Teachers Permit	336.00	New Improved fees method introduced
601 - Staff Permits - Priority (Monthly)	39.65	New Improved fees method introduced
602 - Staff Permits - Priority (Annual)	475.83	New Improved fees method introduced
603 - Red / Police Permit (Monthly)	51.94	New Improved fees method introduced
604 - Red / Police Permit (Annual)	623.33	New Improved fees method introduced
791 - Parks - Cricket pitch only - Adults	321.05	No longer required. Tables not available for individual hire
792 - Parks - Cricket pitch only - Junior	160.99	No longer required. Tables not available for individual hire
Associate Permits: Off Street		
662 - 4 months	132.50	New Improved fees method introduced
663 - 6 months	191.25	New Improved fees method introduced
664 - 12 months	350.00	New Improved fees method introduced
665- Essential work permit On Street (12 months)	375.00	New Improved fees method introduced

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CABINET

17 November 2020

Title: Treasury Management 2020/21 Mid-Year Review	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: David Dickinson, Investment Fund Manager	Contact Details: Tel: 020 8227 2722 E-mail: david.dickinson@lbbd.gov.uk
Accountable Director: Philip Gregory, Finance Director (S151 Officer)	
Accountable Strategic Leadership Director: Claire Symonds, Acting Chief Executive	
<p>Summary</p> <p>Regulation changes have placed greater onus on elected Members in respect of the review and scrutiny of treasury management policy and activities. This mid-year review report provides details of the mid-year position for treasury activities and highlights compliance with the Council's policies previously approved by the Assembly on 17 February 2020 as part of the Treasury Management Strategy Statement for 2020/21.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to recommend the Assembly to note:</p> <ul style="list-style-type: none"> (i) The Treasury Management Strategy Statement Mid-Year Review 2020/21; (ii) That the value of the treasury investments as at 30 September 2020 totalled £241.1m; (iii) That the treasury investment strategy outperformed its peer group, with a return of 1.50% against an average of 0.48% for London Local Authorities and 0.34% for the total comparable population of 211 Local Authorities; (iv) That the value of the commercial and residential loans lent by the Council as at 31 March 2020 totalled £171.0m; (v) That the value of long term borrowing as at 30 September 2020 totalled £945.8m, of which £275.9m related to the Housing Revenue Account and £669.9m to the General Fund; (vi) That the value of short term borrowing as at 30 September 2020 totalled £99.5m; (vii) That interest would be capitalised on long term developments of over £10m, effective from 1 April 2019; and 	

(viii) That in the first half of the 2020/21 financial year, the Council complied with all 2020/21 treasury management indicators.

Reason(s)

To accord with the requirements of the Local Government Act 2003.

1. Introduction and Background

- 1.1 The Council operates a balanced budget whereby cash raised during the year meets the Council's cash expenditure needs. Part of the treasury management operations is to ensure this cash flow is adequately planned, with surplus monies invested with counterparties of an appropriate level of risk, providing adequate liquidity before considering maximising investment return.
- 1.2 A second main function of treasury management is the funding of the Council's capital programme. These capital plans provide a guide to the Council's borrowing need, which is essentially the use of longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash may involve arranging loans, using cash flow surpluses, or restructuring debt to meet Council risk or cost objectives.
- 1.3 A third main function of treasury management is the funding and treasury advice that is required for the Council's Investment and Acquisitions Strategy (IAS).
- 1.4 In accordance with the Chartered Institute of Public Finance Accountancy's (CIPFA) Code of Practice for Treasury Management, there should be a review of that strategy at least half yearly. The principal requirements of the Code include:
- 1) Maintain a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management.
 - 2) Maintain a Treasury Management Practices which set out the how the Council will seek to achieve those policies and objectives.
 - 3) Receipt by full Council of a Treasury Management Strategy Statement, (TMSS) including the Annual Investment Strategy and Minimum Revenue Provision (MRP) Policy for the year ahead; a Mid-Year Review Report (this report); and an Annual Report covering activities during the previous year.
 - 4) Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
 - 5) Delegation by the Council to a specific named body, for this Council this is Cabinet, to scrutinise the treasury management strategy and policies.
- 1.5 This mid-year report has been prepared in compliance with CIPFA's Code of practice on Treasury Management, and covers the following:
- 1) Introduction and Background;
 - 2) Economic Update and Interest Rate Forecast;
 - 3) Council's Cash, Interest Budget and Debt Position as at 30 September 2020;
 - 4) Investment Portfolio as at 30 September 2020;
 - 5) Investment Strategy Performance and Benchmarking;
 - 6) Loans and IAS Income Forecast as at 30 September 2020;

- 7) Accounting Policy change to interest costs; and
- 8) The Council's Capital Position (Prudential Indicators).

2. Economic Update and Interest Rate Forecast

- 2.1 The Bank of England's Monetary Policy Committee kept Bank Rate unchanged on 6th August. It also kept unchanged the level of quantitative easing at £745bn. Its forecasts were optimistic in terms of three areas:
 - ❖ Fall in GDP in the first half of 2020 was revised from -28% to -23% (subsequently revised to -21.8%).
 - ❖ Peak unemployment rate revised down from 9% in Q2 to 7½% by Q4 2020.
 - ❖ It forecast that there would be excess demand in the economy by Q3 2022 causing CPI inflation to rise above the 2% target in Q3 2022.
- 2.2 It also squashed any idea of using negative interest rates, at least in the next six months or so. It suggested that while negative rates can work in some circumstances, it would be "less effective as a tool to stimulate the economy" at this time when banks are worried about future loan losses. It also has "other instruments available", including QE and the use of forward guidance.
- 2.3 The MPC expected the £300bn of quantitative easing purchases announced between its March and June meetings to continue until the "turn of the year". This implies that the pace of purchases will slow further to about £4bn a week, down from £14bn a week at the height of the crisis and £7bn more recently.
- 2.4 Overall, the pace of recovery is not expected to be in the form of a rapid V shape, but a more elongated and prolonged one after a sharp recovery in June through to August which left the economy 11.7% smaller than in February. The last three months of 2020 are now likely to show no growth as consumers will probably remain cautious in spending and uncertainty over the outcome of the UK/EU trade negotiations concluding at the end of the year will also be a headwind. If the Bank felt it did need to provide further support to recovery, then it is likely that the tool of choice would be more QE.
- 2.5 There will be some painful longer-term adjustments as e.g. office space and travel by planes, trains and buses may not recover to their previous level of use for several years, or possibly ever. There is also likely to be a reversal of globalisation as this crisis has shown up how vulnerable long-distance supply chains are. On the other hand, digital services is an area that has already seen huge growth.
- 2.6 One key addition to the Bank's forward guidance was a new phrase in the policy statement, namely that "it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and achieving the 2% target sustainably". That seems designed to say, in effect, that even if inflation rises to 2% in a couple of years' time, do not expect any action from the MPC to raise Bank Rate – until they can clearly see that level of inflation is going to be persistently above target if it takes no action to raise Bank Rate
- 2.7 **Interest Rate Forecast.** The Council's treasury advisor, Link Group, provided the

following forecasts on 11th August 2020 (PWLB rates are certainty rates):

Link Group Interest Rate View 11.8.20										
	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month average earnings	0.05	0.05	0.05	0.05	0.05	-	-	-	-	-
6 month average earnings	0.10	0.10	0.10	0.10	0.10	-	-	-	-	-
12 month average earnings	0.15	0.15	0.15	0.15	0.15	-	-	-	-	-
5yr PWLB Rate	1.90	2.00	2.00	2.00	2.00	2.00	2.10	2.10	2.10	2.10
10yr PWLB Rate	2.10	2.10	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.30
25yr PWLB Rate	2.50	2.50	2.50	2.60	2.60	2.60	2.70	2.70	2.70	2.70
50yr PWLB Rate	2.30	2.30	2.30	2.40	2.40	2.40	2.50	2.50	2.50	2.50

The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at subsequent meetings, although forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no increase in Bank Rate is expected within the forecast horizon ending on 31st March 2023.

2.8 PWLB Rates

HM Treasury imposed two changes of margins over gilt yields for PWLB rates in 2019/20 without any prior warning. The first on 9 October 2019, adding an additional 1% margin over gilts to all PWLB period rates. That increase was partially reversed for some forms of borrowing on 11 March 2020, but not for mainstream General Fund capital schemes. A consultation with local authorities on amending these margins was completed on 31 July 2020, with the Council providing a response. It is clear HM Treasury will no longer allow local authorities to borrow money from the PWLB to purchase commercial property if the aim is solely to generate an income stream.

The current margins over gilt yields for PWLB rates are:

- **PWLB Certainty Rate** is gilt plus 180 basis points (G+180bps)
- **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
- **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

It is possible that the non-HRA Certainty Rate will be subject to revision downwards after the conclusion of the PWLB consultation; however, the timing of such a change is currently an unknown, although likely to be within the current financial year.

There is likely to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. Inflation is also likely to be very low during this period and could even turn negative in some major western economies during 2020/21.

3. Council's Cash Position as at 30 September 2020

- 3.1 Table 1 details the Council's mid-year treasury position. Overall, the Council's borrowing has decreased since 31 March 2020 as short-term borrowing requirements reduced and approximately £9m of long-term debt was repaid to the PWLB. The average cost of GF debt is 1.98% for a total of £669.9m of borrowing. A transfer of debt from the GF to the HRA of £24.3m to fund the street purchases is still to be actioned but will be confirmed prior to year end.

Treasury investments have reduced from £347.0m as at 31 March 2020 to £241.1m as at 30 September 2020, with the average rate increasing from 1.34% to 1.50%. The average rate is as per the forecast. Commercial Loans to subsidiaries and to Reside total £171.0m at an average rate of 3.35%.

Table 1: Council's Treasury Position at 30 September 2020

	Principal Outstanding £000s	Rate of Return	Average Life (yrs)
HRA Fixed Rate Borrowing			
PWLB	265,912	3.50%	35.31
Market Loans	10,000	3.98%	57.7
Total HRA Debt	275,912	3.51%	37.12
General Fund Fixed Rate Borrowing			
PWLB	454,216	2.16%	25.3
Market Loans	116,166	2.75%	29.18
Short Term Borrowing	99,500	0.27%	0.25
Total General Fund Debt	669,882	1.98%	22.25
Short-Term Investments	(7,811)	0.06%	-
Financial Institutions	(25,000)	1.40%	0.78
Local Authorities	(208,250)	1.57%	1.06
Total Investment Income	(241,061)	1.50%	0.93
Commercial and Reside Loans	(171,020)		

- 3.2 Overall the Council has reduced the level of cash it holds as reinvestment rates are currently very low and as the Council already had an elevated level of cash at the start of the financial year. Borrowing has also reduced as expenditure on capital was lower than expected for the first half of the financial year and due to receipt of education funding for prior year capital spend. Treasury are also waiting for the outcome of the PWLB consultation before making any significant long-term borrowing decisions.
- 3.3 A loan and equity investment of £46.5m was made in 2020/21 to enable the purchase of the Muller Site in Chadwell Heath and a further payment of £6m payment was made for Welbeck.
- 3.4 Historically the Council has not capitalised interest costs on borrowing and these costs have been charged to the revenue accounts. The Council will adopt an

accounting policy of capitalising interest for 2019/20 onwards. The impact of this on the Council is outlined in section 10.

4. Interest and IAS Position as at 30 September 2020

4.1 The funding of the IAS will require a significant amount of borrowing. Pressure on the net interest budget could be from:

- a delay in developments becoming operational, delaying interest receivable;
- an increase in borrowing requiring more interest payable than forecast; and
- a drop in treasury returns through lower returns or lower investible cash.

4.2 Table 2 below provides the latest interest receivable and payable budgets forecast and the IAS return forecast for the Council. The current net interest forecast is for a large underspend of £1.572m, predominantly due to higher than forecast income of £2.436m from treasury investments and loans. There is an overspend in interest payable of £0.864m as a result of the full year effect of treasury borrowing more towards the end of 2019/20 year.

Table 2: General Fund (GF) Interest Budget Forecast 2020/21

Interest Forecast	2020/21	IAS Forecast	2020/21
	Forecast		Forecast
	£'000s		£'000s
GF Interest Payable Budget	12,867		
GF Interest Payable Forecast	13,731	IAS Target	(5,725)
Surplus / (Deficit)	(864)		
		Commercial Income	(2,275)
GF Interest Receivable Budget	(6,503)	Reside	(1,605)
GF Interest Receivable Forecast	(8,939)	Other Income	(311)
Surplus / (Deficit)	2,436	Total IAS Income	(4,191)
Net Surplus / (Deficit)	1,572	Surplus / (Deficit)	(1,534)
Combined Surplus / (Deficit)	38		

4.3 The IAS is forecasting a shortfall of £1.534m, due to a delay in a number of schemes, an increase in Reside costs and a provision for losses on income. A number of loans from the Council to Reside are included as interest receivable and as a result the interest and IAS forecast are combined to produce an overall net position, which is forecast to be a surplus to the Council of £38k against budget.

4.4 The IAS has received significant income contributions from rental received from land assembly purchases on Thames Road and from commercial loans made for the purchase of Muller and for LEUK. Although this is short-term income received during land assembly, this income has provided additional support to the IAS and allows for the costs of borrowing to be covered for part of the development.

4.5 Only Becontree Heath was completed and operational during the first six months of the financial year, with Weighbridge due to be operational in October 2020. Progress has been made on the Film Studio development and on Welbeck Wharf and these should provide additional support to the IAS and interest budgets.

4.6 Overall the treasury and IAS strategy are forecast to provide a combined income of £13.130m against a total general fund forecast borrowing cost of £13.731m.

5. Debt Position as at 30 September 2020

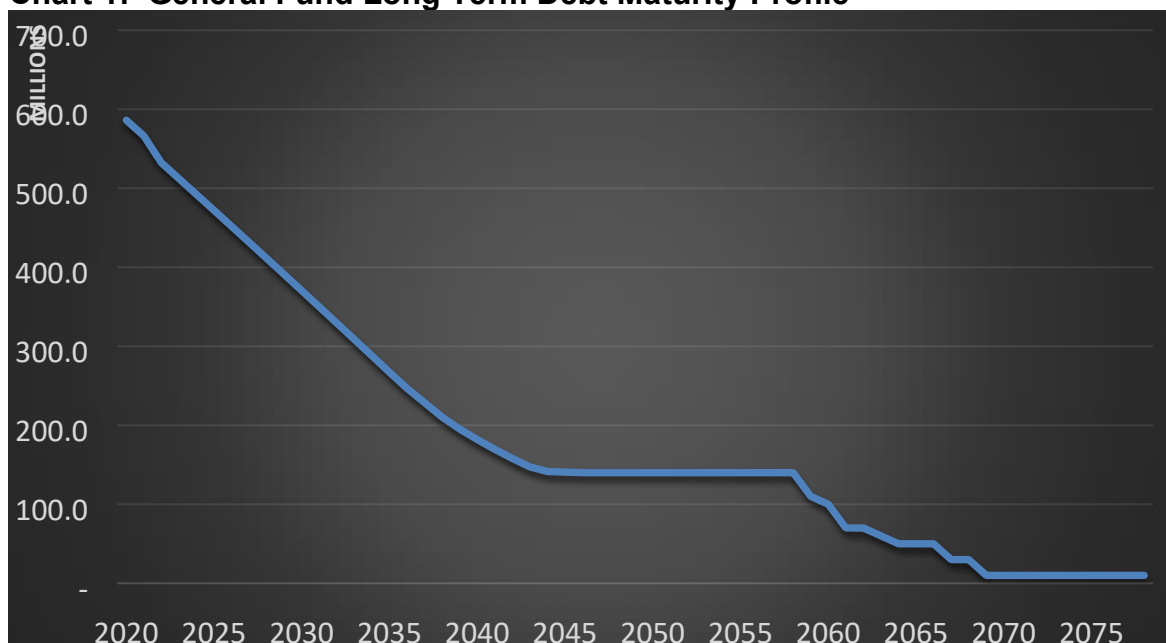
5.1 The total GF borrowing was £669.9m, with £275.9m of HRA borrowing (prior to a transfer of debt from the GF to the HRA of £24.3m to fund the street purchases). The total borrowing as at 30 September 2020 was £945.8m. Ensuring low cost of carry and debt repayment is at the forefront of any borrowing decisions.

5.2 Although the size of the Council's overall borrowing is significant, Members are asked to note that the majority of debt includes a repayment profile and that the repayment is linked to income streams that are sufficient to cover the interest costs and debt repayment.

As an example, the EIB borrowing of £89m is an annuity repayment (AP), which means that over the 30-year duration of the loan, a proportion of the loan will be repaid each year. Currently the balance owed on the EIB loan is £79.4m, with all repayment made from returns from the investment strategy, including Abbey Road and Weavers. In addition, £344.0m of the long-term PWLB borrowing is Equal Instalment Payments (EIP) or AP, which involves the repayment of a portion of the debt each year for the duration of the loan. As a result, the Council has a loan repayment profile that is similar to its forecast property debt repayment schedule.

5.3 The Council's current GF long term borrowing repayment schedule is outlined in Chart 1 below:

Chart 1: General Fund Long Term Debt Maturity Profile



5.4 Debt Repayment and Rescheduling

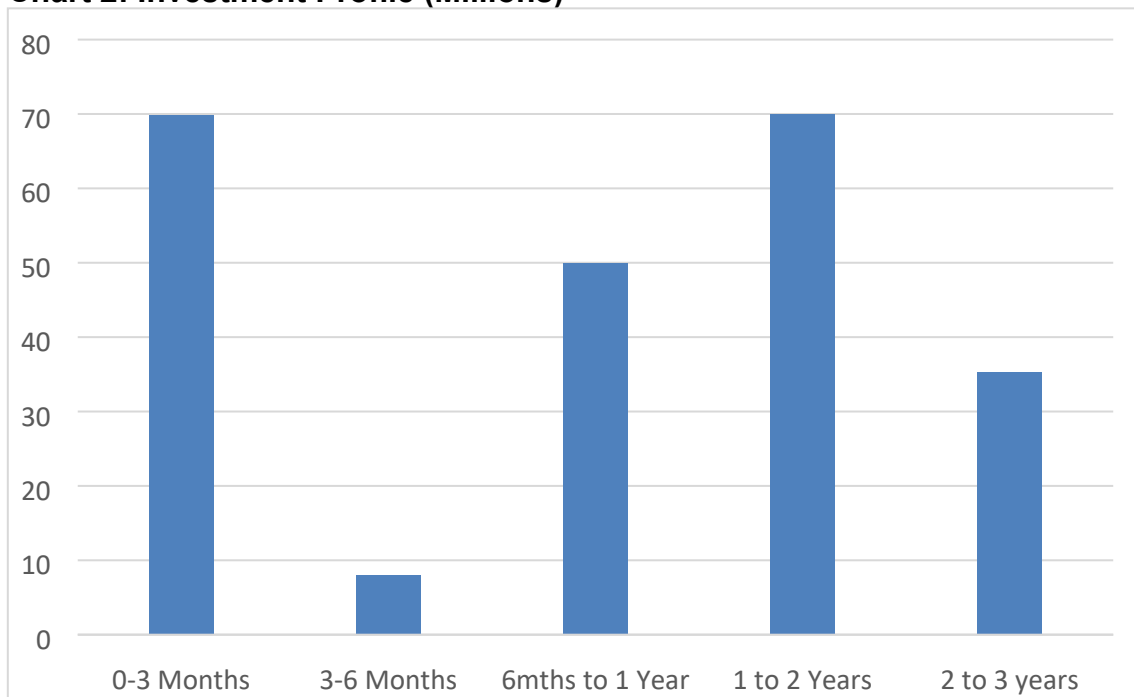
For the first half of the financial year, the treasury section has repaid approximately £9m of long-term borrowing through equal instalment repayments. In addition, short-term borrowing reduced from £126.1m as at 31 March 2020 to £99.5m as at 30 September 2020.

Debt rescheduling opportunities are limited in the current economic climate and no debt rescheduling was undertaken during the first six months of the financial year.

6. Treasury and Loan Portfolio at 30 September 2020

- 6.1 It is the Council's priority to ensure security of capital and liquidity before obtaining an appropriate level of return which is consistent with the Council's risk appetite. In the current economic climate, the Council's risk appetite remains relatively low, with the treasury section looking to take advantage of the fluctuations in rates offered by Local Authorities and Financial Institutions to lock in favourable rates without the need to take on significant additional risk.
- 6.2 As at 30 September 2020 the Council held £241.1m in cash, with £208.3m invested with Local Authorities and £25.0m held in deposits with banks. The Council also held a short-term position of £7.8m to cover liquidity risk but also for the purchase of Heathway Mall, Dagenham, which was completed on 1 October 2020.
- 6.3 The Council's investment maturity profile in Chart 2 below shows that, as at 30 September 2020, 30.0% of the Council's investments had a maturity of 3 months or less, with 54.9% having a maturity of one year or less. Spreading out the maturity of longer dated investments allows the Council to take advantage of improved rates of return while ensuring sufficient liquidity.

Chart 2: Investment Profile (Millions)



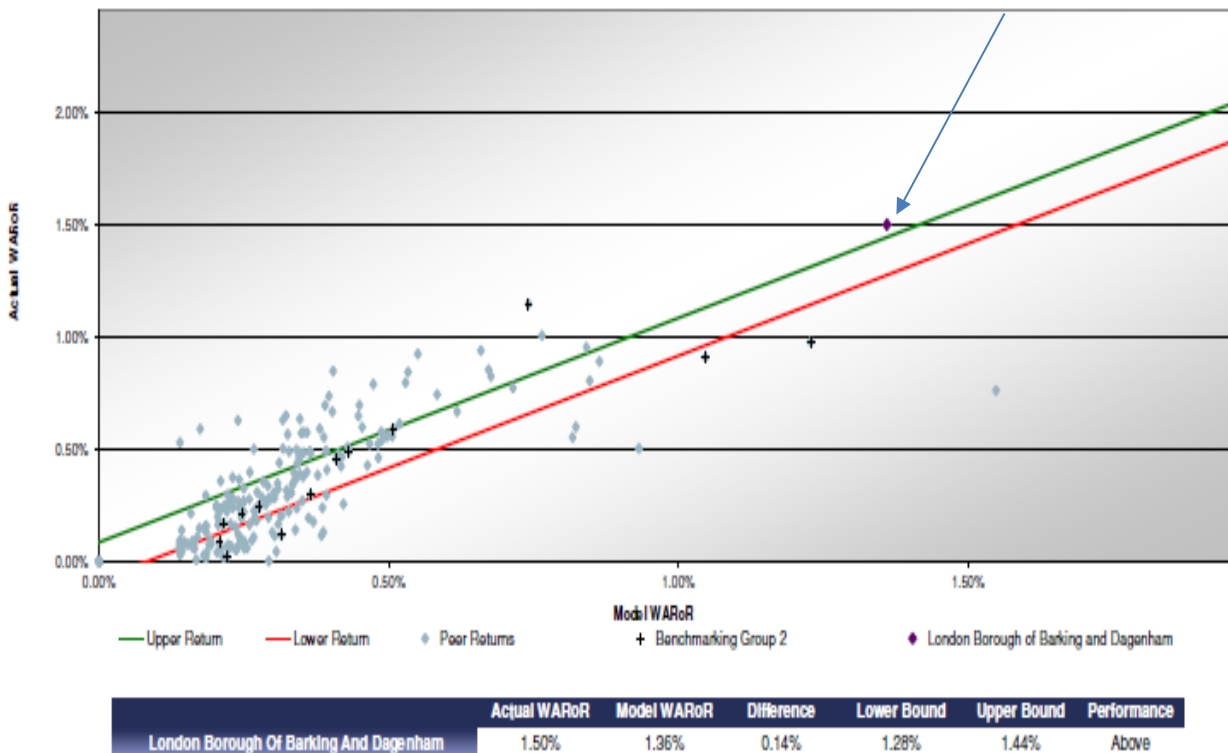
- 6.4 Due to the economic uncertainty caused by Covid-19, treasury has sought to reduce the Council's exposure to banks and has reduced its investments in banks from £85m as at 31 March 2020 to £25m as at 30 September 2020, with any significant bank exposure limited to Lloyds Banking Group.
- 6.5 The Council has maintained an elevated cash position for a number of years, but it is likely that this will reduce significantly over the next two years as treasury

investments mature and are invested in the Council's IAS. This will reduce the treasury investments but see a large increase in the loans and investments held by the Council, with the majority of loans and investments backed by assets.

7. Treasury Investment Strategy Performance and Benchmarking

- 7.1 Although yields have reduced to historically low levels over the first half of the financial year, several opportunistic investments have resulted in a stable average rate of return of **1.51%** for the first six months of the year. The rate as at 30 September 2020 is **1.50%** and will likely increase for the remainder of the year.
- 7.2 The Council currently has a significant cash balance of £241.1m. As investment returns are very low, this cash position will be reduced over the remaining part of the year to under £200m. The reduced balance will see an increase in the average interest rate as investments maturing in 2020/21 are, on average, providing a lower return than some of the longer dated investments. The reduction in the Council's cash position will continue into 2021/22 as the Council continues to invest in its IAS.
- 7.3 The treasury investment strategy, which excludes property investments, loans to subsidiaries and the pension prepayment, continues to outperform its peer group, with a return of 1.50% against an average of 0.48% for London LAs and 0.34% for the total comparable population of 211 LAs. This is highlighted in chart 3 below, where the Council outperforms the other LAs and is above the upper bandings based on the duration taken. Based on a £241.1m balance, the Council earns £3.62m compared to £1.16m for London LAs and £0.82m for all LAs in the universe.

Chart 3: Population Returns against Model Returns (at 30 September 2020)



7.4 The main drivers behind this strategy is to minimise the cost of borrowing and risks and also to match the funding of the IAS, which requires more cash in 2020/21 and onwards, when a large part of the construction payments will be made. The strategy has a significantly lower credit risk of 1.31 against a London LA average of 2.27 and 2.64 for 211 LAs in the universe, which means the Council is getting a higher return while also having a much lower credit risk exposure.

8. Commercial and Reside Loans

8.1 In addition to its treasury investments, the Council has several loans to its subsidiary companies, residential property loans to Reside and a prepayment to the pension fund. These loans all have an agreed loan and a commercial interest repayment schedule agreed. As at 31 March 2020 the Council's commercial loans and loans to Reside totalled £171.0m and are summarised in table 4 below:

Table 4: Commercial and Reside Loans at 31 March 2020

Reside Company	Loan Type	Value £000s
Dagenham & Redbridge FC	Commercial Loan	98.50
BARKING RIVERSIDE LTD	Commercial Loan	5,500.00
BD ENERGY LTD	Commercial Loan	296.70
BD ENERGY LTD	Commercial Loan	2,544.70
BD Muller Developments	Commercial Loan	23,153.70
BD Muller Developments	Equity	23,349.00
BD TRADING PARTNERSHIP LEUK	Commercial Loan	23,314.50
BE-FIRST LTD	Commercial Loan	4,439.30
Gascoigne Primary School	Commercial Loan	71.40
Grafton Primary School	Commercial Loan	68.50
Southwood Primary	Commercial Loan	50.50
TPFL Regeneration Ltd	Commercial Loan	19.80
VALENCE PRIMARY SCHOOL	Commercial Loan	84.00
LBBD Pension Fund	Pension Fund Prepayment	42,100.00
Reside Abbey Roding LLP	Reside Loan	67.40
Reside Ltd	Reside Loan	288.60
Reside Regeneration LLP	Reside Loan	170.00
Reside Regeneration LLP	Reside Loan	6,439.50
Reside Regeneration Ltd	Reside Loan	65.90
Reside Weavers LLP	Reside Loan	34,473.90
Reside Weavers LLP	Reside Loan	93.30
Reside Weavers LLP	Reside Loan	2,200.70
Reside Weavers LLP	Reside Loan	1,423.00
B&D Reside Roding ltd	Reside Loan	706.80
Total		171,019.70

8.2 The majority of the loans outlined above are secured against an asset. Where the loan is unsecured the company is closely monitored to ensure that it remains viable.

8.3 Loans against residential properties (Reside Loans) are very long term, with the loan duration of up to 55 years (to match the asset life of the asset it is secured against). A repayment schedule, based on an annuity repayment, is in place for each loan.

- 8.4 Commercial loans durations vary, with some loans to schools maturing in 15 years but most of the loans have a maximum duration of 5 years. Each loan has a state aid compliant interest rate and have been agreed at Cabinet.
- 8.5 The Pension Fund amount is a prepayment of pension contributions totalling £40m and also includes a short-term loan. The prepayment provides the pension fund with cash, which it uses to fund investments in infrastructure but also provides a return to the Council from making the payment early. Each month a portion of the loan is repaid and the actual contribution for the month is paid by the Council to ensure that the correct contribution rate is paid to the pension fund.

9. IAS Income Forecast

- 9.1 The current forecast for the IAS net income is for an underperformance of £1.534m as outlined in table 5 below. The underperformance is predominantly from an increase in the target return (£4.333m in 2019/20 to £5.725m in 2020/21) and delays in new schemes becoming operational. Income from land assembly purchases has provided over half of the forecast return.

Table 5: IAS Income Forecast as at 30 September 2020

IAS 2020/21 Net Income	2019/20	2020/21
Budget	£000s	£000s
Original MTFS Savings Target	3,733	5,125
Add £600k Saving for Abbey MRP	600	600
Total Target	4,333	5,725
Total Reside Schemes	1,882	1,605
Commercial property and Loans	1,377	2,586
Total Commercial	3,259	4,191
Surplus / (Deficit)	(1,074)	(1,534)

- 9.2 Although the forecast for 2020/21 is an underachievement against the IAS budget, it is forecast that the outperformance in the net interest return will be sufficient to allow the overall strategy to provide a small surplus above the strategy's target return. Given the significant increase in return target for 2020/21 and the very challenging economic environment resulting from Covid-19, an overall surplus against a challenging target is a good outcome for 2020/21.
- 9.3 Although the overall treasury and investment strategy is forecast to provide a small surplus to the Council, there are still pressures from the impact of Covid-19 that may mean that a surplus is not possible in 2020/21. The current forecast does include a provision for losses both from residential rental income and commercial income. Reside are providing regular updates on rental income and forecast are being adjusted accordingly. Be First and the Council's Commercial team are liaising with the various commercial tenants to ensure that any income pressures are identified and addressed.
- 9.4 If there is a deficit in overall treasury and IAS income then a reserve has been established from the prior year's outperformance which will allow this underperformance to be covered.

9.5 Work continues between the Council, Be First and Reside to improve the time it takes to deliver residential and commercial schemes and to ensure that operational schemes are management efficiently and effectively. Be First continues to seek other regeneration and investment options and there is the potential for these to improve the return during 2020/21.

10. Accounting Policy Change to Interest Costs

10.1 The Council uses a mix of short-term and long term borrowing to fund the capital costs for the various IAS schemes. To fund this borrowing the Council has allocated an interest budget for the IAS borrowing. The interest budget includes both interests received, and interest expensed.

10.2 The Council, from 1 April 2019, will capitalise interest costs against qualifying assets. A qualifying asset is an asset that takes in excess of two years to get ready for intended use and is where the forecast expenditure is in excess of £10m. Qualifying assets are therefore the majority of the IAS schemes.

10.3 Capitalisation of interest will start from when the asset has been agreed at Gateway 2, which is the point at which the development is initially agreed and will be on all qualifying expenditure. Where land has been purchased as part of land assembly the capitalisation of interest will be from the later date of the either the completion date of the purchase or the date of this accounting policy.

10.4 Interest will be capitalised on a quarterly basis and will be based on the weighted average of the borrowing costs that are outstanding during the period. Cessation of capitalisation will occur when substantially all the activities necessary to prepare the qualifying asset for its intended use are complete.

10.5 Capitalising borrowing costs moves from charging the interest costs each year to the Income and Expenditure (I&E) to adding the borrowing costs to the cost to build an asset. The costs are then spread over the asset life. Therefore, any capitalised borrowing costs will have a neutral impact on the I&E, the capitalisation of the borrowing costs would increase the asset value on the balance sheet and therefore increase the Council's CFR. It would be expensed to revenue through the Authority's MRP policy.

10.6 An estimate of the amounts to be capitalised has been completed for the period 2019/20 to 2023/24 and is summarised below:

Year	Capitalised Interest
	£000s
2019/20	1,500
2020/21	3,000
2021/22	5,000
2022/23	1,500
2023/24	1,000
	12,000

10.7 As part of the Treasury outturn report, an outturn figure for the amount of interest that was capitalised for the year, will be provided to Members.

11. The Council's Capital Position (Prudential Indicators)

11.1 Prudential Indicator for Capital Expenditure

Table 6 shows the changes to the original capital expenditure budgets. Table 6 also highlights the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure.

The borrowing need increases the underlying indebtedness of the Council by way of the CFR, although this will be reduced by MRP. This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

Table 6: Revised Estimate to Capital Programme as at 30 September 2020

Capital Expenditure	2019/20 actual £000s	2020/21 Initial Budget £000s	2020/21 September Forecast £000s
General Fund			
Adults Care & Support	1,989	2,241	1,790
Community Solutions	23	-	187
Core	1,108	3,492	4,316
Culture, Heritage & Recreation	1,276	10,015	8,820
Education, Youth & Childcare	37,417	42,958	17,993
Enforcement	804	2,908	1,116
My Place	5,207	3,625	4,284
Public Realm	6,104	3,179	3,391
CIL/S106/TFL/other	2,227	4,322	2,775
Transformation	4,248	6,495	2,777
Financed by:			
Capital Grants	(42,060)	(41,954)	(27,361)
CIL/S106	(675)	(4,322)	(2,775)
Revenue Contributions	-	(340)	-
Capital Receipts	(3,625)	(6,495)	(2,777)
Total Net Borrowing Requirement	14,043	26,124	14,536
Housing Revenue Account (HRA)			
HRA	41,136	48,958	30,894
Financed by:			
HRA Contributions	(29,165)	(32,236)	(32,236)
RTB Receipts		(750)	(750)
Total Net Borrowing Requirement	11,971	15,972	(2,092)
IAS			
Residential	90,515	227,743	179,030
Commercial	28,638	25,305	12,711
Financed by:			
Grants	(9,818)	(21,395)	(26,684)
RTB Receipts		(5,887)	(5,887)
Capital Receipts			
Total Net Borrowing Requirement	109,335	225,766	159,170
Net financing need for the year	135,349	267,862	171,615

11.2 Prudential Indicator – CFR

Table 7 shows that the Council’s revised CFR will not exceed the Operational boundary. The S151 reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

The Authorised Limit represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Overall table 6 and 7 show the forecast capital spend is lower than originally forecast, predominantly due to delays caused by Covid-19. Expenditure is still significant in the IAS but there are delays in completing some of the schemes. Right to Buy grant is backloaded as it is only utilised when the scheme is complete, and this will reduce the overall borrowing requirement in subsequent years.

Both the operational boundary and the authorised limit are not forecast to be exceeded in 2020/21 and the borrowing forecast may reduce as a result of capital receipts from the sale of the film studio land.

Table 7: Revised Capital Financing Requirement as at 30 September 2020

Capital Expenditure	2019/20	2020/21	2020/21
	Actual	Estimate	September Forecast
	£000s	£000s	£000s
Capital Financing Requirement			
Opening CFR - General Fund	464,028	555,384	555,384
Net financing need for the year	123,378	251,890	173,706
Movements between HRA and GF	(24,291)		
Investment Debt Repayment (MRP)			
Other MRP & Financing	(7,731)	(10,202)	(7,881)
Total General Fund CFR	555,384	797,072	721,209
CFR - Housing	278,472	314,734	314,734
Net financing need for the year	11,971	15,972	(2,092)
Movements between HRA and GF	24,291	-	-
Total HRA CFR	314,734	330,706	312,642
Total CFR	870,118	1,127,778	1,033,852
Movement in CFR	127,618	257,660	163,734
Operational Boundary	1,052,000	1,250,000	1,250,000
Authorised Limit	1,152,000	1,350,000	1,350,000

11.3 Treasury Indicators: Limits to Borrowing Activity

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive, they will impair the opportunities to reduce costs / improve performance. The indicators are:

- i. Upper limits on variable interest rate exposure: identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- ii. Upper limits on fixed interest rate exposure: is similar to the previous indicator and covers a maximum limit on fixed interest rates; and
- iii. Maturity structure of borrowing: gross limits to reduce the Council's exposure to large fixed rate sums requiring refinancing.

The S151 reports that there were no breaches in any of the limits outlined below:

Interest rate exposures	2020/21	2020/21	2020/21
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	70%	70%	70%
Limits on fixed interest rates:			
• Debt only	100%	100%	100%
• Investments only	90%	90%	90%
Limits on variable interest rates			
• Debt only	70%	70%	70%
• Investments only	80%	80%	80%

Maturity structure of fixed interest rate borrowing 2020/21		
	Lower	Upper
Under 12 months	0%	40%
12 months to 2 years	0%	60%
2 years to 5 years	0%	70%
5 years to 10 years	0%	70%
10 years and above	0%	100%

Maturity structure of variable interest rate borrowing 2020/21		
	Lower	Upper
Under 12 months	0%	40%
12 months to 2 years	0%	40%
2 years to 5 years	0%	70%
5 years to 10 years	0%	70%
10 years and above	0%	80%

12. Consultation

- 12.1 The Finance Director, in his role as statutory chief finance officer, has been informed of the approach, data and commentary in this report.

13. Financial Implications

Implications completed by: Katherine Heffernan, Head of Services Finance

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

14. Legal Implications

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

- 14.1 The Local Government Act 2003 (the "Act") requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 14.2 The Council also has to 'have regard to' the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities when carrying out its functions under the Act.
- 14.3 The Assembly agreed the Treasury Management Strategy Statement for 2020/21 on 17 February 2020. This report is a mid-year review of the strategy's application and there are no further legal implications to highlight.

15. Options Appraisal

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

16. Other Implications

- 16.1 Risk Management - The whole report concerns itself with the management of risks relating to the Council's cash flow. The report mostly contains information on how the Treasury Management Strategy has been used to maximise income during the first 6 months of the year.

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

List of appendices:

- Appendix 1: Investments as at 30 September 2020

Investments as 30th September 2020

Counterparty	Start Date	End Date	Amount £000s	Rate (%)
BARCLAYS BANK PLC	N/A	N/A	11.36	0.05
NORTHUMBERLAND CC	28/04/2017	28/10/2020	10,000.00	1.04
Doncaster MBC	06/11/2017	06/11/2020	5,000.00	1.10
LANCASHIRE COUNTY COUNCIL	15/11/2018	16/11/2020	10,000.00	1.45
LANCASHIRE COUNTY COUNCIL	23/11/2018	23/11/2020	10,000.00	1.35
LANCASHIRE COUNTY COUNCIL	27/11/2017	27/11/2020	5,000.00	1.16
LLOYDS BANK PLC	05/12/2017	07/12/2020	5,000.00	1.24
LLOYDS BANK PLC	19/12/2017	21/12/2020	4,500.00	1.16
DARLINGTON BOROUGH COUNCIL	20/12/2018	21/12/2020	5,000.00	1.45
L B NEWHAM	12/01/2018	12/01/2021	8,000.00	1.20
FEDERATED INVESTORS	01/04/2016	31/03/2021	7,800.00	0.06
CAMBRIDGESHIRE CC	06/04/2018	06/04/2021	10,000.00	2.05
MEDWAY COUNCIL	16/10/2018	16/04/2021	10,000.00	1.50
SOUTH AYRSHIRE COUNCIL	22/10/2018	22/04/2021	5,000.00	1.55
L B CROYDON	24/04/2018	23/04/2021	10,000.00	1.50
WOKINGHAM BOROUGH COUNCIL	30/01/2019	30/07/2021	10,000.00	1.55
SEDGEMOOR DISTRICT COUNCIL	20/08/2019	20/08/2021	5,000.00	1.08
LLOYDS BANK PLC	31/08/2018	31/08/2021	10,000.00	1.48
RUGBY BOROUGH COUNCIL	18/10/2019	18/10/2021	5,000.00	1.80
RUGBY BOROUGH COUNCIL	15/11/2019	15/11/2021	5,000.00	1.80
RUGBY BOROUGH COUNCIL	25/11/2019	25/11/2021	10,000.00	1.60
WOKINGHAM BOROUGH COUNCIL	28/01/2020	28/01/2022	15,000.00	1.65
FOLKSTONE & HYTHE DISTRICT	31/01/2020	31/01/2022	5,000.00	1.60
LLOYDS BANK PLC	18/04/2019	19/04/2022	5,500.00	1.59
BIRMINGHAM CITY COUNCIL	24/04/2020	22/04/2022	10,000.00	1.70
L B CROYDON	06/07/2020	06/07/2022	10,000.00	1.70
L B CROYDON	14/07/2020	14/07/2022	10,000.00	1.70
RUNNYMEDE BOROUGH COUNCIL	20/12/2019	20/12/2022	5,000.00	1.80
COLCHESTERBC	02/03/2020	03/01/2023	5,000.00	1.75
CARDIFF COUNCIL	10/01/2020	10/01/2023	10,250.00	1.75
Dudley Metropolitan Borough Council	21/02/2020	21/02/2023	10,000.00	1.80
NORTHUMBERLAND CC	27/02/2020	27/02/2023	5,000.00	1.80
Total Treasury Investments			241,061.36	

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CABINET

17 November 2020

Title: Annual Education Performance Review 2019/20	
Report of the Cabinet Member for Educational Attainment and School Improvement	
Open Report	For Decision: Yes
Wards Affected: All	Key Decision: No
Report Authors: Natasha Cock, Policy & Projects Manager	Contact Details: Tel: 020 8227 2463 Email: natasha.cock@lbbd.gov.uk
Accountable Director: Jane Hargreaves, Commissioning Director Education, People and Resilience	
Accountable Strategic Leadership Director: Elaine Allegretti, Director of Children's Services and Director of People and Resilience	
<p>Summary</p> <p>The purpose of this annual report is to review educational and participation performance in Barking and Dagenham in 2019/20 in relation to the five priorities of the Education & Participation Strategy 2018-22 and in the context of Covid 19. The strategy's priorities are:</p> <ol style="list-style-type: none"> 1) a place in a 'Good' or 'Outstanding' school, college or early years setting for every child and young person. 2) exceeding national standards and then London standards across all headline performance areas. This includes A level where performance has traditionally been weaker. 3) supporting greater numbers of young people, including those with Special Educational Needs and/or Disabilities (SEND), to progress at ages 16 and 18 to high quality, appropriate destinations; and to reduce numbers of young people not in education, training or employment; 4) working collaboratively to strengthen the wellbeing and resilience of all children, young people and the wider school community which nurtures them; and 5) maximising the Council's wide range of influences and levers so that the Council can play an even stronger role in raising aspirations and increasing opportunity for the children and young people who live and learn here. <p>Exceptionally this year, due to Covid 19, there is little test and examination data to report. Schools have been closed to the majority of pupils for approaching half of the 2019/20 academic year. Nevertheless, there is still much positive activity to highlight under the other priorities in the Education & Participation Strategy 2018-22. This affords us the opportunity to focus in more detail on initiatives that are supporting children and young people's health, wellbeing, creative and cultural opportunities, and safety.</p>	

This report includes updates on: the proportion of schools rated 'Good' or better by Ofsted; exclusions; Looked After Children's validated 2018/19 results; Higher Education; and the proportion of young people not in Education, Employment or Training (NEET) or whose post 16- destinations are 'unknown'.

Headlines include:

- At 31 August 2020, the proportion of schools rated 'Good' or 'Outstanding' by Ofsted was 91.5% (54/59 schools), the same as last year¹. This is well above the latest published national benchmark (86% in March 2020) and just under (the equivalent of one school below) the London benchmark (93% in March 2020).
- Exceptionally strong partnership work has been demonstrated between schools, BDSIP, the Council and partners during Covid 19. The borough's tracking and brokering of support for vulnerable pupils was identified as a positive example of this. Strengths from this work are being incorporated into continuing arrangements with all schools, and in a pilot of the 'Team Around the School' approach, delivered in partnership with Community Solutions, with three primary schools.
- Numbers of young people progressing to Higher Education from Barking and Dagenham institutions rose by 8% between 2018 and 2019. Nearly 40% of young people progressed to the most competitive (i.e. top third) institutions.
- Between 2019 and 2020, the proportion of Year 12s and 13s in Barking and Dagenham who were not in education, employment or training (NEET) or whose post 16 destination was 'unknown' remained stable at 3.5% (equating to a little over 200 young people), better than London (4.2%) and national (5.5%) benchmarks. This followed a three-year trend of the borough's NEET rate improving faster than the national average.
- In terms of supporting children and young people's health, wellbeing, and creative and cultural education, six secondary schools are embedding the 'Arts Award' into their Year 7 curriculum in September. This will result in nearly 1,600 Year 7 students achieving a certificate in the Arts by November 2020.
- The 'Step Up, Stay Safe' programme launched successfully in August 2020 with a 'Lost Hours' community campaign, urging parents take more responsibility for their children by asking them where they are (particularly during the hours immediately after school). There were over 30,000 views of the launch video and 190,000 impressions (number of people who have seen the post on social media) by early September.
- The Council commissioned an external overarching review of the borough's Additional Resource Provisions (ARPs)² in 2019/20. The findings were largely very positive, with most ARPs supporting pupils well to allow them to make good progress and all ARPs offering a suitably broad and balanced curriculum.
- Validated 2018/19 results for Looked After Children (LAC) were strong. The borough is in the top performance quartile A nationally for: Key Stage 2 (KS2) Expected Standard in Reading, Writing and Maths combined; KS2 Expected Standard in Grammar, Punctuation and Spelling; and Key Stage 4 Progress 8. Barking & Dagenham ranked 2nd in the country for KS2 Expected Standing in Reading, Writing and Maths.

¹ The proportion of schools rated 'Good' or better at August 2019 was very close at 91.7%.

² ARPs are hosted in mainstream schools and provide specialist education for pupils with SEND.

- The LA commissioned an external peer review of the Virtual School in 2019/20. The review evidenced that the Virtual School is effective in supporting outcomes for the majority of pupils, while making some recommendations to further strengthen the School's partnership working.

Recommendation(s)

The Cabinet is recommended 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; and
- (ii) Note performance against the priorities of the Education and Participation Strategy 2018-22 as set out in section 3 of the report and in the dataset at Appendix A to the report, acknowledging that 2019/20 updates are made to lines 25-28 of the dataset only and are provisional.

Reason(s)

Achieving the best possible outcomes and opportunities for all children and young people, including the most vulnerable, is central to the 'The Barking & Dagenham Corporate Plan 2020-22' and to the vision in the Borough Manifesto.

The Council's strategic priorities include 'Prevention, Independence and Resilience'. Within this priority, the following themes are particularly relevant to the progress, achievements and developments set out in in this Annual Education Performance Review 2019/20:

- Every child gets the best start in life and all children can attend and achieve in inclusive, good quality early years settings and local schools.
- More young people are supported to achieve success in adulthood through higher, further education and access to employment.
- Children, families and adults in Barking & Dagenham living safe, happy, healthy and independent lives.
- Working together with partners to deliver improved outcomes for children, families and adults.

The Borough Manifesto sets out that Barking and Dagenham will be a place: with high quality education and sustained attainment for all; with access to lifelong learning, employment and opportunity for everyone; with great arts and culture which leads change in the borough; and which supports residents to lead independent, healthy, safe and fulfilling lives.

Continuing to support BDSIP, and work in close collaboration with the borough's family of schools and education partners, is vital to collectively driving forward outcomes for the borough's children and young people. This will be particularly critical going forward given the challenging Covid 19 context for pupils, families, and schools.

1. Introduction and Background

Education & Participation Strategy 2018-22

- 1.1 In November 2018, Barking and Dagenham's Education & Participation Strategy 2018-22, developed in partnership with the borough's schools, BDSIP, Barking & Dagenham College and CU London and young people, was agreed by Cabinet.
- 1.2 The strategy's five priorities are:
- 1) a place in a 'Good' or 'Outstanding' school, college or early years setting for every child and young person;
 - 2) exceeding national standards and then London standards across all headline performance areas. This includes A level where performance has traditionally been weaker;
 - 3) supporting greater numbers of young people, including those with SEND, to progress at ages 16 and 18 to high quality, appropriate destinations; and to reduce numbers of young people not in education, training or employment;
 - 4) working collaboratively to strengthen the wellbeing and resilience of all children, young people and the wider school community which nurtures them; and
 - 5) maximising the council's wide range of influences and levers so that the council can play an even stronger role in raising aspirations and increasing opportunity for the children and young people who live and learn here.
- 1.3 The November 2019 Cabinet report provided an update on the first year of the new strategy. This report reviews further progress, mainly focussing on priorities 1, 3, 4 and 5 in section 3 of the report. It also updates Cabinet on key developments nationally and locally including in relation to the Covid 19 context.
- 1.4 Prior to Covid 19, there was increased recognition by the government of the financial pressures faced by schools, particularly in relation to the High Needs Block which in Barking and Dagenham received the highest uplift of 17% for 2020/21. Nevertheless, funding pressures on schools continue to be very challenging and it remains to be seen how the impact of Covid 19 may exacerbate pressures.
- 1.5 Supporting BDSIP in its second year of operation has been a strong focus in 2019/20. Launched in April 2018, BDSIP was created to provide Barking and Dagenham schools with high quality support to raise education standards further through sharing proven best practice and enabling schools to design and purchase services with the greatest impact.
- 1.6 The Council commissions BDSIP to undertake specific work with schools. This is particularly in the areas of School Improvement and SEND. The Council and BDSIP have shared objectives in the areas of Governors Services and Positive Destinations for Young People. This year saw the return of two Inclusion staff from BDSIP to the Council, following careful work to clarify some of the roles and responsibilities around SEND and Inclusion.
- 1.7 With 93% of the borough's schools signed up to BDSIP as at September 2020, the company's contribution to delivery of the priorities in the Education & Participation Strategy 2018-22 and to supporting schools as they recover during Covid 19 is key.

- 1.8 Ensuring that vulnerable children and young people are kept safe, remain in education, and are supported to achieve good educational outcomes rightly continued to receive growing national and local attention during 2019/20. The focus on vulnerable pupils has increased further during Covid 19 through the tracking of school attendance of this group. Alongside this, locally during Covid 19, Education colleagues have worked with schools and partners to broker support for vulnerable pupils and where appropriate their families.
- 1.9 This year, for the first time in many years, there was no annual Summer Headteachers' conference due to Covid 19. Education and participation performance is usually reviewed annually by Headteachers at this conference, with priorities agreed for the coming year.
- 1.10 Notwithstanding this, Headteachers have worked together more strongly than ever over the last six months. Whilst preparing for, and since, the full school reopening in September, Headteachers have worked tirelessly with the Council and BDSIP to reshape and adjust priorities in light of the Covid 19 context. This is reported in more detail in section 2 of the report.
- 1.11 In addition to the unique elements of the Covid 19 context, progress and achievements in 2019/20 in Barking and Dagenham have taken place against the following local backdrop:
- Continued rapid growth in numbers of pupils with high needs. This continues to place pressure on the borough's High Needs Block funding which, due to lagged central government funding arrangements, is not designed to match need. As an example of this rapid growth, in 2018/2019, 181 new Education, Health and Care (EHC) plans were issued. This increased in 2019 with 231 new EHC Plans being issued. So far this year, from January 2020 to October 2020, 227 EHC Plans have been issued. In addition, pupils with high needs continue to arrive in Barking and Dagenham from other local areas and countries. In the period January 2020 to October 2020, 61 pupils with EHC plans moved into the local area or arrived from other countries and required an EHC Needs Assessment and 40 pupils moved out of the local area. This resulted in a net increase of 21 new pupils with an EHC plan in the borough.
 - A growing borough with continued expansion of school places to meet demand. The total pupil population in Barking and Dagenham has increased from 30,967 (January 2010 Census) to 42,889 (May 2019 Census) excluding nursery and special schools. This is a 38.5% increase over this period of just under ten years. Expansion has been predominantly within the secondary sector and has seen new schools being constructed including phase 1 of Greatfields school and expansions of Robert Clack onto Lymington Fields and Barking Abbey across both sites. The planning of new primary and special school places is underway. This includes Ford View Primary school, Beam Park school, Greatfields Primary school, Pathways special school and Beam Bridge special school. A new primary phase building for Robert Clark school has already been constructed as part of the secondary expansion and will open in September 2021.
 - Reductions in schools' funding and significant cuts to the Council's dedicated education funding from government.

2. The Covid 19 context and implications

- 2.1 All schools in Barking and Dagenham worked exceptionally collaboratively with the Council during the unprecedented school closure between March and September this year and in preparation for full September reopening. This focussed particularly on:
- ensuring that all schools could operate and open safely;
 - providing a school place for vulnerable pupils and Key Workers' children and, later, for priority year groups;
 - tracking the attendance of, and brokering support for, vulnerable pupils and where appropriate their families;
 - supporting pupils and their families with remote learning as much as possible; and
 - facilitating provision of Free School Meals (FSM) and hampers.
- 2.2 All schools were open for vulnerable pupils and Key Workers' children during the lockdown period, with schools largely operating on a rota basis with their staff. Over the Easter holiday period, all schools where there was a need remained open. A number of school sites were open over the two May Bank Holidays. Some schools collaborated with other schools to consolidate sites.
- 2.3 Overall, between the end of March and early July, significant increases were seen in the total number of pupils attending school on site, in numbers of vulnerable pupils attending school and numbers of Key Workers' children attending school.
- 2.4 By the end of week commencing 8 June, most primary phase schools had re-opened more widely to at least some priority year groups. Total pupil numbers on site grew particularly rapidly during the first few weeks of June, approximately doubling each week.
- 2.5 By mid June, almost 1,000 Year 6 pupils had returned to school to finish their primary phase education - just under a third of the Year 6 cohort. This was positive as it was important for as many of these pupils as possible to be able to complete their primary education with the teachers and school staff who know them best and could support their transition to secondary school.
- 2.6 In June, secondary schools started to bring on site up to 25% of pupils in Year 10 and Year 12 and numbers continued to increase the following week. Secondary schools were asked to provide some face to face opportunity for these year groups – not the full time offer that primary schools were requested to provide.
- 2.7 Attendance of pupils in ARPs, with EHC plans, and pupils in special schools showed increases, supported by successful targeted work that was undertaken by the Local Authority (LA) in partnership with schools.
- 2.8 Since the end of March, the Council's Human Resources (HR), Health and Safety, Public Health and Education teams, alongside the Director of Public Health, have continued to support and closely advise schools. To support partnership working, fortnightly virtual meetings with Headteachers and Council officers, chaired by the Director of Education Commissioning, have taken place. These have provided an effective forum to address challenges and share strong practice.

- 2.9 Schools have been required to report positive Covid 19 cases to the Department for Education (DfE) and Director of Public Health.

Priorities between March and September

Supporting schools to reopen safely

- 2.10 The Council, trade union and school colleagues worked on reviewing and updating the 'Schools Reopening' risk assessment' template ready for schools to use in June and September. This incorporated and complies with national guidance and was developed with local expertise from Education, Public Health and HR. Schools were required by the DfE to revise, consult on and publish their risk assessments. LA colleagues also worked with schools to develop individual risk assessment templates for staff and pupils at risk.
- 2.11 The Council supported a number of schools where the initial return of pupils proved challenging due to the size or layout of the school when working to DfE guidelines. This was particularly the case with Infant schools. For all schools, Education provided guidance around securing sufficient stocks of Personal Protective Equipment (PPE) through the LA's supply chain and offered the facility that if schools fell short, the LA would assist using its centrally procured stock. Guidance was also provided on signage, wash stations and, via Barking and Dagenham Together (BD Together), cleaning regimes, so that schools were fully prepared.
- 2.12 Public Health, in partnership with Education and Health, delivered webinars for schools on infection control and good hygiene practices as well as on Asthma.

Supporting school staff

- 2.13 Education, HR and trade union colleagues worked closely with schools to support increasing numbers of staff available to work on school sites. This enabled the great majority to return before the end of the Summer term, ready for September.

Tracking and supporting vulnerable pupils, and encouraging pupil attendance

- 2.14 From the outset of the lockdown period, Education Vulnerable Pupil Link Officers, supported by Social Care, Community Solutions and partners, worked closely with schools to track and keep in touch with vulnerable pupils and their families, brokering support where required. Targeted work, including with Special Educational Needs Coordinators (SENCOs) and Social Workers, has continued to support the attendance of vulnerable pupils. Alongside this, Education, Public Health and Communications colleagues have worked together on messaging to encourage all pupils back to school from September, while seeking to reassure parents, through videos with schools, for example.

Free School Meals (FSMs)

- 2.15 From week commencing 23 March, BD Together (the FSM provider for the majority of the borough's schools) arranged for a hot meal for FSM pupils attending school. For pupils not attending school, BD Together arranged for a weekly (and later

fortnightly) hamper to be distributed. BD Can and volunteers worked with schools to deliver the hampers. Numbers of FSMs increased on school sites.

- 2.16 For self-isolating residents, BD Together or BD Can delivered hampers to them. For a minority of families where a pupil attended school but the family lived far away and had no means of traveling to collect their hamper, arrangements were put in place so that the hamper could be collected at the nearest school. The hampers also provided schools with an additional way of keeping in touch with many vulnerable families.
- 2.17 At the end of March, the government launched a national FSM voucher scheme, which many of the borough's secondary schools participated in. The national scheme experienced difficulties. Other schools opted for supermarket vouchers rather than hampers. Education colleagues helped some schools to set this up.
- 2.18 Unfortunately, government guidance did not cover Universal Infant School Meals. Education colleagues raised this with the DfE. The LA worked closely with BD Can to offer support in terms of additional food provision and worked with partners to support families to apply for FSM.

Access to technology for remote learning

- 2.19 For pupils not attending school, schools provided remote learning opportunities, with hard copy work packs for those that required them. During the lockdown period, a number of schools loaned out their IT equipment to pupils who did not have adequate equipment for remote learning. This was not enough to meet need, with an estimated 30% of Year 10s not having access to appropriate IT. Council colleagues worked with schools to order government loaned digital devices for specific groups of disadvantaged pupils (as specified by DfE guidance). These devices took an extended time to arrive – close to the end of the Summer term.

Supporting transition year groups

- 2.20 The Council worked with schools to develop alternative Year 6-7 transition arrangements. These included virtual school tours and virtual meetings with school staff. The LA prioritised messaging around encouraging Year 6 pupils to return to school in June given their transition to secondary school.

Supporting young people to secure appropriate post 16 destinations

- 2.21 The Council worked with schools to successfully collect over 99% of pupils' 'Intended Destinations' data. This information has been used to work with post 16 partners to support young people into appropriate destinations wherever possible. Schools supported young people on A level results day to secure their desired destinations, with many students securing their original chosen university destinations or a destination that they wanted. The LA developed an agreement with Barking & Dagenham College so that specific data could be exchanged with them to reduce the chance of early exits by pupils from their courses in the first two weeks of term.

Mental health support for schools

- 2.22 Education colleagues have shared information about local and national support and resources around mental health to all schools. Education has also supported the organisation of virtual Hot Clinics by Children and Adolescent Mental Health Services (CAMHS) in which school staff discuss pupils they are concerned about (who are not already receiving services from CAMHS).

Early Years

- 2.23 The LA worked closely with nursery providers to ensure that there was sufficient childcare for critical workers and vulnerable children from March onwards. In the main, it was day nurseries and childminders who provided this, with up to 900 accessing childcare per week during the peak of the lockdown. All settings (apart from one) reopened in September and providers have been encouraged by the numbers of children returning. A comprehensive online offer for home learning was developed during lockdown and was accessed by parents and settings.
- 2.24 During the Summer, two pieces of guidance were developed by the Council in partnership with Headteachers to support schools with e-learning and with recovery for SEND pupils from September. These are discussed further in section 5 of the report.

3. Performance

- 3.1 This section sets out performance in relation to priorities of the Education & Participation Strategy 2018-22.

Priority 1 - a place in a 'Good' or 'Outstanding' school, college or early years setting for every child and young person

- 3.2 At 31 August 2020, the proportion of schools rated 'Good' or 'Outstanding' by Ofsted was 91.5% (54/59 schools), the same as last year (see footnote 1). This is well above the latest published national benchmark (86% in March 2020) and just under the London benchmark (93% in March 2020).
- 3.3 The borough has an ultimate, longer term aspiration of 100% of schools rated 'Good' or better by Ofsted. At September 2020, there were 5 schools in the borough that are not yet 'Good' and are 'Requires Improvement', excluding the new Pathways school which will be inspected within 3 years of opening.
- 3.4 BDSIP are building on their work undertaken during 2019/20 in which an ex-Ofsted Inspector held individual meetings with Headteachers to discuss the implementation of Ofsted's new inspection framework. In 2020/21, provided that visits can be on site, a quality assurance activity will be part of visits to schools. Should Covid 19 prevent on site visits, challenge discussions will take place with those schools scheduled for an Ofsted inspection from January to July 2021.
- 3.5 Between September 2019 and end March 2020, Ofsted carried out 11 Section 8 inspections. Inspections were ceased at the start of the lockdown period.

- 3.6 Table 1 below shows nine of the schools that received Section 8 inspections during the 2019/20 academic year. Of particular note is Riverside Bridge special school which improved from 'Inadequate' to 'Good' in March 2020, with Ofsted noting that Leadership had the capacity to improve the school. James Cambell primary school dropped to 'Requires Improvement'. In addition to these, William Ford had a subject inspection and George Carey received an inspection focussed on safeguarding. The outcomes of these inspections were positive.
- 3.7 Currently 7 schools with inspection judgements are rated 'Outstanding', the same number as in 2018/19. Whilst inspectors are recognising and giving credit for outstanding leadership, it is proving challenging with the increasingly tougher inspection framework to raise the proportion of the borough's schools rated Grade 1 – 'Outstanding' overall. Nationally, the proportion of schools rated 'Outstanding' has dropped slightly under the new framework.
- 3.8 At the time of writing, Ofsted have not yet resumed inspections. Instead, they are carrying out visits to a sample of schools in the Autumn term to look at how they are responding to pupils' needs following their return to school. There will be a particular focus on vulnerable pupils including those with EHC plans.
- 3.9 In addition, the Health and Safety Executive indicated on 4 September that it would be carrying out spot checks – phone calls to a sample of schools - to evaluate the effectiveness of the measures taken for reopening to minimise the spread of Covid 19.

Table 1: Ofsted inspection outcomes

School	Previous grade	Latest grade	Comment
St Margarets CoE	2	2	-
Godwin	2	2	-
Beam	2	2	-
Ripple	2	2	-
Dagenham Park	2	2	-
Dorothy Barley Infants	2	2	-
Village Infants	2	2	-
James Cambell	2	3	-
Riverside Bridge	4	2	-

Key

- 1 = Outstanding
- 2 = Good
- 3 = Requires Improvement
- 4 = Inadequate

Priority 2 - Exceeding national standards and then London standards across all headline performance areas.

Summer 2020 results days

- 3.10 The run up to Key Stage 4 and Key Stage 5 results days saw unprecedented levels of change in government guidance and direction. This resulted in considerable

confusion and uncertainty for pupils and schools. The government made a U-turn after A level results were awarded but before GCSE results had been.

- 3.11 The initial set of A level grades were withdrawn and replaced by centre assessed grades unless the Ofqual standardised grade was higher. GCSE was replaced at the last minute by centre assessed grades unless the Ofqual grade was higher.
- 3.12 On A level results day, despite significant changes to school grades, Headteachers reported that, in the main, universities were helpful and flexible in their approach to accepting students where standardised grades had fallen short of school assessments. GCSE results day where centre assessed grades were awarded from the outset was a much more positive experience for pupils and schools.
- 3.13 This year's Key Stage 4 and Key Stage 5 results are exceptional and hopefully unique. They were never intended to be published or compared with previous years' results. Their comparative use is extremely limited, particularly given that there is no standardisation nationally. Ofsted will use 2019 results as a starting point for future comparisons. There will be no publication of performance tables for 2020. Schools will use the results for their own internal evaluation purposes.
- 3.14 On 19 August, the government set out a statement confirming that standardised BTEC and other vocational qualifications were going to be published. On 20 August, this decision was reversed. It was announced that grades would be reviewed so that the process would be in line with the assessments for GCSEs and A levels in order not to disadvantage this group of young people. In Barking and Dagenham, around 700 young people took these kinds of qualifications at age 16 or 19 in 2019. The late decision to move to centre assessed grades was a welcome step towards repairing some of the damage to young people's opportunities and outcomes.

Key Stage 4

- 3.15 Positively, most schools saw a small number of increases based on the Ofqual awarded grades. Many of these changes were limited to the highest or lowest grades so were not around key grade boundaries. Similar to last year, Headteachers reported some outstanding performances, with some students achieving grades 8s and 9s in most of their subjects. A relatively small number of pupils in this age group had their BTEC results delayed.

Key Stage 5

- 3.16 All schools worked hard and successfully on the day to help secure university places for students who wanted one. There may be some students who wish to pursue their original destinations as a result of upgrades. Given the flexibility of universities reported by schools to many of our students, it is thought that this may be fewer than elsewhere.
- 3.17 Many schools reported significant numbers of students going to Russell Group and other competitive universities including Bath, Warwick, Nottingham, Southampton, LSE, Imperial and Kings and Oxbridge.

Looked After Children (LAC)

- 3.18 As Corporate Parent, the LA has a particular responsibility to support and promote the best possible outcomes for children and young people in its care. A key means through which the LA carries out this duty is through the Virtual School.
- 3.19 2018/19 results for LAC students were provisional until 31 March 2020 when cohort numbers were finalised.
- 3.20 Validated 2018/19 results were strong. The borough is in the top performance quartile A nationally for: Key Stage 2 (KS2) Expected Standard in Reading, Writing and Maths combined; KS2 Expected Standard in Grammar, Punctuation and Spelling; and Key Stage 4 Progress 8. Barking & Dagenham ranked 2nd in the country for KS2 Expected Standing in Reading, Writing and Maths.
- 3.21 Please see table 2 below for Key Stage 1 2018/19 LAC results. At Key Stage 1, the borough is above the national average on all measures except Reading. The cohort comprised seven students, three of whom had EHC plans.

Table 2: Key Stage 1 for LAC students

%>Expected Standard	2018/19 B&D LAC (7)	2018/19 B&D All	2018/19 National LAC
Reading	50	73	52
Writing	50	69	43
Maths	60	76	49
Science	70	81	60

- 3.22 Please see table 3 below for KS2 2018/19 LAC results. The borough is above the national benchmark for all measures outlined below. The cohort was made up of 22 students, 12 girls and ten boys. Of these students, seven students had EHC plans and a further 3 students were identified as requiring additional help by their schools.

Table 3: Key Stage 2 for LAC students

% >Expected Standard	2018/19 B&D LAC (22)	2018/19 Quartile/Rank	2018/19 B&D all	2018/19 National LAC
Reading	68	N/A	73	49
Grammar, Punctuation and Spelling	64	17/A	N/A	53
Maths	64	N/A	80	51
Writing TA	73	N/A	79	50
Reading, Writing and Maths	59	2/A	N/A	37

- 3.23 Please see table 4 below for KS4 2018/19 LAC results. As with KS2, the borough is above the national benchmark for all measures outlined below. Of the 21 eligible students, 12 were girls and nine were boys. Nine students had an EHC plan and a further 2 were in receipt of additional support.

Table 4: Key Stage 4 for LAC students

	2018/19 B&D LAC (21)	2018/19 Quartile /Rank-	2018/19 B&D all	2018/19 National LAC
KS4 Average Attainment 8 Score	21.3	42/B	46.4	19.2
KS4 Average Progress 8 score	-0.94	31/A	0.16	-1.23
Grade 4/C or above in English and maths GCSEs	No longer available			

- 3.24 In 2018/19, Barking and Dagenham was in the top performance quartile A nationally for exclusions for LAC (the percentage of pupils looked after for at least 12 months with at least one fixed term exclusion) and overall absence and unauthorised absence for LAC.

Exclusions (all pupils)

- 3.25 The borough has generally performed well on exclusions in comparison to the latest published benchmarks. 2018/19 data for total permanent exclusions for Barking and Dagenham is 0.06% - better than the national average, marginally better than the London average, in line with the local target and in the top performance quartile A nationally. This was in the context of increasing fixed term exclusions nationally.

Priority 3 – to support greater numbers of young people, including those with SEND, to progress at ages 16 and 18 to high quality, appropriate destinations; and to reduce numbers of young people not in education, training or employment.

Post 16 Participation

- 3.26 Numbers of young people progressing to Higher Education from Barking and Dagenham institutions rose by 8% between 2018 and 2019. Nearly 40% of young people progressed to the most competitive (i.e. top third) institutions. Barking and Dagenham has seen the largest growth in resident young people – an increase of 65% - progressing to university of any London borough between 2007/8 to 2016/17.
- 3.27 In 2020, the numbers of young people progressing to Higher Education from the borough's schools rose again - by 95 young people to reach 895. This represents an increase of 12% compared to 2019 and continues the borough's upward trend.
- 3.28 Between 2019 and 2020, the proportion of Year 12s and 13s in Barking and Dagenham who were not in education, employment or training (NEET) or whose post 16 destination was 'unknown' remained stable at 3.5% (equating to a little over 200 young people), better than London (4.2%) and national (5.5%) benchmarks. This followed a three-year trend of the borough's NEET rate improving faster than the national average. Barking and Dagenham retains its position of being in the second quintile nationally with regards to NEETs and 'unknowns'.
- 3.29 The Council established a panel to help support Care Leavers into education, employment and training. This is impacting positively, with the borough's NEET

performance figures for Care Leavers continuing to be significantly better than the national average and currently at 65% EET. The Council's extensive Provider Forum has been proactive during the Covid 19 lockdown period and worked collaboratively to deliver effective offers to NEET young people, both remotely and now in person.

Priority 4 – to work collaboratively to strengthen the wellbeing and resilience of all children, young people and the wider school community which nurtures them.

- 3.30 The Cultural Education Partnership (CEP) continues to progress in establishing the entitlement for all young people to benefit from high quality cultural education, including opportunities to work with major arts partners within hubs of schools. This includes enabling all schools to achieve Artsmark status. With 35 schools in the borough (57%) registered for the programme 'Artsmark', Barking & Dagenham has the highest registration in London (with this latter benchmark at 19%). Further successes over the past year include:
- Over 85% of our schools participating in meaningful engagement with the borough's CEP).
 - 6 secondary schools embedding the 'Arts Award' into their Year 7 curriculum in September. Nearly 1,600 Year 7 students will achieve a certificate in the Arts by November 2020.
 - 35 cultural partners and 9 Higher Education/strategic partners actively engaged in delivery and support of cultural activities in schools, from international partners like Hay Festival to local partners such as Studio 3 Arts.
 - 8 Creative School Hubs in operation (groups of neighbouring schools working in partnership) with new partnerships emerging.
 - The CEP supported 3 large scale Creative, Cultural & Digital Industry vocational/progression events, developed and delivered by secondary schools.
 - In 2019, over 100 young people attended the 'Young Peoples Makerspace' conference. Over 60 teachers and cultural professionals attended the annual CEP conference.
- 3.31 Barking and Dagenham schools have continued to outperform their peers in the London Healthy Schools Award. With 100% of schools registered - one of only a handful of boroughs to achieve this - the borough has amongst the highest participation in, and achievement of, Healthy Schools in London, particularly at Silver and Gold level.
- 3.32 The borough's School Games Organisers (SGOs) found the Summer term challenging with school sports competitions cancelled due to Covid 19. However, they continue to engage schools through the Games and Physical Education Teachers Network meetings. They have innovated by supporting schools to take part in the London Virtual Games - Barking and Dagenham had 10 schools participate, 1700 pupils upload their results/scores and the borough finished 9th overall in the competition. They are looking at bespoke development of apps as a further means to supporting school competition. SGO special projects have continued to support the Dance Teachers Network with Continuing Professional Development (CPD) and access to the regional Centres for Advance Training.

- 3.33 As mentioned earlier in the report, during Covid 19, CAMHS have piloted weekly virtual 'Hot Clinics' for school staff to discuss pupils whose mental health and wellbeing they are concerned about (for pupils not already receiving support from CAMHS). This has facilitated quicker access to therapeutic intervention for children and young people where the school has been concerned about wellbeing. The online Kooth offer (<https://www.kooth.com>) has been extended to include primary aged children and access to online wellbeing groups. This is being promoted by CAMHS and the School Nursing Service. For young people with enduring mental ill health, commissioners and the Childrens' Principal Social Worker have developed a Mental Health Transitions Pathway, in the first instance with young people known to Social Care, and are seeking to replicate this for education. This is so that young people returning to education after a period in hospital or who need support to access Adult Social Care are supported to continue their education.
- 3.34 There has been considerable work with partners to draw together multi disciplinary approaches to help young people to keep themselves safe from exploitation, known as the 'Step Up, stay Safe' (SUSS) partnership programme. This has involved key Council and external stakeholders including Children's Services, Community Safety, Community Solutions, the Police, schools and youth and community organisations. The programme launched successfully in August 2020 with a 'Lost Hours' community campaign, urging parents take more responsibility for their children by asking them where they are (particularly during the hours immediately after school). Impressively, there were over 30,000 views of the launch video and 190,000 impressions (number of people who have seen the post on social media) by early September.
- 3.35 To further support the aims of SUSS, the borough successfully bid for over £1m in funding from the Greater London Authority's 'Young Londoners' Fund' on programmes to reduce and prevent serious youth violence. This has now entered its third quarter of delivery, with plans to create a Young Person's Steering Group.
- 3.36 The Violence Reduction Unit (VRU) awarded the LA further funding to support community organisations, with the potential for this to strengthen the 'Parental and Community Engagement' theme of 'SUSS'.
- 3.37 Unfortunately, due to Covid 19, the last element of the Early Years Transformation Academy (EYTA) needed to be cancelled, coupled with key Health staff being moved to support the pandemic. Despite these setbacks, the EYTA experience will help the borough to continue to reshape how partners and services work together around the early identification of language delay and to support parents and practitioners to improve children's outcomes through targeted interventions and ultimately improve school readiness.

Priority 5 – to maximise the Council's wide range of influences and levers so that the council can play an even stronger role in raising aspirations and increasing opportunity for the children and young people who live and learn here.

- 3.38 Council colleagues have been working in partnership with Community Solutions and three primary schools to pilot a 'Team Around the School' approach', in which the school and family support services will meet on a regular basis to have a shared

conversation about pupils they have concerns about. Early Help or, if appropriate, more intensive support, is then arranged where required.

- 3.39 The Council commissioned the consultancy organisation ISOS to undertake research to better understand factors underpinning the borough's A level performance which has been a longstanding area of challenge. The research showed that a mix of factors inform this picture including: higher levels of disadvantage in the borough; lower levels of higher prior attainment; challenges relating to particular subjects such as Science including the recruitment and retention of teachers; family expectations around subject choice; and challenges faced by some pupils around their wellbeing needs. Further information about how this work will be taken forward is set out below.
- 3.40 The Council commissioned an external overarching review of the borough's ARPs in 2019/2020. The borough's highly regarded ARP model has been used by Barking and Dagenham for over 20 years. It was agreed that it was time to evaluate its effectiveness in light of the sharp increases in the borough of numbers of pupils with high or complex needs and the increased complexity of these needs. The overarching review looked at the extent to which children and young people with SEND who are placed in ARPs were receiving the right support, at the right time and in the right place. 50% of ARPs were visited and interviews and focus groups were held with parents, pupils, school staff, LA staff, BDSIP and Health. The findings were largely very positive, with most ARPs supporting pupils well to allow them to make good progress and all ARPs offering a suitably broad and balanced curriculum. The LA is continuing to work creatively with Health to develop an offer for ARPs so that they can meet pupils needs and outcomes within EHC plans during Covid 19.
- 3.41 The LA commissioned an external peer review of the Virtual School in 2019/20. The review evidenced that the Virtual School is effective in supporting outcomes for the majority of pupils and made some recommendations to further strengthen the School's partnership working. These include establishing a management committee, with relevant partners represented, work on which is underway.
- 3.42 The Colin Pond awards, in conjunction with the Council, is now in its fourth year of providing over 50 annual scholarships to the borough's top achieving GCSE students who will remain in the borough to study A levels. Impact analysis has demonstrated that 'staying on' rates for the top 10 and 20 achievers in participating schools have increased by 5% and 10% respectively. Average Attainment 8 and Progress 8 scores of the top 10 and top 20 young people in these schools have increased markedly since the introduction of the Colin Pond Bursary in 2017.
- 3.43 Barking & Dagenham College plays a key role in supporting and contributing to the five priorities in the borough's Education & Participation Strategy 2018-22. The Ofsted rated 'Good' college educates around 3000 young learners including 275 young apprentices and as such helps to raise the participation rates and outcomes of young people within the borough. The college plays a key role in supporting those with SEND to progress to further education and training and high-quality employment through the new REACH Programme. The College has been praised by Ofsted for its outstanding support for students and works hard to strengthen the wellbeing and resilience of young people. Opening in 2020, Barking & Dagenham College is one of only 12 Institute of Technology centres in the UK and is a flagship

government initiative set to improve the technical education of the boroughs' residents. The borough benefits from a £14.3 million brand new facility at the college held in partnership with Coventry University and global employers such as Huawei and TfL. In addition, in 2020, the college became one of just 20 that have been chosen from across the country to participate in WorldSkills UK's new Centre of Excellence programme. Barking & Dagenham College is a large apprenticeship provider and holds the Mayor's Construction Academy (MCA) Kite mark, which seeks to identify and recognise high-quality construction skills training provision in London.

4. BDSIP

4.1 BDSIP delivers a significant contract on behalf of the Council. This is focused on School Improvement and Inclusion activity, comprising a universal service and more targeted support to priority schools. BDSIP has now been running for two years. The partnership relationship with the Council is strong, with both organisations working closely together with schools. Delivery highlights in BDSIP's second year of operation have included:

- Delivery of advice and guidance to schools during Covid 19, focused on effective use of e-learning and online teaching and curriculum resources. This includes development of a micro-site ([see here](#)) to help provide advice to schools.
- Delivery of an Ofsted readiness check to all schools, conducted by an experienced former ex-Ofsted inspector and focused on the new Ofsted inspection framework and process. The outcomes of each check are used to inform further BDSIP support to schools, as well as the Commissioning Director for Education's regular challenge meetings with Headteachers.
- Delivery of a programme of inclusion compliance visits to ensure schools are meeting key inclusion requirements, with follow-up advice and support where required.
- Provision of an extensive programme of support around the introduction of the new Ofsted inspection framework, including two conferences for Headteachers and senior leaders led by a former senior Ofsted inspector and national lead for inclusion. Attended by over 100 delegates, the conferences were rated 4.72 (first event) and 4.51 (second event) out of 5 by delegates for having been useful in helping to prepare for the new framework. Follow-up briefings delivered by Headteachers who had early inspections under the new framework have also been used to build understanding of the focus of these inspections.
- Delivery of practical, hands on inclusion support to schools and individual pupils at greatest risk of exclusion, guiding schools to develop effective, tailored strategies for keeping young people in school wherever possible and appropriate.
- Delivery of strategic support to Inclusion, including convening and facilitating networks of SENCOs, and delivery of a major SEND conference which was rated very highly by delegates.
- Provision of curriculum support and training to schools in key areas including English as an Additional Language, English, Maths and Science.
- Delivery of additional, targeted improvement support to schools identified as vulnerable by the Council.
- Introduced a number of new services in response to priorities identified by schools. These include counselling and speech and language therapy.

- In response to Covid 19, redesigned its entire CPD offer and moved to online delivery via Zoom. This has enabled BDSIP to engage a stronger range of external speakers than would have been possible for face-to-face training.

Other key services

- 4.2 BDSIP has inherited a legacy of strong work in the area of work experience and careers support, evidenced by the growth in the number of young people successfully moving onto Higher Education courses. BDSIP continues to build on this work, delivering strong performance in both careers and work experience. The majority of the borough's secondary schools buy into the work experience programme (despite work experience not being a statutory requirement), with around 2500 placements a year, taking place across some 250-300 employers. The work experience service consistently exceeded its targets – placing 93% of young people in work experience placements, with 79% receiving one of their first choice placements and 100% of LAC placed successfully. Similarly, in relation to careers advice, between 98% of young people in Year 11 were seen for an individual careers interview in every school. A range of additional work-related learning opportunities are also provided, working in partnership with large employers such as City Airport and the recently launched London East Enterprise Adviser Network which the Council manages as part of Local London.
- 4.3 All secondary schools who purchase the careers advice service through BDSIP have now moved the service online, with young people receiving careers interviews and advice online via Zoom. Online careers advice was also provided throughout lockdown, with support targeted to vulnerable young people and those who schools identified as being at risk of becoming NEET.
- 4.4 It has not been possible to deliver work experience since the start of lockdown in March and BDSIP do not currently anticipate any schools undertaking work experience before February at the earliest. A digital offer to provide work-related learning opportunities, for example with employers setting challenges to teams of young-people online and young people presenting their work back via Teams/Zoom, is currently in development and will launch after the October half-term break.

5. Priorities for 2020 and beyond

- 5.1 The focus for the 2020/21 academic year is to work in partnership with BDSIP and other Council teams to support schools to: continue to operate safely during the Covid 19 period; and recover to the best of their abilities to help all pupils catch up while ensuring they can continue to receive a high quality education in this challenging context - for example, if a pupil needs to self-isolate. This work will take place in the broader context of the five priorities set out in the Education & Participation Strategy 2018-22.
- 5.2 Alongside this, the Council will work with schools to continue to maintain a strong focus on tracking and brokering support for vulnerable pupils and where appropriate their families, including pupils with an EHC plan and those with a Social Worker. This work has been identified as a strength during the Covid 19 period. As such, elements of these processes are being incorporated into continuing arrangements

with schools and into the 'Team Around the School' pilot. The pilot will be evaluated towards the end of the Autumn term, with next steps agreed.

- 5.3 During the Summer, Council colleagues and school leaders worked closely with a seconded Ofsted inspector to develop two key pieces of work:
- 'Innovative E-Learning in Barking & Dagenham': This document provides a framework to support the requirement for all schools to have an e-learning plan in place by the end of September. It is important for schools to have e-learning plans in place for all year groups and, for Years 11 and 13, one which supports the most important elements of examination requirements. BDSIP will be supporting schools to implement this framework, including through BDSIP's training offer, network meetings and curriculum support.
 - 'Supporting recovery for SEND provision - September 2020-21'. This document supports school leaders and SENCOs in supporting pupils back into education from September. It sets out three priorities:
 - getting therapies in place;
 - early individual reviews of provision and progress – setting out individual plans with targets and catch up required;
 - a support strategy in case of a second lockdown or need for self-isolation.BDSIP will be working with the LA to support schools and ARPs with these priorities, particularly priority 3 in order to ensure that pupils have access to quality e-learning education. The Council will also complete and issue a document on 'SEND guiding principles' to support schools and settings more broadly.
- 5.4 A particular focus will be required on ensuring the right support is in place for year groups taking exams in 2021. As highlighted above, the Council and BDSIP will be working with schools to support this. There is still considerable risk around the 2021 GCSE and A level exams; both from potential disruption to face to face teaching this year; and from the time available to fully cover exam requirements.
- 5.5 Improving A level performance is a collective priority. The LA will share learning from the ISOS research with Headteachers and Governors. Actions going forward will include: the refocussing of the 14-19 Partnership Group, which includes schools, Barking & Dagenham College, BDSIP and Council colleagues; strengthening partnership work and the sharing of good practice across schools; and bringing in experts outside of the borough for support.
- 5.6 Going forward, it is likely that the educational outcomes of numbers of pupils will be affected given the amount of class time missed in school during the lockdown period and the likely disruption to face to face teaching that will occur in the coming months. Research, for example, by the Sutton Trust³, has highlighted that disadvantaged pupils are most likely to be adversely impacted upon from the Covid 19 period. Ensuring that the right support is in place for these pupils will be critical, particularly through effective recovery support for pupils with SEND and accessible, creative and focussed e-learning opportunities

³ Covid 19 and Social Mobility: Impact Brief 1 – School shutdown: <https://www.suttontrust.com/our-research/covid-19-and-social-mobility-impact-brief/>

- 5.7 Supporting children and young people's health and wellbeing remains a key priority over the next year. Creative and cultural education plays an important role in this. Recent research⁴ indicates that there is promising evidence that 'other arts activities can support children's social development, including improving prosocial skills, social competence and socio-emotional development. There is also strong evidence that arts engagement can enhance aspects of social cohesion, including reducing individual loneliness and isolation...'. Priorities in 2020/21 for the Cultural Education Partnership include:
- working out what cultural creative education entitlement looks like in terms of inclusion, promoting anti-racism, and access;
 - understanding the impact of Covid 19 on creative and cultural activities and the need to align creative cultural activities even more closely with the broader health and wellbeing agenda for children and young people;
 - further engaging young people as active leaders - particularly how we empower children and young people to make decisions and how we support and enable them to act on them.
- 5.8 The Council, schools and partners will continue to develop the 'Step Up, Stay Safe' programme so that it can meet the evolving needs of the borough. Priorities going forward include launching the 'Lost Hours' campaign specifically in schools and delivering a workshop with Members in December 2020 to review progress and outline next steps.
- 5.9 The LA was pleased that the proposed baseline for Reception children due to start in September 2020 was postponed to 2021. During the remainder of this academic year, the focus will be on preparing schools for the statutory baseline assessment, supporting the implementation of the revised statutory framework for early years and preparing for the last LA moderation of the early Years Foundation Stage. Work is underway on an Early Years Strategic Plan which will encompass all of the above and key learning from the EYTA.
- 5.10 Following the Black Lives Matter (BLM) movement this year, work is being planned around the following: listening to and exploring young people's views on BLM including through the BAD Youth Forum; and incorporating thinking around BLM into the borough's cultural creative education activities. BDSIP will work with schools to provide support including around the curriculum and a potential conference.
- 5.11 Supporting BDSIP in its third year of operation to support schools and continue to flourish will remain crucial. The Council's commissioning specifications with BDSIP have been amended to reflect the transfer of the two Inclusion staff back to the Council. In monthly performance monitoring meetings between the Council and BDSIP, adequate time and space will be given to discussing how BDSIP can continue to best support schools in the Covid 19 context through commissioned activities, as well as via BDSIP's traded offer.

⁴ Evidence Summary for Policy: The Role of Arts in Improving Health and Wellbeing. Report to the Department for Digital, Culture, Media and Sport, April 2020:
<https://www.gov.uk/government/publications/evidence-summary-for-policy-the-role-of-arts-in-improving-health-and-wellbeing>

- 5.12 The borough's drive for progress during this unprecedented period will take place alongside other challenges, some of which are set out at the start of this report. Locally, there is continuing rapid growth in the number of children and young people with high needs and in the complexity of the needs they present, including numbers of pupils with an EHC plan. This will continue to place pressure on the LA's and schools' budgets and resources. Effective management of the High Needs Block with schools will be crucial. The challenging financial situation faced by schools and the LA will require ongoing monitoring.
- 5.13 Ensuring there is sufficient specialist provision in the borough will be vital. A new special school – Pathways – opened in September 2019 and Beam Bridge is planned to be open by 2023 on the former Pondfield depot site. Going forwards, a further special school will be needed in the next 5 years to meet demand.
- 5.14 Our priorities for future school places and capital investment are further primary provision in Barking Town centre. Two 3 Form Entry primary schools are required to meet the demand arising from housing developments under construction or with planning permission. A further primary school will be required on Barking Riverside by 2023 to meet the demand from this new community. Mayesbrook Park School remains an important priority in terms of improving their current facilities and expanding the number of places available for young people. The Robert Clark Primary phase has already been constructed as part of the secondary expansion and will open in September 2021.
- 5.15 Looking forward to 2023/2024, pupil numbers are forecast to grow to approximately 50,035, a 16.6% increase on current figures. Work will continue to secure sites, funding and school operators to ensure the necessary social infrastructure is in place.
- 5.16 The new Ofsted inspection framework was introduced in September 2019. It is likely to be tougher for the small number of the borough's schools not yet rated 'Good' by Ofsted, and whose inspection window falls in 2020/21, to seek to move to a 'Good' rating this academic year. The LA will continue to provide high quality support to all LA maintained schools and challenge to academies.

6. Financial Implications

Implications completed by: Kofi Adu, Group Finance Manager.

- 6.1 The Dedicated Schools Grant (DSG) funding and outturn for 2019/20 are set out in table 5 below. The total DSG allocation for the year, after recoupage, was £221,539k. The in-year overall outturn position for the DSG is an overspend of £1,476k. This is a net effect of £1,507k overspend on High Needs, £303k overspend on early years, and £334k underspend on Schools Block. This overspend will be Funded from the overall DSG reserve. There is sufficient funding in the reserve to cover this but it is now reduced to £1.726m. This is less than 1% of total DSG.
- 6.2 The High Needs Budget after direct funding for post 16 places and academy schools is £28.714m. The revised budget after transfer of £1,039k from the Schools Block equates to £29.753m. The High Needs outturn for the year is £31.260m, resulting in an overspend of £1.507m.

- 6.3 The early years outturn position of £303k consists of £884k underspend on 2 year olds and an overspend of £1,187k on 3 and 4 year olds. The underspend on the Schools Block is due to a combination of favourable prior year grant adjustments and an overspend of £76k on centrally retained growth funding.
- 6.4 We have taken a prudent view and assumed that the overspend on 3 and 4 year olds will not be refunded by the DfE. In previous years, adjustment in respect of the January Census is passed through in June the following financial year. However, in view of Covid 19, along with the absence of the May census, the DfE is yet to announce details of how retrospective early years funding adjustments would be applied.
- 6.5 The provisional High Needs budget allocation for 2020/21 is an increase of 17% on the previous year and the Schools block allocation received a minimum funding guarantee increase of 2% in 2020/21.

Table 5 - 2019/20 DSG Outturn Position

	Funding £'000	Block Transfers	Revised Funding	Expenditure Forecast March 2020	Deficit (surplus) at as March £'000
Schools Block – ISB	168,020	(1,039)	166,981	166,646	(334)
Early Years Block	22,230		22,230	22,533	303
High Needs Block	28,714	1,039	29,753	31,260	1,507
Central Block	2,575		2,575	2,575	0
Total	221,539		221,539	223,014	1,476
b/f DSG balances					(3,202)
Unallocated DSG reserves (surplus)					(1,726)

- 6.6 The Central Schools Services Block has been reduced by 20% in 2020/21 by the DfE. This is the first year of cuts to the historical commitments funded from the Central Block. The budget for the historical commitment is £1.526m. A reduction of 20% is equivalent to £305k. The historical commitment will continue to reduce by 20% for the next 4 years. Services funded from the Central Block include Trewern Outdoor Education Centre, the Community Music Service, BDSIP commissioning, school games and schools' estates, so pressures in these areas will need to be managed.

7. Legal Implications

Implications completed by: Lucinda Bell, Education Lawyer.

- 7.1 This report asks that the Council's commitment to strengthen and develop partnerships between the borough's schools and other organisations is renewed, that delegation for non-material changes to this report before publication is given to the DCS and that the contents of information within it are noted. Cabinet is not

required to make any decisions about which legal comments are needed. There are therefore no further legal comments.

8. Other Implications

- 8.1 **Risk Management** – Principal risks are potential further national financial cuts affecting the Council's ambition for improved outcomes for young people and financial pressures on schools and Education due to funding reductions as well as Covid 19. Collective delivery of the Education & Participation Strategy 2018-22 by education partners and the Council and increasing collaborative working to grow capacity will help to mitigate some of this. Management action and monitoring are in place to control and review the pressures on the High Needs Block. There remains ongoing uncertainty about examinations in 2021 along with the periodic need for young people to self-isolate. Whilst robust remote learning arrangements can mitigate this, they cannot wholly replace on site teaching.
- 8.2 **Contractual Issues** – The Council's commissioning contract with BDSIP is now in its third year. The contract allows for an extension.
- 8.3 **Staffing Issues** – As highlighted above, two Inclusion posts have returned to the Council from BDSIP, following a careful review of roles and responsibilities. There remain pressures on the core Council team in its oversight of our vulnerable groups. Work to review some key senior posts is taking place in 2020/21.
- 8.4 **Corporate Policy and Equality Impact** – The priorities set out in the Education & Participation Strategy 2018-22 represent a significant opportunity to improve outcomes for all children and young people, including the most vulnerable, while addressing and managing the unique challenges which Covid 19 presents. This, in turn, should serve to help mitigate risks to inclusion during Covid 19. An example of this is work to support recovery for SEND provision set out paragraph 5.3.

The Education & Participation Strategy 2018-22 connects directly to the Borough Manifesto which sets out the long-term vision, aspirations, and targets for the borough. The Education & Participation Strategy 2018-22 is informed by the priorities in 'The Barking & Dagenham Corporate Plan 2020-22', particularly 'Prevention, Independent and Resilience'. The Council's Equality and Diversity Strategy sets out the borough's approach to equality and diversity. The strategy has actions to improve educational attainment and tackle inequality for specific groups where there are known issues or underachievement. The Joint Health and Wellbeing Strategy incorporates focusses on the best start in life for the youngest children and the wellbeing and resilience of children and young people, mirroring priorities and key elements of the Education & Participation Strategy 2018-22.

- 8.5 **Safeguarding Adults and Children** – The Education & Participation Strategy 2018 - 22 aims to improve the wellbeing of children and young people (where relevant including up to the age of 25 for those with SEND). This includes by supporting those most vulnerable and those at risk of exploitation through: a joined up approach rooted in contextual safeguarding; reducing inequalities in educational attainment and opportunity; and supporting partnership working, including through the 'Step Up, Stay Safe' programme, with key partners such as Social Care, Health and the Police.

- 8.6 **Health Issues** – A priority of the Education & Participation Strategy 2018-22 is building collective responsibility across key partners, including Health, and the community for children and young people’s wellbeing and resilience. Covid 19 further underlines the importance of this. Schools have demonstrated strong support by, for example, building sports networks, use of School Games Coordinators and by high levels of success in the Healthy Schools Programme and through the CEP. Work with key partners, including Health, though the legacy of the EYTA and in support of the provision of a range of mental health services for children and young people will support these objectives. During the 2020/21 academic year, we will be working with BHRUT to deliver the Healthy London Partnership’s Asthma Pathway, which will see every child and young person with Asthma with a prevention and crisis plan. Specialist Asthma nurses will support and train school staff so that they are confident in supporting the health needs of their pupils.
- 8.7 **Crime and Disorder Issues** – The Education & Participation Strategy 2018-22 emphasises a collective responsibility for children and young people. Relations with the police are generally positive. Schools highly value the community police officers based in their schools and have strongly expressed their concerns about reductions. The Education & Participation Strategy 2018-22 promotes increased collaborative working between education partners and the Council which will be key to helping to keep children and young people safe, including through the ‘Step Up, Stay Safe’ programme.
- 8.8 **Property / Asset Issues** – Trewern Outdoor Education Centre, owned by the Council, plays an important role in offering adventure and physical activities to school pupils in the borough, with particular benefits for emotional and physical wellbeing. Owing to Covid 19, the centre has been closed, and staff furloughed. Currently, overnight residential visits are not permitted. The centre will reopen when allowed to resume residential visits.

Public background papers used in the preparation of the report:

- <https://explore-education-statistics.service.gov.uk/find-statistics/permanent-and-fixed-period-exclusions-in-england> (2018/19 exclusions data)
- <https://www.gov.uk/government/statistics/key-stage-4-performance-2019-revised> (2018/19 Key Stage 4 data)
- <https://www.gov.uk/government/statistics/a-level-and-other-16-to-18-results-2018-to-2019-revised> (2018/19 Key Stage 5 data)
- <https://www.lbbd.gov.uk/education-and-participation-strategy> (Education & Participation Strategy 2018-22)
- <https://bdsip.co.uk/wp-content/uploads/2020/05/2020-strategy-final-public-facing.pdf> (BDSIP Strategy 2020-23)

List of appendices:

- Appendix A: Education Performance dataset 2019/20

APPENDIX A

Education Performance Dataset - 2019/20

Key

Data unavailable - due to reporting frequency; performance indicator being new for the period or no longer collected/published

.. Data unavailable as not yet due or published yet

Data missing and requires updating

Provisional/awaiting confirmation

INDICATOR DESCRIPTION		TIME PERIOD								BENCHMARKING		
Ref.	Title	2015	2016	2017	2018	2019	2020	DoT (on previous year)	Quartile Band A-D	England Average	SN Average	London Average
Early Years Foundation Stage (EYFS)												
1	Good level of development	67.8%	69.8%	71.6%	71.3%	72.4%	N/A	↑	B	71.8%	71.2%	74.1%
KS2 Expected Standard or Above and Average Scaled Score (new headline measures from 2016)												
6	Reading		65.0%	72.5%	75.3%	72.9%	N/A	↓	C	73.8%	73.6%	77.6%
7	Writing		80.0%	76.4%	79.3%	78.9%	N/A	↓	C	78.9%	79.1%	82.4%
8	Maths		77.0%	80.7%	79.5%	80.4%	N/A	↑	B	79.1%	80.6%	83.4%
9	GPS		78.0%	81.5%	82.8%	82.8%	N/A	↔	A	78.5%	81.1%	83.6%
10	RWM %		58.0%	62.9%	66.6%	65.6%	N/A	↓	C	65.3%	66.7%	70.7%
11	Reading (average scaled score)		102.0	103.5	104.8	104.3	N/A	↓	C	104.5	104.5	105.5
12	Maths (average scaled score)		104.0	105.2	105.0	105.7	N/A	↑	A	105.1	105.7	106.5
13	GPS (average scaled score)		105.0	107.5	107.8	108.1	N/A	↑	A	106.4	107.6	108.2

Comments: KS2 2019 data is revised. 2019 comparator data is based on the Data Matrix and DfE SFR. England average is for state funded schools.

APPENDIX A

INDICATOR DESCRIPTION		TIME PERIOD							BENCHMARKING			
Ref.	Title	2015	2016	2017	2018	2019	2020	DoT (on previous year)	Quartile Band A-D	England Average	SN Average	London Average
GCSE or equivalent												
14	5+ A*-C inc Eng & Maths (discontinued)	54.0%	54.1%					↑	C	53.5%	54.7%	60.6%
15	A*-C Eng & Maths* (discontinued)	55.7%	60.0%					↑	C	59.3%	60.5%	66.4%
15a	% Pupils achieving 9-5 pass in English and Maths (new)			43.1%	40.4%	42.6%	N/A	↑	B	43.4%	41.7%	49.0%
16	Average Progress 8 Score (new GCSE Headline Measure)		0.15	0.23	0.17	0.16	N/A	↓	A	-0.03	0.03	0.22
17	Average Attainment 8 Score (new GCSE Headline Measure)		49.7	46.7	46.1	46.4	N/A	↑	B	46.8	46.0	49.7
18	% English Baccalaureate (Ebacc) (discontinued)	20.4	22.3					↑	C	23.1	24.0	..
18a	% Pupils achieving Eng Bacc (inc 9-5 pass in E&M) (new)			18.9%	13.4%	15.1%	N/A	↑	C	17.2%	17.2%	24.0%
18b	% Pupils entered Eng Bacc (new)			31.9%	37.8%	37.6%	N/A	↓	C	40.1%	45.9%	53.8%
18c	Average Point Score Eng Bacc (new)				3.94	3.99	N/A	↑	C	4.08	4.05	4.47
<p>Comments: The new education measures reported on from 2016 are A*-C English and maths and Attainment 8 and Progress 8. From 2017, the new measure for GCSE will be % of pupils achieving GCSEs grade 9-5. Target is to be in line with London average. England average is for state funded schools.</p>												
GCE/A Level/Level 3 Qualifications												
19	APS per pupil (all quals) - Discontinued	641.5						↓	D	717.8	682.5	694.0
20	APS per entry (all quals) - Discontinued	212.8						↑	B	215.9	209.8	213.1
21	Average point score per entry A Level Cohort (New)		28.8	29.3	30.8	29.5	N/A	↓	D	32.87	31.57	32.75
22	Average point score per entry - Best 3 A Levels (New)		32.0	32.7	32.2	31.0	N/A	↓	C	32.89	31.08	33.16

APPENDIX A

INDICATOR DESCRIPTION		TIME PERIOD							BENCHMARKING			
Ref.	Title	2015	2016	2017	2018	2019	2020	DoT (on previous year)	Quartile Band A-D	England Average	SN Average	London Average
Post-16 Participation in Education, Training & Employment												
23	% 16-18 yr olds Not in Education/ Employment/ Training (NEET) - Discontinued	5.8%	6.8%				N/A	↑	D	4.2%	4.6%	3.1%
23	% 16 to 17 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations (new measure)	7.9%	5.6%	4.2%	3.5%	3.5%	N/A	↔	B	5.5%	4.9%	4.2%
23a	% 16 to 17 year olds who have Unknown Destinations	4.3%	2.1%	0.8%	0.4%	0.3%	N/A	↓	A	2.8%	2.3%	2.3%
23b	% 16 to 17 year olds who are not in education, employment, or training (NEET)	3.6%	3.5%	3.4%	3.1%	3.2%	N/A	↑	A	2.7%	2.8%	1.8%
24	% 16-17 year olds participating in education and training	90.4%	92.1%	94.1%	94.7%	95.0%	N/A	↑	A	92.6%	94.0%	95.5%
24a	% of KS4 All Pupils going to, or remaining in education & employment/training	93.0%	94.0%	96.4%	96.7%	96.9%	N/A	↑	B	95.2%	..	97.2%
<p>Comments: NEETs and Unknowns are reported and published as a joint figure for Year 12 and 13 (academic age 16 and 17). Annual published data for NEETs + Unknowns is the Dec-Feb average in each year i.e. Nov 2019, Dec 2019 and Jan 2020). Annual Participation data is from March 2020 published in June. DOT is compared to the equivalent data in the previous year. 24a is taken from the Moving On report on Activity survey for the 2019 cohort. Annual headline measure data (Dec 19-Feb 20) have been confirmed and will be published in the annual NEET scorecard later this year. NB Although NEETs rose by 0.1% compared to a year ago this was entirely offset by the reduction of Unknowns which fell for the 5th year running.</p>												
Attendance and Exclusions												
25	Overall Absence - State-Funded Primary	4.3	4.0	4.0	4.1	4.0	4.1%	↑	B	4.0	4.2	4.0
26	Overall Absence - State-Funded Secondary	5.2	5.0	5.0	5.2	5.2	5.0%	↓	B	5.5	5.2	5.0
27	Total Permanent Exclusions (rounded)	0.05	0.05	0.07	0.04	0.06	0.04	↓	A	0.10	0.09	0.07
<p>Comments: Absence - 2018/19 is for 6 half terms and is final. 2019/20 is for Autumn term only and is final. Comparator data is for 2018/19. Exclusions - 2019 is final. 2019/20 data is provisional. Comparator data is for 2018/19.</p>												
School Inspection Outcomes												
28	% of schools rated as good or outstanding	77.0%	89.0%	91.0%	88.0%	91.7%	91.5%	↔	B	86.0%	..	93.0%
<p>Comments: As at the end of August 2020, 91.5% (provisional) of schools are rated 'Good' or 'Outstanding' in LBBD, comparable with previous termly positions. 2020 benchmark data is from Ofsted DataView and the position is as at March 2020. The performance quartile is provisional and subject to August 2020 benchmarks being finalised.</p>												

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CABINET**17 November 2020**

Title: Proposed Redevelopment of Brocklebank Lodge site, Becontree Avenue, Dagenham RM8 3BX	
Report of the Cabinet Member for Social Housing and Regeneration	
Open Report	For Decision
Wards Affected: Valence	Key Decision: Yes
Report Author: Marcia Kirlew, Development Manager	Contact Details: Tel: 020 8227 5346 E-mail: marcia.kirlew@befirst.london
Accountable Director: Ed Skeates, Development Director, Be First	
Accountable Strategic Leadership Director: Graeme Cooke, Director of Inclusive Growth	
Summary	
<p>This report presents a number of proposals relating to the redevelopment of the Brocklebank Lodge site.</p> <p>The proposals will provide a total of 53 new homes for local residents. 16 of these homes will be one-bedroom units built specifically to house people with Autistic Spectrum Disorder (ASD). Providing suitable housing for this cohort of residents is a high priority that has been identified through the Housing for Vulnerable People Programme, which was endorsed by Cabinet in January 2020.</p> <p>The housing needs of some people with ASD are not easily met through existing homes, and current arrangements are both costly and sometimes must be provided out of the borough. The provision of specialist housing in-borough for people with ASD will help to address these issues and provide better support for these residents. The remaining 37 homes will be made available as B&D Reside intermediate rent homes.</p> <p>As part of this project, work has also progressed on proposals to develop a building for community use on the site. This is linked to the ongoing work on developing a model of community hubs, which will act as flexible bases for a range of Council and partner services and be inclusive and welcoming to residents. More work is required to refine these proposals; this is primarily due to the change in circumstances which has been created by the pandemic; which necessitates a need to reassess how we design and use public buildings in the safest ways. Proposals for the community space will be developed further through the next stage of detailed design work, and a business case brought forward for this part of the development.</p>	

Recommendation(s)

The Cabinet is recommended to:

- (i) Agree the proposed redevelopment and use of the Brocklebank Lodge site as shown edged red in the plan at Appendix 1 to the report;
- (ii) Agree that, subject to the grant of 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;
- (iii) Agree the inclusion of the project in the Council's Capital Programme, subject to securing planning permission and procurement of a contractor in accordance with the project outputs and budget;
- (iv) Agree that the total development cost of £14,903,642 be funded through a combination of GLA grant funding/Right to Buy receipts and borrowing, as set out in section 3.4 of the report;
- (v) Agree that, on completion, the Autistic Spectrum Disorder (ASD) housing land be appropriated from the General Fund to the Housing Revenue Account with the necessary accounting reconciliation;
- (vi) Agree that the affordable rented housing be leased to the Special Purpose Vehicle owned by Barking & Dagenham Renew and Barking and Dagenham Reside Regeneration Ltd, which would manage and maintain the units in accordance with the funding terms in a loan agreement between the Council and the Special Purpose Vehicle;
- (vii) Delegate authority to the Chief Operating Officer, on the advice of the Procurement Board, to approve the final procurement strategy for the project works;
- (viii) Delegate authority to the Chief Operating Officer, in consultation with Director of Law and Governance and the Cabinet Members for Finance, Performance and Core Services and Regeneration and Social Housing, to negotiate terms and agree the contract documents to fully implement and effect the proposals set out in the report; and
- (ix) Authorise the Director of Law and Governance, or an authorised delegate on her behalf, to execute all the legal agreements, contracts and other documents on behalf of the Council.

Reason(s)

The proposals in this report align to the outcomes set out in the Council's Inclusive Growth strategy. In particular, the specialist housing will provide homes that will meet the needs of more vulnerable residents. The other homes will all be let at rents below market rent and let to local residents. Proposals are also being developed to provide new community space on this site, in line with the Council's emerging community hub model.

1. Introduction and Background

- 1.1 The Council, via Be First, are delivering an ambitious housing development programme. This programme will deliver thousands of new homes across the borough over the coming years. The delivery of this programme is agreed on an annual basis as part of the Be First business plan, however as this scheme is in addition to those set out in the Be First Business Plan approved in April 2020, a separate Cabinet decision is required.
- 1.2 Brocklebank Lodge is a former care home that is currently being used to provide temporary accommodation (TA), including emergency accommodation for households 'homeless on the day' and rough sleepers. This type of accommodation is being re-provided through the refurbishment of Gray's Court hospital which is due to become operational in early 2021. Grays Court will provide a more bespoke type of emergency accommodation, with space that can be used flexibly to meet different housing need. Once the new TA facility at Grays Court is opened, Brocklebank Lodge will no longer be required for this purpose, therefore enabling the site to be released for redevelopment.
- 1.3 The proposal explained in this report sets out the case to demolish the current building at Brocklebank, and replace it with 37 new affordable housing units, 16 one bedroom flats specifically designed for people with autism, together with approximately 1,495m² of new community space, including space to re-provide accommodation for Valence library and provide space for adult learning services.
- 1.4 Initial design and feasibility work has been carried out to inform the proposals, showing how the community space could be developed alongside the housing. Whilst further work is required to develop the business case for the community space element of the proposals, this is a priority for the Council, and therefore a critical part of the brief for this project.
- 1.5 The 0.52ha site is situated immediately to the north side of Becontree Avenue. A red line site plan is provided in Appendix 1. To the north within a 15-minute walking distance are two future Crossrail stations - Goodmayes and Chadwell Heath, with trains to Stratford taking just under 30mins. The surrounding area is characterised by predominantly 2 storey houses, with back gardens on Haydon Road, 2 storey terraces abutting the site boundary. There are shops to the east on Valence Avenue within a 5-minute walk and it is well located for schools and parks with a 10-minute walk.
- 1.6 The existing buildings on the site are mainly 2 storey residential accommodation with part 3 storey purpose-built community hospital. The main vehicle entrance is off Becontree Avenue, which provides access to 40 car parking spaces in the eastern part of the site. There is also access off Bennett's Castle Lane along the western edge of the site. There are a number of existing trees along the southern boundary, which are subject to Tree Preservation Orders. These trees act as a buffer to Becontree Avenue to the south.
- 1.7 The existing buildings are in increasingly poor condition and would need significant investment soon to maintain their operational use. However, due to the conversion of Grays Court Community Hospital into a TA facility, Brocklebank Lodge will no longer be required for temporary accommodation, once Grays Court becomes

operational (in Spring 2021). The site therefore provides a re-development opportunity for the Council.

1.8 Feasibility work has been undertaken to assess the redevelopment potential of the site to provide:

- New affordable general needs homes
- New affordable specialist housing for adults with Autism Spectrum Disorder (ASD)
- New community space incorporating library and adult learning space

1.9 The development of Brocklebank Lodge will optimise the use of land and maximise the long-term regeneration benefit for the local community, building on its role as an important local community facility, as well as providing new good quality housing.

2. Proposal

Options Analysis

2.1 The feasibility study assessed the development potential of the site to identify the optimal design approach in urban design and development capacity terms, responding to the client brief, design quality, and planning policy requirements.

2.2 Two options were considered:

- (1) 100% affordable housing including specialist housing for people with Autistic Spectrum Disorder (ASD), plus community space
- (2) 100% affordable housing plus community space

2.3 The study assessed a number of key design and planning issues:

- The size and location of the community space (prominence and accessibility)
- Vehicular and pedestrian access arrangements (minimising vehicular movement within the site)
- Safe private amenity space for ASD residents
- Level of car parking required for staff and residents
- Optimising density in the context of the site constraints and opportunities, including:
 - a) retention of the existing trees,
 - b) adjacent low-rise housing to the north,
 - c) the busy roads that border the site.
 - d) the open aspect to the south-west of the site, offering an opportunity to optimise density on the south-west corner
 - e) the larger scale of the buildings to the south-east, offering opportunities to increase height along the southern edge of the site facing Becontree Avenue

- f) the level of parking required to support the development in accordance with planning policy

2.4 The Brocklebank Lodge site is currently held in the General Fund. It is proposed that the specialist housing for residents with ASD are held in the Housing Revenue Account. As such, this report seeks Cabinet approval to appropriate this part of the land into the Housing Revenue Account.

Planning Policy Considerations

Principle of use

- 2.5 The existing use of the site is temporary accommodation ('sui generis' use class). The current temporary accommodation is to be re-located to a refurbished facility at Grays Court (application approved in December 2019, ref: 19/01485/FUL). Intend to Publish London Plan policy H8 resists the loss of residential accommodation, including specialist accommodation such as temporary accommodation. However, the re-location of the use to Grays Court is a significant material consideration in favour of the proposal and it is considered that, on balance, the loss of the temporary accommodation will be considered acceptable in planning terms.
- 2.6 The principle of new housing, particularly affordable housing and specialist housing is supported by national, regional, and local pro-growth policies (Intend to Publish London Plan policies H1 and H4 and local policies CM2 and BC1). In addition, this site is allocated for residential-led development within the current Local Plan and the Draft Local Plan (reference SSA SC7).
- 2.7 Providing that the ASD residents benefit from a level of daily care to support independent living, the ASD accommodation will be categorised as Class C3. This means that the Intend to Publish London Plan's minimum internal space standards and private external amenity standards will apply.

Mix of unit sizes

- 2.8 Adopted local policy CC1 requires a minimum of 40% family sized (3+ bed accommodation). The specialist nature of the ASD accommodation will be a significant material consideration when justifying the split of the proposed unit.

Affordable housing

- 2.9 A minimum 50% affordable accommodation (on a habitable room basis) will be required across the entire scheme. Intend to Publish London Plan policies H4 and H5 requires this to be split 30:30:40 between low-cost rent (London Affordable Rent, Social Rent), intermediate tenure (London Living Rent, London Shared Ownership), and borough defined respectively.
- 2.10 Affordable Rent is not one of the Mayor's preferred affordable tenures; however, Intend to Publish London Plan paragraph 4.6.2 allows for the inclusion of a broader mix of affordable housing if appropriate for viability reasons or where it would deliver a more mixed and inclusive community.

2.11 Based on local rent levels (as shown on the GLA Rent Map), it is considered that it will be possible to demonstrate that the Affordable Rent is genuinely affordable in the local context, as the level of household income required to afford the 1, 2 and bedroom affordable homes is below the £60,000 annual household income specified by the London Plan AMR (2019) as the maximum needed to comfortably afford an Affordable Rent product. This will need to be discussed and agreed with the Case Officer at pre-application stage.

2.12 The recommended option is to redevelop the site to provide the following outputs and benefits:

- 38 affordable homes (as Affordable Rent at 80% of market rent)
- 16, one bedroom ASD homes (at London Affordable Rent)
- 1,485m² of new community space (including library space and adult learning space)
- Accessible community space that is fit for purpose
- Safe and secure private amenity space for ASD residents
- A new pedestrian street with active frontages into the new homes
- Good quality public realm

2.13 This option is being recommended as it:

- Delivers the client brief, including the need for homes for people with ASD.
- Optimises the development potential of the site, responding to the site constraints.
- Provides good quality public realm, and safe, secure private amenity space for ASD residents
- Maximises affordable housing
- Will deliver operational savings for the Council by allowing a range of services to be delivered from the community space, and providing fit for purpose ASD housing within the borough, reducing the need for the Council to rent accommodation outside of the borough

Financial Summary

2.14 There are two parcels to the development. Parcel one will deliver the majority of the new homes, including the 16 units for people with autism. The second parcel comprises of the remaining affordable housing and the community space.

Parcel one

This phase will deliver the following:

41 affordable homes of which

- 25 Affordable Rent (AR) units at 80% of Market Rent,
- 16 Affordable Rent (LAR) units as Specialist housing (Autistic Spectrum Disorder)

This parcel has been assessed against the council's investment metrics and it delivers the required financial return, as summarised here:

Year 1 surplus	£97k
Operating surplus 1 st 10 years	£556k

Internal Rate of Return	5.3%
Net Present Value (5% discount rate)	£713k
Yield on Cost	4.4%

- 2.15 The proposed ASD units are estimated to save the Council around £1.1m to the Council's Care and Support budgets. These savings have been identified by Care and Support and are reflected in the Disabilities Improvement programme. The delivery of these units will therefore enable these savings.
- 2.16 The total development costs for Parcel One are estimated at £14,903,642 of which c.£2,109,268 of pre-development costs would be incurred to secure planning permission and procure the contractor, prior to works commencing on site.
- 2.17 Given the timescales for de-commissioning the existing TA facility at Brocklebank Lodge in early 2021, and the priority to deliver affordable and ASD housing, it is proposed that a planning application is submitted in March 2021, and construction works start on site in January 2022.

Parcel two

- 2.18 In the current proposal it is assumed that parcel two will deliver 1,485m² of community space and 12 Affordable Rent housing units. Initial design has been carried out on the assumption that the space delivered will be used to provide community space, based on the community hub model.
- 2.19 While it remains the aim to provide a community facility at this site, there is a need for further time to consider how best to achieve this. This is largely driven by the change in circumstances which has been created by the pandemic; which necessitates a need to reassess how we design and use public buildings in the safest ways. This will also provide the opportunity to address the viability issues that parcel two of the current proposal faces.
- 2.20 As far as possible the aim remains that these two parcels should be delivered in tandem. However, the programme has been designed to enable parcel one to progress independently of parcel two if that is required. This will mean that the delivery of the specialist housing is not delayed by the need to further develop the plans for parcel two.

3. Delivery Arrangements

- 3.1 It is proposed the scheme is delivered by Be First, who will progress the project through the planning process, and manage the delivery of the works. It is proposed that a contractor for the works is procured through the Be First construction framework. Opportunities will be explored with the contractor to deliver the scheme through modular off-site construction methods in order to speed up delivery and mitigate the impact of the construction works on nearby residents.
- 3.2 All procurement that is required to be conducted under this project will be carried out in compliance with EU and UK Legislation.

Programme

3.3 The key dates are summarised in the following table:

Milestone	Date
Planning Submission	March 2021
Contract Award	December 2021
Start on Site	January 2022
Practical Completion	September 2023

Funding

3.4 The estimated development costs for Parcel One are £14,903,642 to be funded through a combination of GLA Grant funding/Right to Buy receipts and borrowing, broken down as follows:

Grant funding (Right to Buy and GLA grant)	£5,376,000
Council borrowing	<u>£9,527,642</u>
Total	£14,903,642

4 Consultation

4.1 Ward members have been consulted following the initial design and feasibility work. Ward members were supportive of the proposals around housing, in particular the specialist housing, and the proposal to provide a high proportion of three beds within the Reside housing element. Ward members emphasised the need for some parking given the location and proposed use of the site. Ward members also emphasised the need for more clarity on the proposals around community hubs as soon as possible, including engaging with the local partner organisations.

4.2 As part of the feasibility study workshops and meetings were undertaken with the stakeholders for the proposed development. These included senior management, and senior officers within Head of Universal Lifecycle – Community Solutions, Head of Commissioning Disabilities, Principal for the adult college, Head of Housing and Asset strategy and finance to establish the projects viability, feasibility and to progress both the design brief and specification of works.

4.3 No community consultation has been undertaken at the feasibility stage. Community consultation will commence once architects have been appointed to carry-out the detailed design for this site subject to cabinet approval.

5. Financial Implications

Implications completed by: David Dickinson, Investment Fund Manager

5.1 Brocklebank Lodge is currently used as temporary accommodation (TA) but this will be re-provided through the refurbishment of the former Grays Court, which is scheduled to be completed towards the end of this financial year. Grays Court is currently expected to provide the IAS with a good income stream. The report does not outline the impact on the service of the loss of income from Brocklebank and whether the loss of income (estimated at £580k p.a.) will need to be financed by the other TA sites (Weighbridge, Wivenhoe, Margaret Bondfield and Grays Court). It is

essential that the work on Grays court is co-ordinated with the closure of Brocklebank.

5.2 The report outlines modelling from Care and Supports showing Autism Spectrum Disorder (ASD) provision could achieve annual total savings of c.£1m to the Council's Care and Support budgets.

5.3 The 25 Affordable Rent units are viable, with a tenure mix funded by right to buy receipts and rental is at 80% of market rent. The total borrowing required for the AR units is £6.8m. The ten-year returns are summarised below and it must be highlighted that the surpluses from year 9 and 10 are marginal, but still positive, and this continues until year 23, when surpluses are a little over £100k.

AR Unit Cashflows

Year		Rent (Net Voids & BD)	Maint, Man., SC	Lifecycle	Interest	MRP	Revenue Surplus / Deficit	Loan Balance Period Start
		£31,051k	-£5,951k	-£5,009k	-£6,617k	-£6,133k	£7,341k	
Dev Period		£54k	-£11k	£0k	-£230k	-	-	-£6,441k
1	24/25	£352k	-£70k	£0k	-£199k	£0k	£83k	-£6,629k
2	25/26	£363k	-£72k	£0k	-£199k	£0k	£92k	-£6,629k
3	26/27	£374k	-£73k	£0k	-£199k	-£58k	£44k	-£6,629k
4	27/28	£385k	-£75k	£0k	-£197k	-£60k	£53k	-£6,570k
5	28/29	£396k	-£76k	£0k	-£195k	-£62k	£63k	-£6,510k
6	29/30	£406k	-£78k	£0k	-£193k	-£64k	£71k	-£6,449k
7	30/31	£414k	-£79k	£0k	-£191k	-£66k	£78k	-£6,385k
8	31/32	£422k	-£81k	-£12k	-£189k	-£68k	£73k	-£6,319k
9	32/33	£431k	-£82k	-£77k	-£187k	-£70k	£14k	-£6,252k
10	33/34	£439k	-£84k	-£79k	-£185k	-£72k	£20k	-£6,182k

5.4 The 16 ASD units, which includes £2.4m of GLA grant (£150k per unit), will be funded and held in the HRA. The cashflows are positive for the first 8 years, which includes MRP. Currently it is not a requirement for the HRA to set aside MRP but it is good practice for new borrowing, if required, to have a repayment provision set aside.

ASD Unit Cashflows

Year		Rent (Net Voids & BD)	Maint, Man., SC	Lifecycle	Interest	MRP	Revenue Surplus / Deficit	Loan Balance Period Start
		£12,716k	-£3,809k	-£3,206k	-£2,568k	-£2,380k	£755k	
Dev Period		£22k	-£7k	£0k	-£91k	-	-	-£2,496k
1	24/25	£144k	-£45k	£0k	-£77k	£0k	£22k	-£2,572k
2	25/26	£149k	-£46k	£0k	-£77k	£0k	£26k	-£2,572k
3	26/27	£153k	-£47k	£0k	-£77k	-£23k	£7k	-£2,572k
4	27/28	£158k	-£48k	£0k	-£76k	-£23k	£10k	-£2,549k
5	28/29	£162k	-£49k	£0k	-£76k	-£24k	£14k	-£2,526k
6	29/30	£166k	-£50k	£0k	-£75k	-£25k	£17k	-£2,502k

7	30/31	£170k	-£51k	£0k	-£74k	-£25k	£19k	-£2,478k
8	31/32	£173k	-£52k	-£8k	-£73k	-£26k	£14k	-£2,452k
9	32/33	£176k	-£53k	-£49k	-£73k	-£27k	-£25k	-£2,426k
10	33/34	£180k	-£54k	-£50k	-£72k	-£28k	-£24k	-£2,399k

- 5.5 Overall, when the community space is included the scheme is not viable without a significant capital contribution towards its delivery.
- 5.6 As the timescales for de-commissioning the existing TA facility at Brocklebank Lodge (spring 2021), and the priority to deliver affordable and ASD housing, the report proposes that the delivery of the preferred design option is broken down into phases:
- Phase 1 comprising 25 Affordable Rent units and 16 ASD units.
 - Phase 2 comprising the community space.
- 5.7 A business case for the community element will still need to be finalised and further work is needed, in particular around CIL and FE College funding.
- 5.8 Overall the cost assumptions are prudent and include revised assumptions for Lifecycle. Work should be carried out with the Care and Support team to confirm the management and maintenance costs for the ASD units.
- 5.9 The report is looking initially to agree pre-development costs of £2.019m, which is broken down as per below, with the gateway 4 proposed to be September 2021:

Pre-Development Period Cost	Amount
Enabling Works	£607,975
Professional Fees	£1,096,497
DM Fee (Be First - Comm. Team)	£150,043
DM Fee (Be First - Dev. Team)	£112,532
Be First Planning Consultancy Fee	£38,505
Planning Application Fee	£41,372
Feasibility Costs (Be First)	£19,719
Interest	£42,626
Pre-Development Costs	£2,109,268

- 5.10 The report identifies a number of risks that could have an adverse impact on the costs, including build costs, asbestos, land title, ground conditions and rights of light. If these result in a significant increase in cost above the amount already in the models these should be updated and highlighted as part of gateway 3.
- 5.11 In terms of Revenue, an assessment of the effects on the Temporary Accommodation portfolio indicates that there will be a loss of approximately £376,000 a year of income from the loss of Brocklebank. This considers current rental charges and relevant void levels. However subject to Grays Court being commissioned on 1st April 2021 as planned, an additional income stream of £515,000 will be realised. This is assuming the same charges and void levels as Brocklebank. That gives a net benefit of approximately £139,000.

6. Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance Lawyer

- 6.1 The proposal relates to the site known as Brocklebank Lodge Becontree Avenue. The site was a former Council care home and is currently being used for temporary housing accommodation which is a Council general fund activity. This activity will be terminated shortly, and an alternative site be utilised.
- 6.2 The preferred recommended option is to redevelop the site to provide affordable specialist housing for adults with Autism Spectrum Disorder housing (16 units), affordable housing (37 units), and 1,485m² of new community space.
- 6.3 The scheme utilises two parcels (1 & 2) Parcel 1 which relates to the affordable specialist housing for adults with Autism Spectrum Disorder is anticipated to deliver a saving.
- 6.4 The key legal issues will be:
- Power to carry out development
 - Planning
 - GLA guidance
 - Existing interests
 - Land remediation
 - Human Rights

Council Powers

- 6.5 The Council has power to deliver the development scheme by virtue of the general power of competence under section 1 of the Localism Act 2011, which provides the Council with the power to do anything that individuals generally may do. Section 1(5) of the Localism Act provides that the general power of competence under section 1 is not limited by the existence of any other power of the authority which (to any extent) overlaps with the general power of competence. The use of the power in section 1 of the Localism Act 2011 is, akin to the use of any other powers, subject to Wednesbury reasonableness constraints and must be used for a proper purpose.
- 6.6 Whilst the general power of competence in section 1 of the Localism Act 2011 provides sufficient power for the Council to carry out the development and enter into the relevant project documents further support is available under Section 111 of the Local Government Act 1972 which enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.
- 6.7 In exercising the power of general competence and in making any investment decisions, the Council must also have regard to the following:
- a. Compliance with the Statutory Guidance on Local Government Investments;
 - b. Fulfilling its fiduciary duty to taxpayers;
 - c. Obtaining best consideration for any disposal;

- d. Compliance with Section 24 of the Local Government Act 1988 in relation to giving financial assistance to any person (which either benefits from a general consent or requires express consent by the Secretary of State);
- e. Compliance with any other relevant considerations such as state aid and procurement;

GLA

- 6.8 As set out in the Report proposal a potential source of funding is from the GLA. The benefit with the GLA funding is that the Council will not increase its indebtedness but will be subject to the conditions of the GLA funding. The proposal is that the 16 ASD units, the cost of which will be assisted by GLA grant will be funded and held in the HRA and those homes will be appropriated from the General Fund to housing for the purposes of the Housing Act 1985 and duly accounted for.

Planning and Development Risks

- 6.9 The report explains that the development is designed to work with the movement of temporary accommodation to Grays Court and this can be a material planning consideration as will be the need for ASD accommodation. The overall master-planning of the site will be developed in consultation with the Be First planning professionals to work the proposed development to be consistent with the Local Plan and the London Plan.

Land Risks and Considerations

- 6.10 There will be the imperative to ensure that all land, development and environmental risks are identified and managed through feasibility studies to ensure the preferred development option is deliverable before significant pre-development expenditure, and mitigation strategies put in place. Potential risk arising include, but are not limited to, any third-party rights or restrictions or incumbrances which may frustrate or prevent the Council's regeneration objectives and development of the land. In terms of environmental risks, caution must be exercised to ensure any land contamination is identified and if so, any remedial action and the costs of such remediation would need to be factored into the feasibility and viability considerations. Specifically, there should be early due diligence before substantial investment and contractually committing to the project to ensuring that the site is suitable for the construction of dwellings and is without risk of historical contamination, or in the alternative that any contamination is capable of being remedied and costs are both factored into the acquisition price and do not compromise the viability of any residential development. A full environmental survey, development appraisals and sound understanding will be a necessity if the Council seek to pursue mixed use or residential development on the site.

State Aid

- 6.11 As local government is an emanation of the state, the Council must comply with European Law regarding State Aid. This means that local authorities cannot subsidise commercial undertakings or confer upon them an unfair economic advantage. This report does not identify any specific aspect of the proposed development, which is other than on a commercial basis transaction or is it seeking to subsidise, thus this arrangement satisfies the requirement it is on market terms.

Furthermore, in the event it may be needed certain grants to remediate contaminated land are excluded from the State Aid Regime.

Human Rights

- 6.12 As the scheme as described does not seek the use of compulsory purchase powers or displacement of any residents there does not appear to be critical risks associated with a Human Rights Act challenge, nevertheless, matters should be kept under review in case such considerations should arise.

Other Claims

- 6.13 There may be a prospect that the development could be subject to claims and other incumbrances such as easements and claims for same such as right to light. To a degree the effect of such incumbrances will be dependent upon the masterplan and how the sites fit in. However, as a local authority the Council can appropriate the land in question for planning purposes pursuant to s. 227 of the Town and Country Planning Act 1990. In doing so the Council can utilise the power given by s.203 of the Housing and Planning Act 2016 to override any private rights subject to compensation payments. This power would normally be exercised after planning permission had been obtained, thus there would be time to negotiate the extinguishment of incumbrances beforehand which will enable swifter resolution.

7. Other Implications

- 7.1 **Risk Management** – Risks associated with the construction of the new development will be fully scoped and managed through the construction contracts and any additional contracts to appoint design and professional services team.
- 7.2 **Contractual Issues** - The Be First Housing Contractor Framework would be used to Tender for and appoint a main contractor and all associated design consultants via a JCT contract arrangements.
- 7.3 **Staffing Issues - Project Delivery** - The delivery of the project will be undertaken by Be First for the agreed development management fee that covers all staff costs.
- 7.4 **Corporate Policy and Equality Impact** – This development will contribute to the Council Priorities of Empowering people by enabling greater independence and protect the most vulnerable and by strengthening our services for all especially for the proposed resident who will occupy the ASD housing as this will address their specific needs, will enable them to live independently, close to family and form them to be able to readily access the services that they may require.

The proposals will also enhance the priority to develop aspirational and affordable homes and shape great places and strong communities through regeneration. Whilst these sites are under construction local engagement will be undertaken to ensure that disruption to neighbouring residents is minimised and they are fully aware of the site contacts etc in case of emergency. Contractors are required to demonstrate a commitment to supporting the Council's own teams in implementation of high-quality customer care.

- 7.5 **Safeguarding Adults and Children** - Design Development undertaken on all new projects by Be First will into consideration needs of local communities with a focus on creation of accessible spaces that allow for freedom of movement and will benefit the local and wider communities including children. The development process will explore opportunities to introduce new or improve existing play facilities.
- 7.6 **Health Issues** - There is a large body of evidence that improvements to housing quality can improve health and wellbeing outcomes for its residents. The link between poor housing and ill health has long been established and this is now clearly acknowledged by central government in their vision for the future of Public Health in England.
- 7.7 **Crime and Disorder Issues** - Section 17 of the Crime and Disorder Act 1998 places a responsibility on councils to consider the crime and disorder implications of any proposals. The proposals set out in this report will help make the areas safer by improving the quality of the environment, creating safer more natural surveillance for public areas and pedestrian routes. All new developments will fully meet the requirements for Secured by Design Silver.
- 7.8 **Property / Asset Issues** – Brocklebank Lodge site is within the ownership of the council. The proposal contained within this report will increase the Council's income producing asset base directly in the General Fund and within Barking and Dagenham Reside.

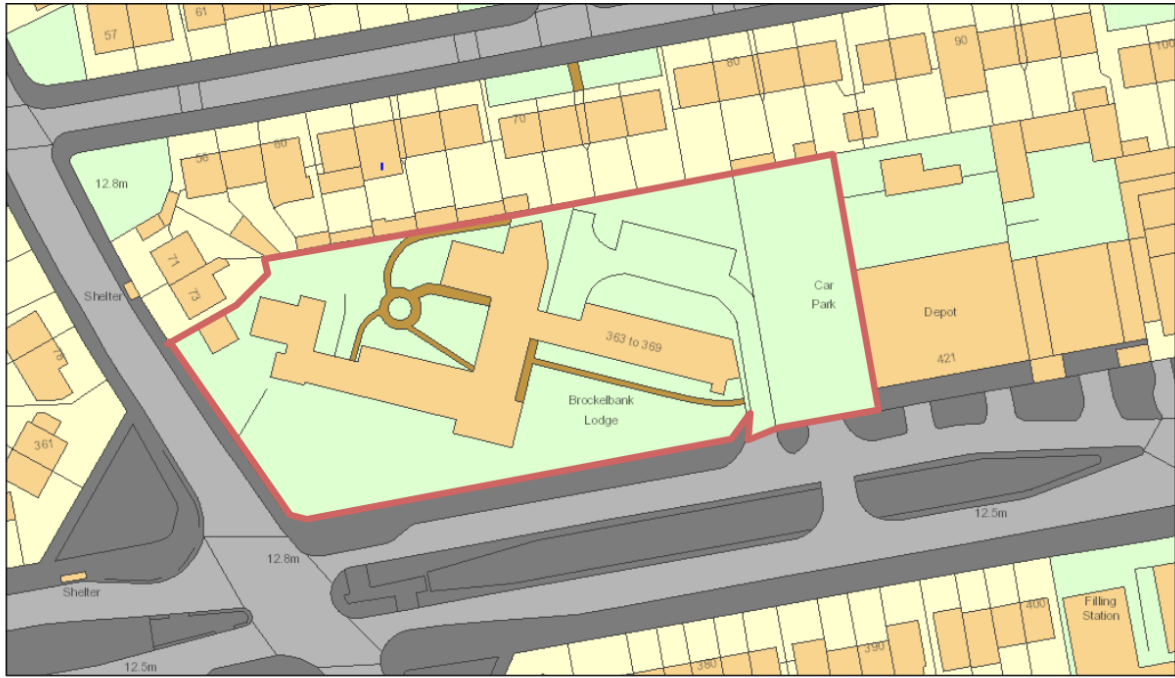
Public Background Papers Used in the Preparation of the Report: None

List of appendices:

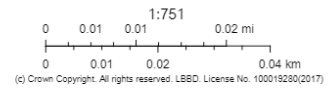
- Appendix 1 – Brocklebank red line boundary

Site Plan

Brocklebank Lodge, Becontree Avenue



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CABINET**17 November 2020**

Title: Reviewed Corporate Plan 2020-22	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Rhys Clyne – Workstream Lead, Participation and Engagement	Contact Details Rhys.clyne@lbbd.gov.uk
Accountable Strategic Leadership Director: Mark Tyson – Director of Policy and Participation	
<p>Summary</p> <p>Cabinet and Assembly agreed the new Corporate Plan and Single Performance Framework in April and May 2020. This was done on the understanding that their contents would need to be reviewed, later in the year, to take account for the impact of Covid-19 on the Council's plans for the next two years.</p> <p>While the pandemic continues to evolve, the Council is now in a much better position to understand how Covid-19 is impacting on its resources, priorities and plans. Therefore, over the past few months, the Council's strategic framework, including the Corporate Plan and Single Performance Framework, has been reviewed to take account for the impact of the pandemic, and of the lessons learned in implementing the new Performance Framework since May 2020.</p> <p>As a result, this report introduces and appends for agreement:</p> <ul style="list-style-type: none"> • A reviewed Corporate Plan, updated to include the context of Covid-19 and the Council's response, as well as a clear, consistent description of the Council's approach to its work. • A reviewed Single Performance Framework, including proposed changes to the content to take account for the impact of Covid-19 and to enact lessons learned when implementing the Framework over the Summer 2020. 	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <p>(i) Recommend the Assembly to agree the reviewed Corporate Plan as set out at Appendix 1 to the report;</p> <p>(ii) Agree the reviewed Single Performance Framework as set out at Appendix 2 to the report.</p>	

Reason(s)

To assist the Council in achieving the vision of the Borough Manifesto by progressing its key strategic priorities: Inclusive Growth; Prevention, Independence and Resilience; Participation and Engagement; and Well-run Organisation.

1 Introduction

- 1.1 Cabinet and Assembly agreed the new Corporate Plan and Single Performance Framework in April and May 2020. This was done on the understanding that their contents would need to be reviewed, later in the year, to take account for the impact of Covid-19 on the Council's plans for the next two years.
- 1.2 While the pandemic continues to evolve, the Council is now in a much better position to understand how Covid-19 is impacting on its resources, priorities and plans. Therefore, over the past few months, the Council's strategic framework has been reviewed to take account for the impact of the pandemic, and of the lessons learned in implementing the new Performance Framework since May 2020.
- 1.3 It is important to note, however, that while the review of the strategic framework is vital to ensure that our plans are up-to-date and reflect the reality of the context in which we work, the fundamental approach and strategic intentions of the Council, as set out in the Corporate Plan, are not changing. We still believe that the approach we have developed over the past few years of transformation, and the strategic priorities we have set ourselves, are correct in responding to the challenges of our times, and are the only way in which we stand a chance of realising the vision of the Borough Manifesto.
- 1.4 The Council has also already been delivering the contents of the Corporate Plan and Single Performance Framework throughout this year, as we have been responding to the Covid-19 pandemic. For example, related to Inclusive Growth we have:
 - Secured a deal to sell the land for the development of London's largest film studios.
 - Agreed to buy 938 units of housing at Beam Park, a 3,000 home regeneration scheme in South Dagenham, 50 per cent of which are below market rent.
 - Been identified as the biggest council house builder in London, with the largest allocation of GLA grant (£110m) to support the delivery of truly affordable housing.
 - Secured a grant from central government to continue support for rough sleepers who were brought in off the streets at the start of the pandemic.
 - Launched Kick Start Barking and Dagenham, creating placements in the council and working with partners to secure additional placements for local residents.
 - Made progress in negotiating with the City of London to secure commitments that the proposed relocation of the city markets will benefit Barking and Dagenham residents.
 - Secured a £1.6m grant to install energy efficiency measures in 250 homes across the borough, improving the environments and helping reduce residents' energy bills.

For example, related to Participation and Engagement we have:

- Established BD CAN in collaboration with BD_Collective in a matter of days to respond to the community's vulnerability in lockdown.
- Undertaken two rounds of the Neighbourhood Fund this year, distributing over £250,000 to approximately 25 local good causes.
- Supported over 12,800 visitors to the One Borough Voice engagement platform.
- Led the development of a range of cultural programmes in response to lockdown and social distancing, such as the One Borough One Love Festival and a suite of home activities and toolkits aimed at particularly engaging isolated residents.
- Supported 37,000 hours of resident participation through the Every One Every Day programme as of September 2020, along with the launching of Tomorrow Today Streets, a programme which has enabled residents to continue to participate despite Covid-19.
- Established B&D Giving as an organisation and merged with BD Renew. £100k of funding secured and distributed across the community to support the borough's response to Covid-19.
- Launched a shared volunteering platform on Better Impact to enable more volunteering across the Borough, including the use of a central pool of hundreds of volunteers which social sector partners have been able to access.

For example, related to Prevention, Independence and Resilience we have:

- Developed, agreed and started deploying Adults, Disabilities and Mental Health Improvement Programme PIDs, and completed the new Adults Practice Framework.
- Put in place a Social Prescribing Model.
- Created a Pre-Birth Service and put in place revised early permanence pathways.
- The YOS Improvement Plan is being delivered on-track as part of the wider Children's Improvement Programme.
- Completed the School Place Sufficiency Plan.
- Gone live with the new Multi-Agency Safeguarding Partnership.
- Launched the Step Up, Stay Safe programme with the 'Lost Hours' campaign in August 2020; engaged by over 30,000 people by the beginning of September.
- Mobilised the Specialist Intervention Service and appointed its new Head of Service.

All of these achievements have been made while the Council has also brought Elevate's services back in-house and managed its ongoing response to the Covid-19 pandemic.

2 Proposals

2.1 Listed below are the principal documents appended to this report, their purpose and the direction of the changes that have been proposed through the review process:

1. **The Corporate Plan** – The Corporate Plan was first agreed just a few weeks into lockdown. It included a brief outline of the risks the Council and community

faced in May 2020 as well as an outline explanation of the Council's overall approach to its work. The reviewed version, appended to this report for agreement, has been updated with further, more detailed context about the impact and risks of Covid-19. It also sets out in greater detail the Council's overall approach to its work, including:

- a shared approach to dispersed working and community hubs;
- a shared approach to service design and delivery; and
- a shared approach to tackling cross-cutting issues and outcomes.

The Corporate plan also sets out our medium-term priorities for delivering this approach and progressing towards the vision of the Borough Manifesto.

2. **The Single Performance Framework** – The Single Performance Framework translates the approach of the Council, described in the Corporate Plan, into tangible work to be undertaken between now and the local elections in May 2022; targets to be achieved and deadlines to be met. This is the mechanism by which we understand the progress we are making and the performance of the Council. The contents of the Framework have been reviewed to take account of Covid-19 as well as the lessons we have learned in implementing the Framework over the past few months. Any proposed changes are highlighted in the notes of the appended Framework. We also recognise that the impact of the pandemic is not static. It will continue to emerge and change. Therefore, we will maintain a change control mechanism, overseen by Cabinet, through which we can amend the Framework as required throughout its lifespan, to ensure that it remains as realistic and up-to-date as possible. We will also engage the leads for the Framework across the Council every six months, to reflect on whether the pandemic or any other issues have necessitated any further changes. It is important to note that the clear priority of creating a Community Hub model, whilst set out in the text of the Corporate Plan, is not currently explicitly described in the Performance Framework. This is because details are still in the process of being developed. Over the coming months, as the more specific activities are clarified and agreed, the Performance Framework will be adapted to include the relevant deliverables.

3. Consultation

- 3.1 The Council's approach described in the Corporate Plan is fuelled by and dependent upon ongoing participation and engagement of a variety of forms. This includes large-scale engagement exercises, such as that which co-produced the Borough Manifesto or, more recently, shaped the 'Borough and Me' programme and wider inclusive growth agenda. It also includes in-built mechanisms for resident and service user co-production, participation and engagement within frontline public services such as in Care and Support and Community Solutions. And it includes ongoing mechanisms and avenues for democratic resident participation such as through the operation of the Neighbourhood Fund, or workshops and collaboration with the local social sector.
- 3.2 Within the workforce, a range of activity over recent years have sought to build on the programme of engagement which previously shaped Ambition 2020. This has included focus groups, consultations and workshops. And more recently, the 'join the conversation' programme of activity has commenced to improve the collective understanding of what the workforce believe enables the form of public service

described in the Corporate Plan, how the Council could work more widely according to the principles of this document, and what gets in the way. Workforce engagement has also formed an important part of the Council's response to the pandemic and the adaptation of the Council's working arrangements.

4. Financial Implications

Implications completed by: Sandra Pillinger – Group Accountant

- 4.1 There are no direct financial implications of implementing the recommendations of this report.

5. Legal Implications

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

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

6. Other Implications

- 6.1 **Risk Management** – The risks associated with the ongoing Covid-19 pandemic are accounted for in the decision-making processes of the Council's strategic framework, described in the Corporate Plan. The wider approach to risk will be captured in the performance process that supports the analysis of the Single Performance Framework.
- 6.2 **Staffing Issues** – The Corporate Plan and Single Performance Framework sit at the heart of the council's strategic framework, and therefore guide the work of all services and the workforce.
- 6.3 **Corporate Policy and Equality Impact** – The Corporate Plan sets out the Council's approach to realising the vision of the Borough Manifesto and sits at the heart of the organisation's strategic framework. The Single Performance Framework translates this approach into tangible work to be undertaken and objectives to be achieved through its lifespan. Commissioning mandates and business plans, in turn, explain how service delivery blocks aim to achieve the outcomes described in the Corporate Plan and Single Performance Framework.

Please see Appendix 6 for the updated EIA related to the Corporate Plan. This was first undertaken earlier in 2020 before the Plan's agreement at Assembly in May 2020 and has since been updated to take account of the impact of Covid-19.

- 6.4 **Safeguarding Adults and Children** – The strategic priority of Prevention, Independence and Resilience covers work to be undertaken to support the Council's approach to safeguarding, as set out in the Single Performance Framework.
- 6.5 **Health Issues** – The approach of the Corporate Plan is predicated on an ever-improving understanding of the root causes of poor outcomes and our collective ability to prevent and address them.
- 6.6 **Crime and Disorder Issues** – This agenda is covered by both the strategic priorities of Prevention, Independence and Resilience; and Inclusive Growth, as set out in the Single Performance Framework.
- 6.7 **Property / Asset Issues** - Activity on the Council's approach to all its assets – housing, community, service and other – are covered across the Single Performance Framework.

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

List of appendices:

- **Appendix 1:** The Corporate Plan
- **Appendix 2:** The Single Performance Framework
- **Appendix 3:** Community and Equality Impact Assessment

The Barking & Dagenham **Corporate Plan**

2020 to 2022

Revised as of November 2020

Foreword

Never in this borough's history has the landscape in which we live and work changed so quickly, or so drastically, as it has in the months since March 2020.

At the time of writing, 177 of our fellow residents have lost their lives to the Coronavirus¹. Up to half of working residents were either furloughed or in receipt of self-employment support. The number of residents in receipt of Universal Credit has more than doubled, with over one in ten residents now receiving welfare support.

Meanwhile, the normal lives of each and every one of us was turned upside down. We physically distanced ourselves – to protect those we love – at the very time we most needed social connection. We learned the true value of 'key work' and came together to recognise those who risked their own health to support the health of the community. We came together to help those who found themselves vulnerable, stepping up to organise the support that was needed.

As a Council, we have worked tirelessly on the frontline of this pandemic: ensuring that vital frontline services remained open; working with colleagues in the care sector to support the stability of care services facing crises on several fronts; securing and distributing PPE for key workers; helping schools to navigate unprecedented requirements; working in partnership with civil society and volunteers to get social support, food and medicine to residents who needed it; constantly talking to the community about the requirements for lockdown and social distancing; and much more.

One of the many impacts of the pandemic is that the Council is now caught in a financial pincer movement, stuck between the additional costs of responding to Covid-19 and a loss of income as a consequence of lockdown. The Government has made additional funding available which has eased the in year situation with funding of £24m having been made available to meet known and certain in year costs of £25m. However as we move into winter there are still further substantial risks with a pessimistic forecast of up to an additional £10m of costs and income losses in year. In addition, there has been an impact on our local taxbase with net collection fund losses of £8.5m projected. And this could only be the start. Any new lockdown arrangements in Barking and Dagenham would have a further, substantial impact on the Council's finances. Government have made funding available for this financial year but have not yet committed to any funding for 2021/22. In addition, funding reforms have been deferred again until at least 2022/23 resulting in substantial uncertainty moving forward.

In truth, the financial impact of the pandemic, and the subsequent impact on our ability to deliver the Performance Framework set out in this Corporate Plan, can only be managed through constant monitoring and regular communication over the coming weeks, months and years.

In short, this has been and remains the greatest challenge most of us have ever faced. It has been and remains an extraordinary time.

Recognising the scale of this challenge, in May 2020 – just a few weeks into the crisis – the Council Assembly agreed an extraordinary version of this Corporate Plan and a new Single Performance Framework. This set out the Council's approach, as well as a benchmark for what we intended to achieve over the next two years in the form of its Performance Framework. We knew this benchmark would change due to Covid-19. Therefore, it was agreed then that we would review the Corporate Plan and Single Performance Framework as the long-term implications of the pandemic began to emerge, both on the Council's priorities and on the work we plan to undertake. It is important that we

¹ ONS, deaths registered up to 24 October 2020.

explain how the Council has adapted and is adapting to the changing landscape. We knew that we would have to shift our focus, to work in ways we had not foreseen. This Corporate Plan has been reviewed to take account for the impact of Covid-19, to the best of our understanding as of November 2020.

At the same time, we were confident that while we needed to adapt our work to our new reality, the strategic approach we developed before the pandemic was the right one. The priorities set out in our Performance Framework are – in fact – more important than ever. The inequalities we were grappling with before the pandemic have been heightened, rather than fundamentally altered, over the last few months. As such – with a few modifications to reflect new realities – the Corporate Plan and the Single Performance Framework describe the ways in which we are going to support our community to recover from Covid-19, as well as the ways in which we are pursuing our long-term vision.

This Corporate Plan is both a plan for recovery and a plan in pursuit of the Borough Manifesto. Despite the uncertainty, we believe it is up to the scale of the task.

Cllr Darren Rodwell and Claire Symonds

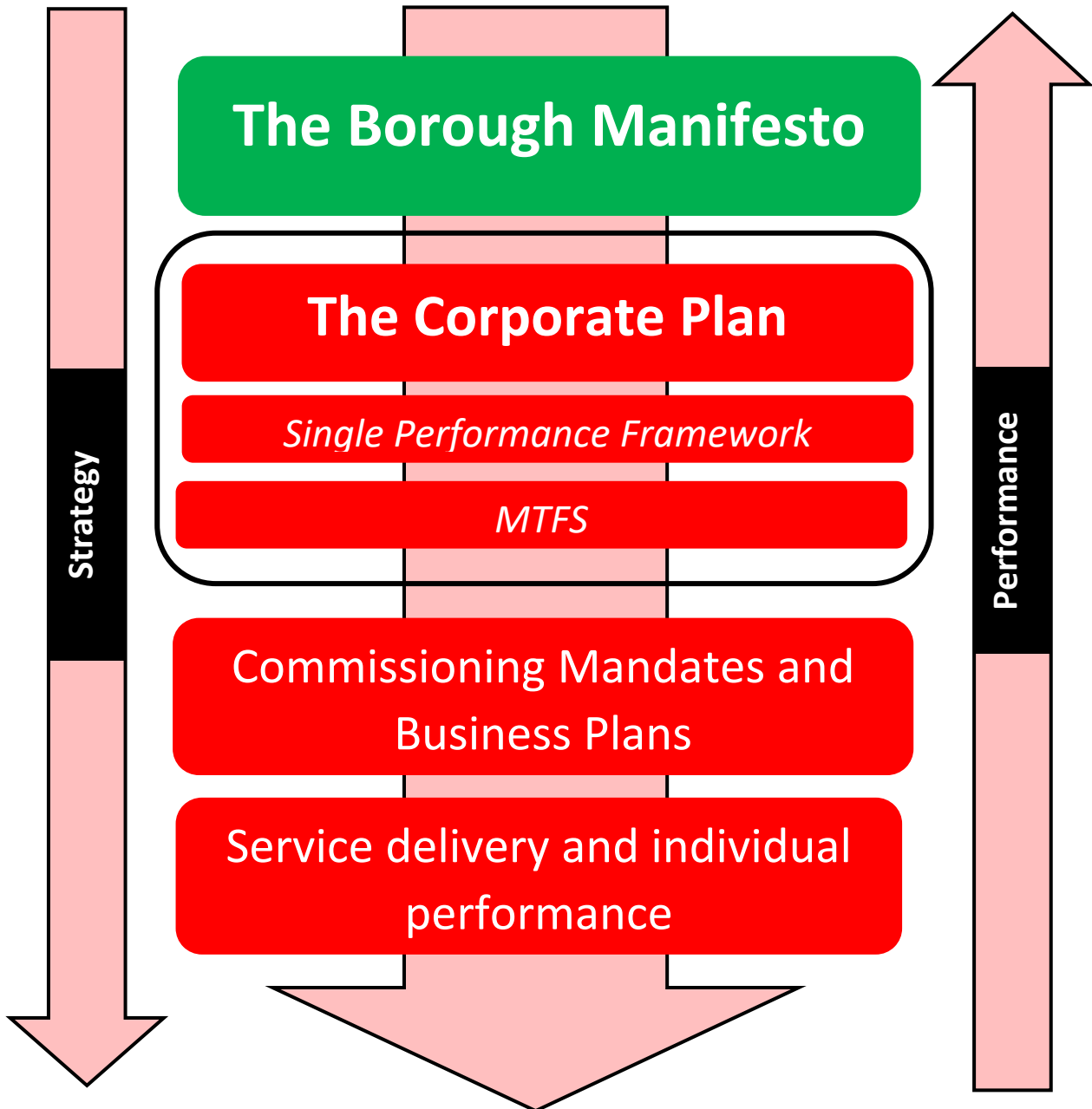


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The Strategic Framework

The Council's Strategic Framework helps us to make decisions, set strategy and manage performance. It includes the 'golden thread' of documents that describe our long, medium and short-term priorities, and which are managed through our commissioning and performance processes. It provides a clear line of sight between the ultimate vision of the Borough Manifesto, day-to-day service delivery and individual performance.



The top-line of the 'golden thread' is the **Borough Manifesto**, providing a co-produced, long-term vision for Barking and Dagenham.

The Council's approach to realising this long-term vision is translated into medium-term priorities and programmes of activity in the **Corporate Plan**.

The Corporate Plan both informs and is informed by the **Medium-Term Financial Strategy (MTFS)**, which sets out a framework to be used to guide resource allocation in the pursuit of our aims set out in the wider Strategic Framework.

The Corporate Plan is translated into tangible activity in the **Single Performance Framework**, which sets out, in detail, the work we intend to undertake and the impact we hope and expect that work to have by May 2022. The Performance Framework is organised around four key strategic priorities:

- 1. Inclusive Growth**
- 2. Participation and Engagement**
- 3. Prevention, Independence and Resilience**
- 4. Well Run Organisation**

The layers of the Strategic Framework described above in turn inform the commissioning mandates, business plans and other documents through which we plan the activity of each service and delivery block across the Council's system. These drive frontline service delivery and individual performance management.

In what follows we explain the Council's strategic priorities, our overall approach to addressing them, and how we organise our approach into each part of the 'golden thread'.

The Borough Manifesto

The Borough Manifesto lists a set of 11 aspirations, co-produced with over 3,000 residents in 2016-17, which collectively form our long-term vision for the Borough:

A place where every resident has access to lifelong learning, employment and opportunity.	A place with high-quality education and sustained attainment for all residents.	A place which supports residents to achieve independent, healthy, safe and fulfilling lives.
A place with sufficient, accessible and varied housing.	A place people are proud of and want to live, work, study and stay.	A place where businesses and communities grow and thrive.
A friendly and welcoming Borough with strong community spirit.		A place with great arts and culture for everyone, leading change in the Borough.
A place where everyone feels safe and is safe.	A place where everyone is valued and has the opportunity to succeed.	A clean, green and sustainable Borough.

This vision is underpinned by the belief that our Borough, and our residents, can and should aspire to more. Everyone wants something different out of life, but no one should have to accept high levels of unemployment and low pay, low levels of educational attainment and lower life expectancy than almost anywhere else. Our mission, to realise this vision, is to raise aspiration.

This Corporate Plan and our overall approach

Since 2015 the London Borough of Barking and Dagenham has been on a long journey of transformation. This journey began with the Ambition 2020 transformation programme, which sought to redesign, from first principles, how the Council worked in order to harness ‘the borough’s potential for the benefit of all, where no one is left behind’². The transformation sought to: ‘reach a new agreement with the local community’; to ‘increase the opportunities for [residents] to have their say’; to do more ‘work in partnership with the community’ and civil society; and to build an approach to Inclusive Growth which captured our potential as London’s growth opportunity, while ensuring nobody was left behind.

It was also spurred by the recognition that austerity meant we were unable to continue working like we had been, and only reinvention would make financial sustainability possible. Through the insight of the Growth Commission and the vision of the Borough Manifesto, co-produced with residents in 2016-17, we honed our approach to change and identified the Council we wanted to become.

In the proceeding years we have built a new kind of Council and a new way of working together and with residents. We have restructured our services, building a commissioning model which places outcomes for residents at the centre of our decision-making. We have integrated previously siloed services to create new ones, including our universal front-door Community Solutions. We have safeguarded jobs while harnessing untapped potential through Council-owned companies such as our regeneration and development vehicle, Be First, which have in turn accelerated our regeneration and development in such a way that benefits our whole community, and leaves no one behind. And we have found ever more ways to collaborate with and empower the community, increasingly casting aside the paternalistic ways we used to work.

We have learned a lot in the past few years. Not least that the journey to transform the way we work is never over. There will always be challenges with which to grapple and ways in which we need to improve. However, in 2020 we now understand what it will take for our New Kind of Council to realise the ambition set out in the Borough Manifesto. We must focus on **unleashing the potential of our place and its people, whilst addressing the underlying poverty, deprivation and health inequalities that hold so many of our residents back**. This will demand practical action across our four strategic priorities: Participation and Engagement; Inclusive Growth; Prevention, Independence and Resilience; and Well-Run Organisation (set out in the Single Performance Framework). But it will also demand a shared, Council-wide approach to managing and facilitating change, including:

1. A shared approach to dispersed working and community hubs
2. A shared approach to service design and delivery
3. A shared approach to cross-cutting issues and outcomes

We have also learned that we are only one key partner in a complex network of those who want to and are in a position to make change in this borough. Together, we must develop the borough’s social infrastructure and public services so that they are designed to enable residents to meet their potential and prevent the inequalities which get in the way.

We must apply this approach in addressing the four key strategic priorities we hold as a council:

1. Prevention, Independence and Resilience
2. Participation and Engagement

² LBBDD. *We all have a part to play*. 2015.

3. Inclusive Growth
4. Well Run Organisation

A shared approach to dispersed working and community hubs

One of the most influential learnings we have taken from our transformation is the vital importance of place to the way we work. Simply put, our services and the way we work should be built around the needs of residents, rather than the convenience of the Council. We must ensure that the right support is available, in the right place, at the right time, if we stand any chance of working well with residents to prevent poor outcomes. This belief must inform how we deliver our services, how we use our buildings, how we roll out new technologies, what we do with the data we collect and the insight we generate, and how we encourage different teams to work together.

Our commitment to this style of working has become even more important in the context of lockdown, social distancing and our response to Covid-19. Necessity is the mother of invention, and in March 2020 we instituted a dispersed, remote working model in which the majority of the workforce have continued to operate at full capacity – either at home or in the community – but without access to a central office. This approach has proved successful, thanks to our use of remote working technologies, with minimal disruption to service delivery.

Our experience over the past six months has informed our thinking about the role of localities, and means we are currently building on the work we had done before the pandemic to embed a digitally-enabled, truly dispersed model, which is less reliant on central offices and allows more of our staff to spend more of their time in the community, closer to residents. This model will be built around the reconfiguration of our buildings, so that they can act as more resident-centred, integrated **community hubs**. These hubs will be open, friendly and easy to access. They will act as flexible bases for a range of Council and partner services, including but not limited to money and debt, housing advice, health and wellbeing, learning, employment and skills, care and support, and social sector and other partners. They will combine a standard universal offer and targeted support aimed at meeting specific local needs. They will be digitally enabled and capable of adapting to changing needs across the borough. Most importantly, they will be inclusive and welcoming to residents.

We are not starting from a blank sheet of paper. We have already made significant progress in embedding this locality approach, thanks to our transformation and the work of the past few years. From Marks Gate and William Bellamy Children’s Centres, to the Barking Learning Centre and our ongoing work with BD_Collective and the wider social sector, we are building from a strong foundation to make this approach a reality.

This approach is also firmly rooted in our Single Performance Framework. A range of deliverables from across the Performance Framework will contribute to the development of our locality model, such as:

- Our community assets review and new community assets policy
- Community Solutions’ development of our community hubs
- The implementation of the new Adults and Children’s Target Operating Models
- Our partnership and ongoing work with the BD_Collective and wider social sector.

However, it is important to note that over the coming months, as further specific activities to develop a Community Hubs model are clarified and agreed, the Performance Framework will be adapted to include the relevant deliverables, ensuring that our shared approach to community hubs is embedded in the Council’s Performance Framework.

Embedding this model is central to the Council's approach and will inform work across the organisation over the coming two years.

A shared approach to service design and delivery

Our transformation since 2015 has also led the Council to a set of principles which guide the way in which we design and implement public services in all contexts. These principles have been learned slowly, and we keep these at the front of our thinking every day as we seek to manage and facilitate change. They are tools for Members, commissioners, service managers and all those involved in the design and delivery of services. These principles therefore support, but are separate to, the Council's core DRIVE values (deliver, respond, inspire, value, engage), which we expect everyone who works for and with the council to embody. Our principles for service design are set out below, along with examples of how we have already put them into practice:

Prioritise prevention

We will use the best of our data, our technology, our relationships and our insight to identify the people who most need support, doing everything in our power to ensure they get the right support, at the right time, before problems turn into crises.

For example, at the start of the Covid-19 lockdown in March this year, the Insight Hub investigated a range of datasets to identify 11,000 residents who were potentially vulnerable as a result of lockdown, shielding and the wider implications of the pandemic. Using our insight in this way allowed the Council to reach out to these residents, identify those who needed support – whether with their shopping, picking up medicines or social contact – and get that support to them before their circumstances deteriorated.

Understand, don't just assess

We will always connect with people first and foremost, based on empathy and shared understanding, looking beyond the presenting issue and seeking to understand the full richness of a person's life and circumstances. We will nurture real relationships without letting bureaucratic processes get in the way.

For example, the 'Stories Project' in Barking and Dagenham's Adult Social Care involved radically freeing up the way in which social workers relate to the residents they work with, replacing an extensive and ineffective assessment form with the opportunity for the social worker to write a story about and with the resident in question, allowing them to get to know the resident better as a fellow person, understand their life circumstances in a wider and more empathetic context, and as a result better identify the support that can make the difference the resident needs.

Get the basics right

We will strive to design and operate beautifully simple services that are intuitive and reliable for the resident, and supported by clear, consistent and to-the-point communications. We will always do what we say we are going to do.

For example, in March 2020, responding to lockdown, more than three-quarters of the Council's workforce moved rapidly to wholly remote working, while ensuring that vital frontline services remained open and accessible. This was a huge and unprecedented challenge, and it was only possible because of the substantial progress made through the Council's New Ways of Working Programme.

Over the past few years, the Council's use of technology to supporting working arrangements, whether through the implementation of Microsoft Teams or laptops that support fluid flexible working, has made adaption to different working arrangements possible and effective. This Process was supported by frequent, clear and coherent internal and external communications, to ensure that everyone was on the same page about the changes that were happening and what was expected of Council officers. It was a prime example of our focusing on getting the basics right, even in extreme circumstances.

Focus on people's strengths

We will start by exploring how all residents, no matter their circumstances, can use the strengths they already have, as well as the resources available in their wider networks, to grow their independence, whilst making the most of their full potential.

For example, the Pause Programme – used in Barking and Dagenham as well as other local authorities around the country – works with women who have experienced, or are at risk of repeated pregnancies that result in children needing to be removed from their care. Its aim is to give women the opportunity to pause and take control of their lives, breaking a destructive cycle that causes both them and their children deep trauma, whilst at the same time making the most of their skills and resources in order to build a new and more fulfilling life.

Empower through participation

We will empower people by giving them the opportunity to participate equally in the design and delivery of public services as well as in their neighbourhood and the wider community. We will increase the choice and control residents have over services and decisions that affect and matter to them.

For example, in 2019 the Council Cabinet agreed the proposal to use Neighbourhood Community Infrastructure Levy funds to establish a Neighbourhood Fund, to be deliberated over by a panel of local residents identified by sortition. Local community groups can bid for up to £10,000 each to spend on local initiatives that will benefit the community, and awards will be made by a panel of residents who have chosen to participate in the scheme. This both enables effective decision making about how to allocate community funding, as well as a great opportunity for residents to participate in their community, building their confidence and social networks

Safety is everyone's business

We will create a borough where everyone feels safe and is safe. We will lead by example, thinking contextually about safety when commissioning and delivering services, and when planning public and living spaces; anticipating risk and acting on signs of resident vulnerability, whatever their age.

For example, since adopting a whole-system approach to domestic abuse in 2019 and undertaking significant work in relation to addressing domestic abuse in the workplace – including, among other work, introducing special paid leave for survivors to access services and those using abusive behaviours who are committed to change – the Council was recognised for its best practice through accreditation to Everyone's Business in January 2020. The Council has also won the Best Organisational Development Award in the PPMA Excellence in People Management Awards 2020, and have been shortlisted in the Family Law Awards 2020 for the ground-breaking partnership work between its legal teams, Citizens Advice Barking and Dagenham and local family law firms.

Learn, and act based on insight

We will make decisions and work according to all the insight at our disposal. And we will make this insight available to every member of staff in our day-to-day work. We will never stand still but will constantly learn from what works and what doesn't, being brave and taking risks where they are understood.

For example, in conjunction with the Social Progress Imperative, the Council have developed the first [social progress index](#) at ward level, allowing us to understand the social wellbeing of residents across the borough. This pioneering use of data helps the Council and partners to understand how individuals are living and progressing within the borough, and who is being left behind, and is therefore a key tool in helping us make decisions about service design and implementation.

Work in partnership

We will work in partnership across organisational and sectoral boundaries, working in the way that makes most sense rather than remaining in our existing siloes. We will support every partner to play their part in achieving for our place and its people. We will work effectively in localities, building partnerships in places to ensure the right services and assets are available to residents in the places that make most sense.

For example, as lockdown approached in March 2020, the Council got together with BD_Collective and a range of partners from across the faith and civil society sectors. Together, we knew that we had to act fast to put in place a support system that could help those residents who found themselves vulnerable under lockdown conditions. Through rapid and robust partnership working, BD CAN was established; a cross-borough community support system through which the Council, civil society partners and volunteers could ensure that vulnerable residents received the food, medicine and social support they required during the crisis. The relationships of trust between each partner was a critical factor in making this working possible.

A shared approach to cross-cutting issues and outcomes

As well as understanding *how* we should work to make the most lasting positive change, in the form of the service design principles described above, our transformation has significantly improved our capacity to understand the challenges with which we and the community grapple. Our insight capacity, both through data science and through empathetic engagement with residents with lived experience, has increased substantially in recent years. This means that we have a far greater understanding of *what* we should be working on and *who* we should be working with, in order to address the poverty, deprivation and health inequality that hold so many of our residents back.

In 1942 William Beveridge wrote the report which would shape much of the welfare state that developed over the second half of the twentieth century, which helped us achieve significant social progress and which still guides many of our public services today. In that report, Beveridge identified the 'five giants on the road to post-war reconstruction': want (of an adequate income for all); disease (and the need for health care); ignorance (and the need for education); squalor (and the need for housing); and idleness (and the need for employment)³. The five giants represented key areas of need for all of us, areas where we should pool resources and ensure collective focus. They formed the cornerstone of the Attlee Government's programme of social reform, and underpinned the creation

³ **Beveridge, William.** *Social Insurance and Allied Services*, 1942

of the NHS, the development of welfare support and access to education, and the building of social housing.

Today, in 2020, we are still informed by the work of William Beveridge and his five giants. However, it is a different time and we must adapt if we are to build on the progress made by the generations who came before. The challenges we face, and the approach we must adopt to address them, are different now than they were in post-war Britain. If the principles described above can act as Barking and Dagenham's new approach to service design, then what are the 5 giants on the road to social progress for Barking and Dagenham now? What must we rally around if we really are going to bring about lasting change?

The cross-cutting issues and outcomes set out below represent **Barking & Dagenham's version of the five giants**. The pandemic and lockdown have only served to heighten and reinforce the severity of these challenges and the urgency with which we must address them

1. Domestic Abuse
2. Social Isolation
3. Unemployment
4. Debt
5. Neighbourhood Crime

Our challenge is to find new ways to focus our collective energy on addressing these issues or outcomes, through building multi-disciplinary teams of experts from across the Council and the wider partnership that are able to spot new opportunities for innovation and improvement. The projects and programmes that flow from this work must adopt a 'systems focus', drawing together, building upon and supplementing existing activity - from across our Performance Framework – whilst recognising the need for innovation and improvement the responds to the entrenched nature of the issues themselves.

Below, we set out why these issues represent Barking & Dagenham's five giants for the 2020's, and what we are currently doing to address them.

Domestic abuse

Barking and Dagenham has had the highest police-reported rates of domestic abuse in London for the last 10 years. Importantly, a huge amount of domestic abuse goes unreported. In both 2017 and 2019, a survey by the School Health Education Unit asked secondary school students a range of questions, including a question about the acceptance of abusive behaviours. The school survey surveyed over 2,500 secondary school students and found that 26% of young people thought it was sometimes acceptable to hit your partner. These attitudes are likely to be the product of home and wider environments, and importantly we do not have the comparison data for our adult population.

The Barking and Dagenham Domestic Abuse Commission brings together the thinking of 12 national experts to explore the attitudes around domestic abuse in the borough, and make a series of recommendations which can help to make a long-term change to attitudes. Chaired by Polly Neate CBE, CEO of Shelter, the Commission has run a year-long programme of engagement and research, and will publish its report with a series of recommendations in January 2021. Relatedly, a programme team has grown around the development of a 'Whole System Approach to Domestic Abuse' (and specifically the development of the perpetrator housing innovation programme).

Social isolation

Social isolation and loneliness are among the greatest health risks we face as a society, comparable with or worse than, for instance, smoking or obesity in the health risks associated ⁴. For example, people who are isolated or lonely are more likely to suffer from dementia, heart disease and depression than those who are not. A study by the Co-op and British Red Cross has shown that over 9 million people in the UK – of all ages – are always or often lonely. Locally in Barking and Dagenham, more than one-fifth of social care service users, and over half of carers, say that they have limited social contact ⁵. Social isolation has only been heightened by lockdown, as residents' isolation was cemented by social distancing requirements while others who previously enjoyed ample social contact found themselves isolated for the first time.

Across the Council and community various projects are taking aim at the challenge of social isolation. Since 2018 adult social care users have been supported through a pilot of *Breezie*, which seeks to enable greater connection through digital tech. We have and found that 72% of users received as much social contact as they'd like after using the tech, compared to 22% before. The ongoing learning from this work is informing the Council's approach to care tech more broadly, and has become even more important since the introduction of social distancing.

More recently, in January 2020, Reconnections launched in Barking and Dagenham and Havering. Reconnections by Independent Age is a volunteer-led service that supports over-65s in rediscovering their love of life in the communities where they live. They introduce volunteers to residents and connect them to local activities, gatherings and events that provide vital social connections and help break the cycle of isolation and loneliness. And, as part of the Council's and community's response to lockdown, BD CAN not only ensured that vulnerable residents received food and medicines, but also that they have social contact even when physically isolated from the community. The challenge for the coming years will be to join up the great efforts happening across the borough and develop a robust, cross-borough approach to social isolation.

Unemployment

Unemployment and insecure employment were already severe problems for Barking and Dagenham before the economic impact of Covid-19 began to emerge, with 6.9% of the population experiencing unemployment as of April 2020 ⁶. The onset of lockdown and social distancing requirements has had and will continue to have a significant impact on our local economy. For example, by June 2020 more than 28,000 residents were claiming Universal Credit, an increase from approximately 13,000 residents in January. 49% of working residents were either furloughed or in receipt of self-employment support during lockdown, and with roughly 25% of jobs in Barking and Dagenham being in hospitality and retail, our long-term employment prospects are at-risk.

While the economic forecasts are deeply concerning and the Council must collaborate with partners to seek new solutions, we also head into this crisis with a strong support offer in-place. More than 1,300 residents have been supported into jobs through the Employment and Skills service, and wider support is available via the Homes and Money Hub, community food clubs, the Adult College, social prescribing, the hardship fund and much more. For businesses, a new business support scheme has been launched by the BEC, the Business Forum meets quarterly along with a webinar programme, and over £26m has been paid out in grants to local businesses during the crisis. Our approach to employment also relies upon strong partnership working with the borough's schools, in their efforts to raise aspiration. This approach is underpinned by the borough's wider economic development and

⁴ *The facts on loneliness. The Campaign to End Loneliness.*

⁵ *Annual Social Care Service User Survey, 2017. LBBB.*

⁶ *London Poverty Profile, Trust for London. 2020.*

regeneration projects, which will create thousands of new jobs for local residents, such as through the new Film Studios.

However, we know that to meet the unemployment challenge we are facing we must do more, go further. As well as continuing our core offer, we will: launch a high-profile local jobs campaign to galvanise action and offer inspiration and hope; take advantage of external funding to enhance our offer through schemes such as Kickstarter, the Flexible Support Fund and more; scope out a local Green Youth Jobs Programme; build a local jobs coalition with key partners; and undertake a design and innovation project to tackle long-term unemployment.

Debt

We know that debt is a serious problem for many in Barking and Dagenham. Triggered by any number of events or factors, debt can quickly and easily spiral into an entrenched crisis and cause or make worse further problems, from eviction to addition to mental ill health. As of May 2019, our data showed that there were over 10,000 households in Barking and Dagenham – with 30,000 people – who owe debt to the Council, either through Council tax arrears or rent arrears. 85% live in social housing or private rented accommodation. The average person in Council tax arrears owes £1,700, while the average person in rent arrears owes £583. We do not have local data on private sector debt, but through our experience we know that residents who are in debt to the Council are also likely to be in other debt, such as from credit cards, high-interest loans, or high-interest consumer products.

To address the challenge of debt and associated money issues we are continuing to build a joined-up, ethical and data-driven approach to the collection, management and prevention of debt. This means building on the success of the Homes and Money hub by developing its preventative offer, making better use of data and insight to support proactive outreach, and working more closely in partnership with civil society. It means continuing to provide residents with a range of affordable alternatives to the high street, including four additional community food clubs (delivered in partnership with Fair Share) which provide access to affordable, healthy food, alongside personalised debt and money management support. Finally, it means using the opportunity created by the return of the revenues and benefits service into Community Solutions to reform how we manage and collect our debts, improving rent collection whilst also maximising the potential for upstream prevention.

Neighbourhood crime

We know from engagement with the community that crime and safety are consistently among the top three concerns of residents in this borough. In 2019 we had a crime rate of 90.1 per 1,000 residents, and serious youth violence remains a severe problem for this part of London⁷. At the same time, more than fifty per cent of residents do not feel safe in their local neighbourhood after dark⁸. This is unacceptable, and we know that feeling unsafe in your community acts as a barrier to wider engagement with the community.

The Borough Manifesto sets the ambition for Barking and Dagenham being ‘a place where everyone feels safe and is safe’. The Council and its partners, including those on the Community Safety Partnership (CSP), know that to achieve this vision we must address the issue of crime, as well as perceptions of crime and safety across the borough. The Community Safety Plan joins up efforts to address this challenge by setting out a set of priorities in order to create a safer borough, including: keeping children and young people safe; tackling crimes that affect people the most; reducing

⁷ Met Crime Dashboard, 2019.

⁸ 2019 Residents Survey, **LBBB**.

offending; standing up to hate, intolerance and extremism; and tackling violence against women and girls. Over the next two years, the council and partnership’s approach to neighbourhood crime will continue to be developed. These efforts will draw upon and build on impactful programmes such as our ‘Step Up Stay Safe’ campaign. However, it is important to note that important work has also been done to address this challenge during the pandemic-response, such as through: issuing Community Protection Notices and Warnings; issuing closure orders, using dispersal zones to tackle crime and ASB and supporting a new Community Safety Security Team.

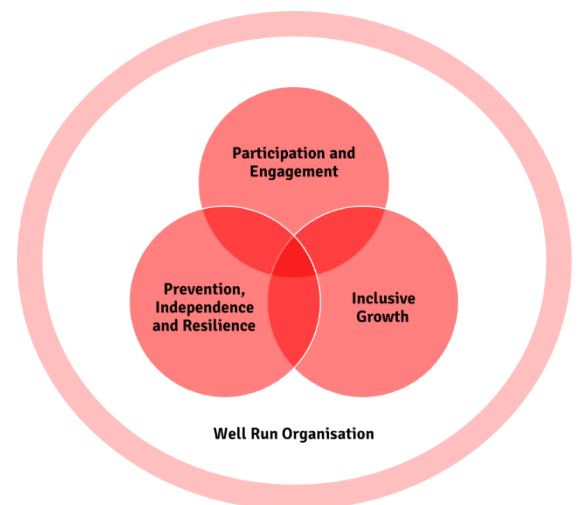
As well as these five giants, we must also adopt the same approach to supporting the five substantial **improvement programmes** that are being implemented across the Council: My Place, Adults, Children’s, Disability, Core Transformation. We must also enact this approach, critically, in our work to develop community hubs and enhance our locality working. These are vital programmes of work that are shaping our ability to address the challenges we face. Each of these cross-Council programmes are unique, responding to a particular set of challenges, to different timelines and with different resource. However, each is in its own way embodying the approach of the Council, they are connected to one another, and each is vital to putting our approach into practice, as is clear from the progress that has already been made.

So, in the five years since 2015 we have come a long way. We still have a long way to go, and our work will never be finished, but our progress in transforming the role and function of the Council has led us to what we believe is an effective approach to our work. It has led us to an approach to locality working, a set of principles that guides the way we design and implement services, and to a set of five giants, challenges that we must rally around if we are going to support the community to meet their potential in the years to come.

Our four strategic priorities

The delivery of this approach demands action across four key areas. The Council’s plans for the next two years are organised around these four strategic priorities, which mirror the pillars of *New East New Thinking*:

1. **Participation and Engagement** - Empowering residents by enabling greater participation in the community and in public services.
2. **Prevention, Independence and Resilience** - Children, families and adults in Barking & Dagenham live safe, happy, healthy and independent lives.
3. **Inclusive Growth** - Harness the growth opportunity that arises from our people, our land and our location in ways that protect the environment and enhance prosperity, wellbeing and participation for all Barking & Dagenham residents.
4. **Well Run Organisation** – Focusing on the efficient and effective operation of the Council itself.



The work we are doing and planning across these priorities is described in detail in the **Single Performance Framework**, alongside the targets and deadlines we are setting for ourselves.

In what follows, we summarise our plans for the next two years in relation to each strategic priority.

Participation and Engagement

By participation and engagement, we mean:

Empowering residents by enabling greater participation in the community and in public services.

The challenge this priority seeks to address is the need for the Council to move its activity in the community from paternalism to participation and, ultimately, to embrace a new relationship with its residents. To empower residents across all our communities, including our children and young people. The Council is doing this firstly because an empowered community is a positive outcome in and of itself. And secondly because greater individual agency and stronger social networks, built through participation, are key to strengthening independence and preventing poor outcomes. Now, as we continue to respond to and recover from Covid-19, participation has never been so important. Not only have more people found themselves isolated, in need of strong social networks and opportunities to participate in their community, but we have also seen first-hand the power of the community; what can be achieved when people band together to create the change they want to see, and are helped to do so by public services and the social infrastructure of their community.

The Council's work on participation and engagement is structured around four key priorities:

- 1. Building capacity in and with the social sector to improve cross-sector collaboration.**
- 2. Developing opportunities to meaningfully participate to improve individual agency and social networks.**
- 3. Facilitating democratic participation to create a more engaged, trusted and responsive democracy.**
- 4. Becoming a more relational council to improve the way we work with residents.**

Set out below is a brief summary of the work ongoing and planned for each of these four priorities. For further detail, please see the Participation and Engagement section of the Single Performance Framework.

Priority 1: Building capacity in and with the social sector to improve cross-sector collaboration.

The Council's relationship with the social sector; which we define as all individuals, groups and organisations that act in pursuit of social change, with voluntary and community, social enterprises, charities and faith groups at its core, as well as individuals and funders; is critical to our collective ability to enable participation.

The Council will build on the progress made in recent years by, firstly, enhancing its collaboration and commissioning with the BD_Collective; a new collaborative platform for local social sector organisations created in 2019 to stimulate new opportunities in the Borough, intentionally growing cross-sector partnerships and connecting people, places and projects across Barking & Dagenham. Through this partnership with the social sector we will develop a local giving model to make it easier for people and organisations to give to causes that matter. We will create a coherent and integrated volunteering platform. And we will create a consistent approach to community assets that enables social value. We will also continue to strengthen our partnership with the faith sector.

Priority 2: Developing opportunities to meaningfully participate to improve individual agency and social networks.

For a Borough with high levels of socioeconomic deprivation, and therefore limited mobility, it is vital that there are opportunities to participate in the community and in the culture and heritage of the Borough at a local level. This has become even more important as we have responded to Covid-19.

This refers firstly to the Council's partnership with Participatory City Foundation in support of the participation platform Every One Every Day. We will continue to act as an enabler of the platform and will work in partnership with Participatory City over the next two years to develop and implement a long-term sustainability plan to ensure the participation platform remains in the Borough on a permanent basis.

Secondly, Barking & Dagenham has a rich culture and heritage to celebrate and draw upon. The Council will develop its already strong cultural programming. It will engage the community further with the Borough's heritage assets, parks and open spaces. And it will bring the potential of culture and heritage much closer to the way the rest of the Council's services are run.

Priority 3: Facilitating democratic participation to create a more engaged, trusted and responsive democracy.

Opportunities for residents to engage with and shape the running of our local democracy represent a vital form of participation. Our representative democracy can be strengthened by bringing residents closer to how we work and enabling them to deliberate over its outcomes. We will build on what we learnt in creating and operating BDCAN during lockdown, to develop the Citizens' Alliance Network (CAN). CAN will become a network that makes it easier for residents to bring about they want to see in the community; a network for democratic participation and community organising, run by the community and supported by the Council.

To support the work of CAN, the Council will continue to find ways to bring residents closer to the way we work and make decisions. We will run deliberative processes on key topics, and develop the way we commission and design services to become more participatory and open.

Priority 4: Becoming a more relational council to improve the way we work with residents.

To enhance our ability to prevent poor outcomes, we will continue to change the way Council services operate to become more relational and participatory. This means refocusing how we work away from delivering services *for* or *to* the public, and more about working *with* people to solve shared problems.

We will achieve this firstly by continuing to hone the way in which the Council communicates with the community, so that we are able to maintain meaningful, insightful and two-way conversations with residents. We will empower the Council's workforce to embody this participatory way of working with each other and with residents. And we will ensure that the way we deliver the other three strategic priorities – inclusive growth; prevention, independence and resilience; and well run organisation – is with participation and engagement at the heart of our approach.

Prevention, Independence and Resilience

By prevention, independence and resilience we mean:

Children, families and adults in Barking & Dagenham living safe, happy, healthy and independent lives.

We must ensure that our services foster resilience and the capacity of our residents to confront and cope with life's challenges and to maintain their wellbeing in the face of adversity. Evidence shows that resilience could contribute to healthy behaviours, higher qualifications and skills, better employment, better mental wellbeing, and a quicker or more successful recovery from illness. Resilience is not an innate feature of some people's personalities. Like adversity, it is distributed unequally across the population, and is related to broader socio-economic inequalities which have common causes: the inequities in power, money and resources that shape the conditions in which people live and their opportunities, experiences and - crucially - their relationships.

Despite Barking & Dagenham becoming a younger, better-connected and more diverse Borough over the last 10 years, it still has too many residents experiencing a poor quality of life, too many children and young people achieving low educational performance, too much crime and anti-social behaviour, unacceptable levels of health inequality, and too many families struggling to make ends meet. This strategic priority seeks to address these issues directly.

Most of the time, people living in our Borough engage with Council services because they need to do so for specific, time-limited reasons, which might change as they go through life. They rightly expect our services to provide the help they need when they need it, and to do so safely and effectively. Many people are independent and resilient for most if not all their lives, drawing strength from family, friends, neighbourhoods and communities, and wish only for light-touch assistance from public bodies. Others need more support.

We will have the greatest success in empowering individuals and families where we can intervene earlier, preventing a problem from escalating into crisis. As well as providing the right services that help to build resilience, local communities must have the capacity and infrastructure to support people to access them. We need to fundamentally change the way we interact with residents, prioritising choice, recognising that everyone's needs are different, and putting the responsibility for positive change in the hands of residents wherever possible.

Over the next two years this approach to service delivery is being delivered through action across fifteen priority areas:

Working together with partners to deliver improved outcomes for children, families and adults. We cannot realise the ambitions that we have for our residents alone. We must maximise the assets of our local public sector economy given the challenging financial landscape, and do this within the context of significant changes either in motion, or on the horizon, that will reshape how we work with some of our key partners and, in some cases, how they themselves operate. It is vital, therefore, that the Council continues to take forward its role as a system leader and orchestrator across prevention and statutory services, exemplifying excellent partnership work to ensure the best services possible for our residents.

Providing safe, innovative, strength-based and sustainable practice in all preventative and statutory services. If we are to reduce dependency on statutory services, we must adopt a holistic, individual and family-centred approach that helps us to take better-informed, targeted action, that can make the most difference to residents' lives. Our approach must be capable of making the most of assets

and services that already exist in the community and further build on our successes so far in integrating health and social care across the Borough. The way we work with people must raise aspirations among residents, breaking intergenerational cycles and show that everyone can expect more from themselves and their community.

Every child gets the best start in life and all children can attend and achieve in inclusive, good quality early years settings and local schools. Ensuring that every child has the best start in life and that our young people are ready for a happy, successful adulthood is perhaps our biggest single priority. This means ensuring mothers enjoy healthy pregnancies and support for children under five and wider families is strong. To do this we want to create a child-friendly Borough where every child is valued, supported and challenged so that they go on to develop the ambition, skills and resilience to succeed. Children in Barking & Dagenham should live safe and healthy lives and know that they live in a welcoming and nurturing community.

It is also true that everyone deserves to reach their full potential, and this means continuing to drive educational standards and attainment and education standards at all levels, including for our most vulnerable pupils. The Borough has seen strong and steady improvements in education standards over several years, and schools are one of our greatest assets. At August 2019, 92% of Barking & Dagenham schools were rated as 'Good' or 'Outstanding' by Ofsted, above the national average (86%) and almost at London average (93%), based on provisional Ofsted data. Headteachers and staff in schools work in challenging circumstances. They have seen the most rapid growth in the country in school places and some of the highest growth in children with special education needs and disabilities (SEND) and the complexity of needs that they present. Despite this challenging context, it is to their credit that the Borough's schools exemplify some of best inclusive practices for children with SEND in the country.

More young people are supported to achieve success in adulthood through higher, further education and access to employment. Successive government reviews and wider evidence suggest improving pathways and employment outcomes for learners requires vocational training with a clear line of sight to work. An ability to shape the curriculum to meet employers' broad skills needs as well as those of learners is important, as is the availability of structured and relevant work placements. This means engaging employers early so that we can build cohort sizes that make apprenticeship training viable for the College as well as working in collaboration with key education partners to improve opportunities for all young people.

More children and young people in care find permanent, safe and stable homes. Over the last two years our looked after children's service has placed greater emphasis on early permanency for children in our care, and consequently the number of children coming into care under Section 20 has significantly reduced. To ensure children can remain at home with their families where suitable we have invested in good 'cusp-of-care' services. We have also established an Access to Resources Team, Crisis Intervention Service and consistent use of Family Group Conferencing. This is supplemented by our Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT) programmes. Our Caring Dads programme supports fathers who are a source of safeguarding concerns to focus more on the needs of their children.

All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs. As Corporate Parents, we are committed to ensuring that our care leavers live in homes that are suitable for their needs and that an increased proportion enter education, training or employment. Our enhanced local offer for all care leavers up to the age of 25 is now available via an app and continues to be developed and improved with their input. Further work is

being done to ensure it is fit-for-purpose and capitalises on the benefits of the Council's inclusive growth agenda.

Young people and adults at risk are safeguarded in the context of their families, peers, schools and communities and safeguarded from exploitation. A priority will always be ensuring that children, young people and vulnerable adults in most need are safe and experience a reduced risk of harm, violence and exploitation. We need a true multi-agency response to those most at risk of exploitation, reducing the risk of children going missing and the numbers of children accommodated over age 16 as a result of vulnerability to exploitation. Safeguarding young people and vulnerable adults from violent extremism is also a priority, be it in the form of Far-Right aggression or so called 'Islamist' extremism in the Borough. We also believe that it is every person's right to feel safe and to be safe in their community. Being safe is a basic requirement for creating civic pride and community cohesion. Too many of our residents have told us they often do not feel safe in their neighbourhoods. We are working together to challenge and intervene in unacceptable behaviour such as environmental crime, anti-social behaviour, discrimination of any form, exploitation and knife crime.

Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors. Responding to the entrenched challenge of domestic abuse in the Borough remains both a considerable challenge and an absolute priority. Domestic abuse reduction is already a key priority in the Health and Wellbeing Strategy and last year we published our new Violence Against Women and Girls Strategy, which sets out the Council's vision for tackling this most resistant of challenges in our community. We also have a full programme of work over the next two years to address domestic abuse head on, centred around the role and contribution of the Domestic Abuse Commission, which will seek to understand more about the issue and what can be done to address it.

All residents with a disability can access from birth, transition to, and in adulthood that is seamless, personalised and enables them to thrive and contribute to their communities. We are working to ensure that disabled people living, working and studying in Barking & Dagenham are supported, empowered and enabled to live their lives to the full. We want disabled people to be independent and equal in society and have choice and control over their own lives, with services actively removing barriers, changing attitudes and building community capacity and access in a disability friendly Borough.

Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities. We continue to work proactively with partners to provide preventative and high-quality specialist social, emotional and mental health support that promotes good mental wellbeing. Good mental health is more than absence of mental illness. Mental wellbeing is integral to maintaining good health, recovering from physical illness and living with a physical health condition. Furthermore, poor mental health is linked to poor physical health.

All vulnerable adults and older people are supported to access safe, timely, good quality, sustainable care that enables independence, choice and control integrated and accessed in their communities, and keeps them in their own homes or close to home for longer. We want our residents to age well with services promoting independence, wellbeing and connectedness. We have a clear ambition to increase digital enablement and to mainstream our care technology provision so that it forms an integral part of the support offer in Adult Social Care. A transformed Care Technology offer can support the Council and its partners to realise the aspiration for a health and care system

that enables people to make healthier choices, to be more resilient, to deal more effectively with illness and disability when it arises, and to have happier, longer lives in old age.

We are also caring for vulnerable older residents in the community with integrated multiagency support which ensures their safety and independence continues to be a priority for the Council and our partners, including health, the Police Service and the Fire Brigade. To this end we are currently working together to develop a new Adult Social Care delivery model to further improve the experiences and outcomes of older people receiving our care. We always reliably meet our statutory obligations and we understand the importance of developing and maintaining positive professional relationships with the residents we support. This also includes good relationships with relatives and informal carers. Our new delivery model emphasises the importance of focussing on people's strengths rather than disproportionately looking at their disabilities. This includes looking at all available resources and assets, including available support from Community Groups and family networks.

Tackling inequality in all aspects of our service delivery and within our communities jointly with partners and Public Health. The Barking & Dagenham Joint Health and Wellbeing Strategy sets out a renewed vision for improving the health and wellbeing of residents and reducing inequalities at every stage of residents' lives by 2023. We will continue to deliver and track progress on these outcomes through our HWBB.

Further detail can be found in the Prevention, Independence and Resilience section of the Single Performance Framework, which sets out a series of actions, deliverables, outcome measures and indicators that cut across each of these priority areas.

Inclusive Growth

By Inclusive Growth we mean:

Harnessing the growth opportunity that arises from our people, our land and our location in ways that protect the environment and enhance prosperity, wellbeing and participation for all Barking & Dagenham residents.

Covid-19 is a public health and an economic crisis rolled into one and the context for the Council's approach to Inclusive Growth is very different from just six months ago. Unemployment is rising fast and is likely to get much higher as government protection recedes. Many more local households are dependent on universal credit than a few months ago and local businesses face a highly uncertain future. Since March, the Council has done everything it can to support residents and the wider economy, with hardship funds, deferred tax bills and grant programmes – as well as responding to Covid-19 itself. We know people have suffered and many are wondering what the future will hold.

In looking to what comes next, we think that the pandemic and its impacts make our mission to pursue Inclusive Growth in Barking & Dagenham more urgent and important than it was before. Our Borough has an amazing history, but even before Covid-19 we were grappling with a legacy of deindustrialisation, under investment and market forces which cause unnecessary suffering and make life harder than it should be for too many people. However, despite the turmoil, huge economic opportunities remain on the horizon for Barking & Dagenham and doing everything we can to grasp them is our duty. Put simply, we need both more (sustainable) growth, to increase prosperity and protect the planet, and more (social and economic) inclusion, so that everyone benefits, and no-one is left behind.

In order to achieve this vision we have adopted an approach to local economic development that gives us the best possible chance of addressing poverty, disadvantage and structural inequality in all its forms, while offering hope, opportunity and aspiration for the community as a whole. This approach is underpinned by four key principles:

- **Lead and attract investment.** Leveraging the Council's balance sheet to directly drive and shape growth, by investing in homes, in land, in developing new industries, in developing low carbon sources of energy etc, while capturing long-term value and returns; attracting private investment from those who share our vision and values; and making the case for greater public investment in Barking & Dagenham.
- **Build institutions and alliances.** Working with a family of Council-owned companies (for regeneration, housing and energy; Be First, Reside and B&D Energy), welcoming new anchor institutions to put down roots in the Borough (like CU London, B&D College and the Barking Enterprise Centre), and mobilising partnerships with organisations and individuals committed to the pursuit of Inclusive Growth.
- **Actively intervene in markets.** Using the full range of powers and levers at our disposal to shape how residents are treated by markets and the outcomes they generate, through enforcement and planning, but also by being an active player locally in markets for land, development, housing, labour, energy and more – not just accepting the market outcome.

- **Empower through participation.** By ensuring that local people have meaningful opportunities to participate in shaping the nature of growth in Barking & Dagenham over the years ahead; both in relation to decisions by the Council and others, but also in playing an active role themselves in bringing about positive change in the local community (while expecting everyone to take responsibility for themselves and those around them).

Over the next two years, this approach is being delivered through action across four priority areas:

1. Homes: For local people and other working Londoners;
2. Jobs: A thriving and inclusive local economy;
3. Places: Aspirational and resilient places; and
4. Environment: Becoming the green capital of the capital.

Homes: For local people and other working Londoners. Building on the Borough Manifesto, our goal in relation to HOMES is:

50,000 new homes built in the Borough over the next two decades to meet housing need and provide for our growing population; with Barking and Dagenham remaining a place where working Londoners can afford to put down roots, raise their family and grow old in dignity; and where people live in decent, secure conditions, homelessness is prevented wherever possible, and suitable accommodation is available for vulnerable groups of residents to enable as many of possible to live well independently.

The first homes that were built on the Becontree Estate will soon be celebrating their centenary. Enabled by reforms such as the Addison Act, the building of the Becontree provided high quality affordable homes for working Londoners and drastically improved the living conditions of 120,000 people. These were homes fit for heroes and public house building on a scale we haven't seen since. The Becontree was only possible because the state played a direct role as provider of new homes. Today we are returning to that approach; directly funding and building the homes we need. And, at the same time, working with third party developers and investors that share our values. Our ambition for housing in Barking & Dagenham today is to capture the spirit that delivered the Becontree to deliver new homes for today's working Londoners. Clearly the housing needs of today's Londoners have changed, as has the way we do house building. But the Becontree still symbolises what can be achieved with vision, ambition, and the right tools to deliver.

The Single Performance Framework appended to this Corporate Plan contains actions, deliverables and outcome measures and indicators that cut across four priority sub-themes:

- Building new homes
- Improving the quality and management of homes
- Tackling homelessness
- Providing homes for vulnerable residents

Jobs: A thriving and inclusive local economy. Building on the Borough Manifesto, our goal in relation to JOBS is:

At least 20,000 new jobs in the Borough over the next two decades, as part of shaping a thriving post-industrial local economy based around facilitating new strengths in key growth sectors (such as data, science, and the creative industries) as well as intervening to improve the quality of work in the everyday economy (like construction, care, logistics, food etc). Crucially, our focus is on doing everything we can to ensure that local business benefits from this economic development and that local residents benefit from the new job opportunities in the Borough and the surrounding area this will create; particularly those facing labour market disadvantages and needing extra help.

Like in the rest of the country, the economic impact of Covid-19 has been dramatic in our Borough. From March through to June, claims for Universal Credit doubled, and whilst this figure has stabilised since, it remains at least twice its pre-lockdown peak. During the same period, 40 per cent of the local workforce were furloughed or placed on the self-employment support scheme. Our immediate response to the economic crisis brought about by Covid-19 was to provide emergency financial support to households and businesses, though help with Council tax and business rate bills, plus a new local hardship fund and getting over £25m of government grants paid out to support local firms.

Now, our task is to prepare for the wave of job losses likely to follow the end of the furlough scheme, as well as the potential impact of a wider recession.

We must also remember that Barking & Dagenham faced significant enterprise and employment related challenges long before Covid-19. For many years, our economy has had too many low wage jobs, and higher levels of long-term unemployment and inactivity than most other London Boroughs. Traditionally, local and national government have sought to address these challenges by investing in the skills of individuals, to enable them to compete and progress in the UK's flexible labour market. Our approach – both in responding to Covid-19 and to addressing these longer-term trends – recognises the limitations of this model, especially in the absence of action to improve the quantity and quality of the jobs available.

In contrast, we are dedicated to expanding the availability of good quality, well-paid employment, in growing 21st century industries, while also intervening to improve pay, job quality and performance in the 'everyday' economy where most people work - recognising that the make-up of these 'everyday' jobs will necessarily shift in the aftermath of Covid-19. We are committed to using our planning, procurement and convening powers to create more clear pathways into good jobs for residents, and as well as new opportunities for existing businesses to grow and improve (as well as for new ones to start and succeed). And finally, we are committed to targeting our employment support to those who need it most, linked directly to the new opportunities that are being created.

We believe that the fundamentals of this approach – aimed at creating a thriving and inclusive local economy - will not change as a consequence of Covid-19, even if there are a set of specific measures that we need to take now in order to mitigate its impacts.

The Single Performance Framework appended to this Corporate Plan contains actions, deliverables and outcome measures and indicators that cut across two priority sub-themes:

- Improving the quantity and quality of jobs in Barking & Dagenham.
- Supporting residents to access new employment opportunities in the Borough and the wider London economy.

Places: Aspirational and resilient places. Building on the Borough Manifesto, our goal in relation to PLACES is:

To lead large-scale, transformative regeneration across the Borough over the next two decades – in Barking Town Centre and the large but poorly used industrial areas to the south, east and north of the Borough; with the aim of shaping fantastic new places with homes, jobs, infrastructure and community spirit that each become distinctive destinations. In the short-term, as these plans emerge, our top priority remains the condition of local neighbourhoods and the experience of living there, in particular things like the cleanliness of the streets and perceptions of safety that can undermine trust and cohesion. In addition, we are focused on ensuring we secure the social and physical infrastructure – from transport to schools and green spaces – which the local community needs now and into the future.

Barking & Dagenham is made up of approximately 40 neighbourhoods and counting. These neighbourhoods are well known and well loved. Each has its own story and identity, often made up of memories that stretch back generations. Many residents love their neighbourhoods, but they are also aware of their issues, from a legacy of under-investment in key physical and social infrastructure (like public transport and community spaces) to the cleanliness of the streets and perceptions of crime.

We have a long-term vision for every neighbourhood in the Borough and will use every lever at our disposal in order to pursue this vision. In practice, this includes buying land of strategic significance, undertaking direct development ourselves, and making full use of our planning powers – alongside working with other landowners, developers, investors and the local community to bring about change. At the same time, we are equally committed to addressing the street level issues that our residents care about most. Using all our statutory powers to the maximum, we can confront those who don't respect other residents or take care of the local area, tackling scourges like fly tipping, grime crime and private landlords who don't look after their properties. But it also means a relentless focus on getting those core basic services which touch everyone's life right, like emptying the bins, keeping the streets clean and improving the public realm.

The Single Performance Framework appended to this Corporate Plan contains actions, deliverables and outcome measures and indicators that cut across three priority sub-themes:

- Safe and liveable neighbourhoods
- Delivering new or improved physical and social infrastructure
- Shaping aspirational places

Environment: Becoming the green capital of the capital. Building on the Borough Manifesto, our goal in relation to the ENVIRONMENT is:

To play our part in addressing the climate crisis by transitioning to net zero carbon, in relation to the Council itself and the Borough as a whole. This means leading and facilitating major changes in energy, waste and the wider local environment; affecting our homes, our work and how we get around. Our aim to generate far more low or zero carbon energy locally; dramatically reduce energy usage (especially in our housing stock and transport system); progressively decrease the production of waste and increase the level of reuse and recycling; and enhance the quality and sustainability of

the natural environment in a Borough blighted by a history of heavy industry and dirty vehicles. This transition will take time and will not be painless, but we see huge opportunities to generate new sources of jobs and prosperity, alongside improvements in the quality of life.

Achieving these goals means delivering game changing innovations in energy production, distribution and efficiency. These innovations will lay the foundation for the wider roll out of green infrastructure in future, demonstrating what is possible and making the case to government and third-party investors. It means creating new institutions that are focused on helping the Borough transition to clean and green energy systems. It means making strategic use of our Borough's industrial land to promote sustainable industries. And it means using our planning and our enforcement powers to ensure the highest possible green standards on all new development.

The Single Performance Framework appended to this Corporate Plan contains actions, deliverables and outcome measures and indicators that cut across three priority sub-themes:

- A decarbonised local energy system
- Energy efficient homes and buildings
- A green local environment

In addition – and cutting across these four core themes – is a theme related to **Money & Debt** where our goal is to reduce levels of debt and associated money issues in our community through the adoption of an ethical and data driven approach to the collection, management and prevention of debt. This means building on the success of the Homes and Money hub by developing its preventative offer, making better use of data and insight to support proactive outreach, and working more closely in partnership with civil society. It means continuing to provide residents with a range of affordable alternatives to the high street, including four additional community food clubs (delivered in partnership with Fair Share) which provide access to affordable, healthy food, alongside personalised debt and money management support. Finally, it means using the opportunity created by the return of the revenues and benefits service into Community Solutions to reform how we manage and collect our debts, improving rent collection whilst also maximising the potential for upstream prevention.

Well Run Organisation

The success of all activity associated with the three priorities above is dependent upon the capacity and capability of the Council's core and support functions to enable and collaborate with each service delivery block across the Council's system. Excellence in what we do must be enabled by the core of the Council. It is for that reason that there is a fourth, cross-cutting strategic priority, concerned with the operation of the Council's support functions and the way in which our business is operated. We call this the 'Well Run Organisation'.

In July 2016 Members gave the green light for plans to redesign the structure of the Council from first principles, to build a 'new kind of Council' capable of constructing the preventative system we aim for and, ultimately, realising the vision of the Borough Manifesto. In the years that have passed, this structural transformation has been implemented through our Ambition 2020 programme. We now have the structural framework needed to undertake our approach and are in a new phase of transformation with a focus on how we work and who we work with.



Key to the next two years is ensuring there are 'best in class' support functions which enable service delivery blocks to play their part as specified through the commissioning system. This means getting the basics right in terms of governance, HR, finance, procurement, and customer service. But it also means a step change in our approach to commissioning, policy, insight, technology, and how we facilitate participation from residents in Council business. And we must do this while adapting to a rapidly changing situation as the Coronavirus pandemic and its fall-out continues to unfold.

Over the next two years, the **Core Transformation Programme** will 'root and branch' re-design the Core functions around the principles of the Council's approach to public service; a new culture and ethos. This final piece of the puzzle of the Council's structural transformation will develop its support functions to be relentlessly reliable, lean and efficient, modern and agile.

In time, as the Core Transformation is implemented, the 'blueprints' for each function of the Core will be developed to include comprehensive performance frameworks that evidence the standards of excellence to be achieved by our functions in supporting the wider approach of the Council. This development will require the iteration of this section of the Single Performance Framework. Until then, this section of the Framework serves as an interim way of analysing and shaping the improvement activity that is in-train or on the visible horizon.

This section of the Framework is divided into five themes which capture what it means to be a Well Run Organisation. It sets out our expectation and ambition for people management, financial management, customer experience and the disciplines which support good strategic planning and operational service delivery. Below is a summary of these five themes, and what it would look like if we were operating at our best in relation to each:

Delivers value for money for the taxpayer. We are financially solvent with a secure and sustainable future. Good financial controls and processes are in place to protect the public purse. When we use

our significant spending power, we ensure maximum value for money and social value and we use our commercial acumen to improve the financial health of the Council against a challenging budget context. We ensure that we continue to deliver value for money even as the challenges we face change rapidly before us.

Employs capable and values-driven staff, demonstrating excellent people management. Our employees are inspiring public servants committed to the DRIVE values of our organisation. They are engaged, empowered and supported to deliver their best for residents.

Enables democratic participation, works relationally and is transparent. We are an open and transparent organisation which invites and encourages the community to influence what we do and to hold us to account. We use our communications to hold a dialogue with residents so we can listen and respond to what is important to them. We co-design and co-produce with residents so their views and experiences run through our policymaking and service design.

Puts the customer at the heart of what it does. Every transaction and interaction with our residents is important to us. As such, we do everything we can to ensure that the customer experience is easy and ends with a positive outcome. Where we fall short of this, we have in place mechanisms to gain feedback and use this as inspiration for improvement.

Is equipped and has the capability to deliver its vision. We are deeply data-driven and insight-based. This approach puts prevention at the heart of our mission and informs all aspects of delivery from strategic planning through to frontline operational decision-making. We harness technology to be productive and efficient. Our staff have the tools to do their jobs well and residents have digital platforms to interact with our services and to work with us.

Cabinet Portfolios

Our Cabinet takes collective responsibility for the delivery of the actions, deliverables, outcome measures and indicators that sit under each of our strategic priorities. The Single Performance Framework will allow Cabinet to monitor the progress the Council, and the Borough more broadly, is making towards the long-term vision set out in the Borough Manifesto, and within the context of our ongoing response to the Coronavirus. In order to discharge these responsibilities, Cabinet delegates actions, deliverables, outcome measures and indicators to individual Cabinet Members who work with officers to ensure that these are being delivered effectively. Each Cabinet Member has a range of delegated responsibilities, many of which cut across our three overarching strategic priorities. In the Single Performance Framework, we highlight which Cabinet Members take lead responsibility for each action, and for progress in relation to which outcome measures and indicators.

Importantly, Cabinet also take collective responsibility for leading the Council's response to and recovery from Covid-19. As the risks we face continue to evolve, Cabinet is working together and with our workforce to make sure that the Council is doing everything in its power to support the safety and wellbeing of the community as we grapple with the pandemic.

In what follows, we introduce our Cabinet and their overarching responsibilities. For further detail about our priorities and plans for 2020-22, please see the Single Performance Framework.

Councillor Darren Rodwell

Leader of the Council

Cllr Rodwell is Leader of the Council and manager of Cabinet. He is responsible for ensuring Cabinet is collaborating as an effective and efficient team to deliver the entirety of this Corporate Plan. Cllr Rodwell is also the representative and champion of the Council in a range of regional and national contexts.



Councillor Saima Ashraf

Deputy Leader of the Council and Cabinet Member for Community Leadership & Engagement

Councillor Ashraf is Deputy Leader of the Council and is responsible for delivery of all actions and deliverables related to the **participation and engagement** priority. This includes the Council's work with the social sector; our efforts to create and facilitate opportunities to meaningfully participate in the community; the ways in which we are facilitating democratic participation; and the ongoing process of becoming a more relational council. Over the next two years, Cllr Ashraf's top priorities include:



- Supporting the BD_Collective to grow and develop as a connector of the social sector, including developing a coherent and integrated volunteering offer across sectors and organisations;
- Co-producing with the community the Citizens Alliance Network to act as a platform for democratic participation and community organising; and

- Working in partnership with Participatory City Foundation to develop a long-term sustainability plan for Every One Every Day’s participation platform in Barking & Dagenham.

Councillor Ashraf has responsibilities that cut across the Council’s strategic priorities, but most of her individual priorities can be found in the ‘Participation and Engagement’ section of the Single Performance Framework.

Councillor Dominic Twomey

Deputy Leader of the Council and Cabinet Member for Finance, Performance & Core Services



Councillor Twomey is Deputy Leader of the Council and is responsible for delivery of the actions and deliverables related to the creation of a ‘**Well Run Organisation**’. This includes ensuring the Council delivers **value for money** for the taxpayer, employs **capable and values-driven staff**, enables **democratic participation**, puts the **customer at the heart** of what it does, and is equipped with the **capability to deliver its vision**. Over the next two years, his top priorities include:

- Delivering a balanced budget and MTFs, approved by Assembly;
- Achieving ‘Investors In People’ gold standard accreditation; and
- Approving an ambitious new Social Value policy for the Council which ensures we are securing wider community benefits from those winning contracts from the Council and its wholly owned companies, combined with practical support for commissioners and potential contractors, and the development of robust monitoring and enforcement arrangements (joint priority with Councillor Bright).

Councillor Twomey has responsibilities that cut across the Council’s strategic priorities, but most of his individual priorities can be found in the ‘Well Run Organisation’ section of the Single Performance Framework.

Councillor Sade Bright

Cabinet Member for Employment, Skills and Aspiration



Councillor Bright is responsible for the delivery of our plans related to the creation of a **thriving and inclusive local economy**. Specifically, this includes activity focused on **improving the quantity and quality of jobs** in Barking & Dagenham, as well as the provision of **support to residents to access new opportunities**. Over the next two years, her top priorities include:

- Implementing our ambitious new Social Value policy for the Council which ensures we are securing wider community benefits from those winning contracts from the Council and its wholly owned companies (combined with practical support for commissioners and potential contractors, and the development of robust monitoring and enforcement arrangements)(*joint priority with Councillor Twomey*);
- Further developing the Barking & Dagenham Business Forum, with regular communications, events and engagement with the local business community, including work with partners

(such as the Barking Enterprise Centre, Barking and Dagenham Chamber of Commerce, Barking and Dagenham College, CU London and others) to improve access to space, finance, new markets and support for businesses in the Borough; and Striving to support as many local residents into work as possible (targeting 1,000 people each year) while also designing enhanced support for those heavily reliant on the Council to enter and sustain employment. This will include striking the right balance between the roles of Community Solutions, Care & Support services and specialist providers – based on a mix of Council funding and external grants.

Councillor Bright has responsibilities that cut across the Council's strategic priorities, but most of her individual priorities can be found within the Inclusive Growth section of the Single Performance Framework.

Councillor Cameron Geddes

Cabinet Member for Regeneration and Social Housing

Councillor Geddes is responsible for the delivery of all plans related to the **construction of new homes** in the Borough, as well as the **management of existing homes and estates**. He is also responsible for many of our plans related to our wider commitment to shaping **aspirational and resilient places**. Over the next two years, his top priorities include:



- Starting the construction of around 3,000 new homes directly delivered by Be First of which 75% will be affordable, whilst ensuring that the Council delivers on the manifesto commitment of at least 2,000 new affordable homes completed by 2023;
- Improving landlord and estate services whilst developing a long-term investment plan for HRA properties; and
- Developing and starting to deliver strategies for the future of the major regeneration areas of the Borough, based on a distinctive vision and practical plans for each, including Barking Town Centre, Dagenham East, Chadwell Heath and the area south of the A13.

Councillor Geddes has responsibilities that cut across the Council's strategic priorities, but most of his individual priorities can be found within the Inclusive Growth section of the Single Performance Framework.

Councillor Evelyn Carpenter

Cabinet Member for Educational Attainment and School Improvement

Councillor Carpenter is responsible for the delivery of our plans related to ensuring all children can attend and achieve in **inclusive, good quality local schools**, as well as several of our plans related to ensuring that every child gets the **best start in life**. Over the next two years, her top priorities include:



- Publishing an Annual School Place Sufficiency Plan to ensure there are enough childcare, nursery and school places in the Borough to meet the needs of our population;

- Delivering our plans alongside Barking & Dagenham School Improvement Partnership (BDSIP) to ensure that quality of education and pupil’s attainment continues to improve; and
- Developing the new Special Educational Needs and Inclusion Strategy.

Councillor Carpenter has responsibilities that cut across the Council’s strategic priorities, but most of her individual priorities can be found within both the Prevention, Independence and Resilience section of the Single Performance Framework.

Councillor Syed Ghani

Cabinet Member for Public Realm

Councillor Ghani is responsible for the delivery of many of our plans related to the **maintenance of clean, green environments** and **producing less and doing more** with the Borough’s **waste**. This includes ensuring that the Borough’s core refuse services are relentlessly reliable, with a focus on street cleansing and fly tipping. Over the next two years, his top priorities include:



- Developing an annual plan identifying the hotspots for “grime crime” and other environmental issues (waste, planning enforcement, eyesore gardens, parking, landlord licensing, fly tipping etc) that will be tackled by the joint public realm and enforcement taskforce; using data and intelligence to assess each location for the appropriate robust action (joint priority with Councillor Mullane);
- Developing and adopting a new East London Joint Waste & Resources Strategy forecasting and modelling the waste arising for the next 25 years, with options for waste minimisation, reuse, recycling, reformed collection services and treatments for residual waste; and
- Banning single use plastics and drawing up an action plan to phase out the material among its commissioned services, contractors, suppliers and Local Authority-run schools.

Councillor Ghani has responsibilities that cut across the Council’s strategic priorities, but most of his individual priorities can be found within the Inclusive Growth section of the Single Performance Framework.

Councillor Margaret Mullane

Cabinet Member for Enforcement and Community Safety

Councillor Mullane is responsible for the delivery of our plans related to the **enforcement of the highest standards of public safety** in relation to issues such as food standards, licensing and trading standards. She is responsible for our plans to address a range of **community safety issues** including violent crime, hate crime and anti-social behaviour. Finally, she is responsible for emergency planning and business continuity. Over the next two years, her top priorities include:



- Developing an annual plan identifying the hotspots for “grime crime” and other environmental issues (waste, planning enforcement, eyesore gardens, parking, landlord licensing, fly tipping etc) that will be tackled by the joint public realm and enforcement taskforce; using data and intelligence to assess each location for the appropriate robust action (joint priority with Councillor Ghani);

- Maintaining focus on violent crime through delivery of the Serious Violence and Knife Crime Action Plan; and
- Delivering the Parking Action Plan which aims to improve safety, congestion and air quality across the Borough, as well as providing a safer, fairer, consistent and a more transparent parking service.

Councillor Mullane’s responsibilities cut across the Council’s strategic priorities, with an even split of individual priorities across both the Inclusive Growth and the Prevention, Independence and Resilience sections of the Single Performance Framework.

Councillor Maureen Worby

Cabinet Member for Social Care and Health Integration

Councillor Worby is responsible for the delivery of our plans related to: Giving our young people the **best start in life**, and preparing them to be adults; making sure all our residents, and particularly our most vulnerable, are **kept safe**; ensuring all residents have the opportunity to live **long and healthy lives**; and ensuring our residents are supported to **age well**, in their own homes. Over the next two years, her top priorities include:



- Developing a new Target Operating Model for Targeted Early Help and designing the new Early Help and Prevention offer with Community Solutions and the new Safeguarding Partnership;
- Working with our new strategic partner on Domestic Abuse – Refuge - to implement new offer for families where DA is a factor and implementing the recommendations made by the Domestic Abuse Commission; and
- Improving the housing offer and pathways for key groups of vulnerable residents, including via the development of a specialist housing new build programme, reviewing existing sheltered and adapted stock, implementing the new allocations policy, developing an annual lettings plan and embedding new accommodation panels and move-on arrangements.

Councillor Worby has responsibilities that cut across the Council’s strategic priorities, but most of her individual priorities can be found within the Prevention, Independence and Resilience sections of the Single Performance Framework.

Cabinet Member for Equalities and Diversity – at the time of writing Cabinet responsibility is being shared between Cllr Saima Ashraf and Cllr Sade Bright.

This Cabinet portfolio is responsible for working with portfolio holders across Cabinet, and with officers, to ensure that all the Council’s activity responds to the ways in which personal and identity-based characteristics intersect with root causes to produce structural inequalities for particular groups in our community. The brief of ‘**Equalities and Diversity**’ stretches across all three strategic priorities and is a central component of our long-term approach to public service. Over the next two years, the top priorities include:

- Organising and supporting a calendar of community events that celebrate the Borough’s rich and diverse culture;

- Developing the purpose and process for deploying Equality Impact Assessments within the policy-making process; and
- Developing a policy position to explain how the Council’s Strategic Framework embeds equality, diversity and human-centered design into the Council’s approach, including its commissioning and performance processes. This policy will set out how the Equalities and Diversity agenda will influence the activity of the Council’s other portfolios and priorities, including key areas in Inclusive Growth such as housing and jobs; in Participation and Engagement such as the ability to participate in cultural activities and community cohesion; and in Prevention, Independence and Resilience such as domestic abuse, disabilities and serious youth violence.

These responsibilities cut across the Council’s strategic priorities with an even split across all three sections of the Single Performance Framework.

Delivering this Plan

The Corporate Plan and Single Performance Framework act as the medium-term articulation of the Council’s approach, priorities and objectives. It is therefore vital that they shape and drive the two systems through which accountabilities are discharged and managed within the organisation: commissioning and performance.

Commissioning

‘Commissioning’ is the mechanism through which we discharge responsibility for the delivery of the priorities and objectives in the Single Performance Framework from the Council’s core (made up of Strategic Directors and commissioning teams) to one of a series of service delivery blocks (including in house-services and wholly owned companies, as well as trusted public sector, civil society and private sector partners).



The relationship between the core and service delivery blocks is managed through the production of commissioning mandates that translate the medium term-objectives set out in Single Performance Framework into specific plans for each block, aligned with a clear delivery budget set out in the Council’s MTFs. Mandates are collaboratively developed and agreed between commissioners and operational leads, providing a framework through which performance can be monitored and managed on an ongoing basis.

Performance

Commissioning mandates sit within a wider performance system that is structured around each of the strategic priorities set out in this Corporate Plan and the Single Performance Framework, allowing Strategic Directors, commissioning teams, operational leads and Members to monitor performance across systems rather than in individual service delivery silos.

Together, commissioners and operational leads provide regular updates on progress against the actions, deliverables, outcome measures and indicators in the Single Performance Framework to one of four dedicated working groups for each strategic priority. A monthly cut of the Council’s performance across these four systems is then presented to the senior leadership team (Corporate Performance Group), before discussion at individual Member Portfolio Meetings and a dedicated meeting of relevant Cabinet Members, again structured around systems rather than individual services. The Council’s performance is also then discussed formally and publicly at Cabinet.

Our commissioning and performance systems rely upon a distributed model of leadership that encourages strategic directors and operational leads to take collective responsibility for the delivery of our medium-term goals and objectives, alongside our partners. The key to this model is the strength of the relationships that we maintain with each other. No-one service or organisation can do this alone. We all have a part to play.

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The Single Performance Framework

Delivering our Corporate Plan

2020 to 2022 and beyond

Introduction

The Single Performance Framework is guided by the Borough Manifesto, Council's overarching approach and the Corporate Plan. It is broken down into four sections, which reflect the four strategic priorities identified in the Corporate Plan:

1. Participation and Engagement.
2. Prevention, Independence and Resilience.
3. Inclusive Growth.
4. Well Run Organisation.

Each section of the Framework contains two types of performance data:

1. The priority actions and deliverables which the Council is committed to over the next two years (to May 2022) in pursuit of those goals, as well as milestones, timelines and owners for each.
2. The critical outcome measures and indicators that will tell us whether the Council is on the right track in the most important areas of performance, with an explanation of the relevance, frequency and – where applicable – target(s) for each.

By structuring our performance processes around these four sections, we will provide Members and senior officers with a 'systems view' of performance which cuts across individual issues and service delivery blocks.

In light of the impact of COVID-19, and learning from the implementation of the Single Performance Framework since May 2020, the contents of the Framework have now been reviewed. The changes to the Framework as it was agreed in April and May 2020 are identified throughout the document and referenced in Endnotes at the end of the Appendix. All of these changes have been proposed for one of the following reasons:

- They reflect changing priorities or allocation of resource in light of the ongoing impact of the pandemic and the Council's response.
- Flaws in the performance metric or deliverable were identified during the implementation of the Framework since May 2020, and the change is required to improve performance reporting and analysis.
- Amendments are required to ensure the performance metrics are up-to-date, reflecting progress that has been made since May 2020.
- The metric or deliverable is tracked through another channel, and duplication is not required.
- The metric or deliverable does not adequately inform a clear picture of performance, and has therefore been removed or amended to ensure the totality of the framework is both useful and insightful.

Participation and Engagement

This section sets out the actions, deliverables, outcome measures and indicators that flow from the Participation and Engagement priority within the Corporate Plan, clustered around the following themes:

1. Building capacity in and with the social sector.
2. Developing opportunities to meaningfully participate.
3. Facilitating democratic participation.
4. Designing relational practices into the Council's activity.

The actions detailed under the fourth priority in this section include many that are also captured in the Inclusive Growth and Prevention, Independence and Resilience sections of this framework. This is because the delivery of these priorities is central to the Participation and Engagement agenda and the priorities themselves relate to the adoption of relational and participatory practices across the Council's wider activity over the coming two years.

Building capacity in the social sector

Actions and deliverables

Topic	Task	Milestone	Deadline	Lead Cabinet Member
BD_Collective	Work with the BD_Collective to develop a single platform for volunteering and participatory opportunities. ¹	Develop and go-live with the platform, including the website and back-end systems.	Q4 20-21	Cllr Ashraf
		Incorporate all Council volunteering opportunities into the single platform.	Q4 20-21	Cllr Ashraf
		Undertake communications campaign to formally launch, raise awareness and encourage adoption of the single platform among both social sector organisations and residents.	Q4 20-21 – Q3 21-22	Cllr Ashraf
	Connect into and actively engage with the BD_Collective's network of networks. ²	Programme go-live.	Q3 21-22	Cllr Ashraf
	Work with the BD_Collective to grow its network (number) of social sector organisations subscribed to BD_Collective and contributing to workstreams.	n/a	Ongoing.	Cllr Ashraf
	Work with the BD_Collective in its creation of active programmes of work that cover all of the Borough Manifesto's themes.	Live workstreams for each theme.	Q2 22-23	Cllr Ashraf
Barking and Dagenham Giving ³	Develop and agree the business case for Barking and Dagenham Giving, through a multi-stakeholder process, setting out its development over 2020-22.	Identify resources to keep developing B&D Giving platform beyond initial DCMS funding and agreeing governance procedures.	Q1 20-21	Cllr Ashraf
		Develop the plan of activity for B&D Giving for 2020-2021.	Q1 20-21	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
		Taking an update on the progress of B&D Giving to multiple stakeholders including Cabinet, seeking confirmation for the location and governance of the endowment.	Q2 20-21	Cllr Ashraf
	Implement the business case for B&D Giving, increasing investment in and money distributed to the social sector	Fully implementing the project plan laid out in the business case for B&D Giving.	Q4 21-22	Cllr Ashraf
	Create the endowment for the social sector, initially with Council income. Grow the endowment and create autonomy for its management.	Creating the endowment.	Q3 20-21.	Cllr Ashraf
		Endowment grown to £2.5m.	Q4 21-22	Cllr Ashraf
		Organisational autonomy created for the endowment.	Q1 21-22	Cllr Ashraf
Community Assets ⁴	Develop and adopt a new approach to community assets, including a new Community Assets Policy. This will include the Council's approach to the use, management and ownership of all community assets (inc. commercial, light industrial, community halls, parks and open spaces and service-delivery buildings), the approach to decision-making, and to harnessing community assets through Section 106 Agreements.	Conduct a review of all non-housing Council assets to inform the community assets policy (completed).	Q3 20-21	Cllrs Geddes and Ashraf
		Conduct programme of community engagement to inform the Community Assets Policy.	Q4 20-21	Cllr Ashraf
		Develop and agree the Policy at Cabinet	Q3 21-22	Cllr Ashraf
		Policy implemented.	Q4 21-22	Cllrs Ashraf and Geddes
	Review the current community centers leases and arrangements.	Review undertaken.	Q4 20-21	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
Faith ⁵	Raise the profile of faith-based social action, and convene spaces for collaboration and learning.	Refer to Faith Action Plan which is regularly monitored and reported on to the Portfolio Holder.	n/a	Cllr Ashraf
	Work with faith organisations and other Council services to improve residents' knowledge of how to identify and report hate crimes and prejudice.		n/a	Cllr Ashraf
	Ensure policies are fair and transparent, that faith groups are consulted upon them and that there is sufficient space for residents of different faiths to practice their faith together.		n/a	Cllr Ashraf
	Working with faith-based organisations to safeguard all vulnerable people, including co-creating and delivering appropriate strategies for particular issues that affect residents.		n/a	Cllr Ashraf
	Improve understanding of different faith communities, and should work together in a spirit of respect and ongoing learning.		n/a	Cllr Ashraf
	Ensure faith-based organisations are fairly represented in Borough events and programming across the year.		n/a	Cllr Ashraf
	Provide opportunities for residents of different faith backgrounds to meet and learn about each other, enabling further collaboration and improved understanding among groups.		n/a	Cllr Ashraf
LGBT Community Development	Undertake the Community Development Programme, in partnership with Studio 3 Arts, with the Borough's LGBT community.	-	Q1 21-22	Cllr Rice

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
Volunteering ⁶	Number of Social Sector organisations advertising volunteering opportunities through the single platform for volunteering. ⁷	The purpose of the platform is to create a single place through which to advertise and broker opportunities to volunteer and participate in community activity. The number of organisations advertising opportunities and the number of vacancies on the platform tells us the effectiveness of work to encourage take up of the platform.	50 by Q4 21-22	Quarterly	Cllr Ashraf
	Number of Council services advertising volunteering opportunities through the single platform for volunteering.		To be benchmarked and established by Q4 20/21	Quarterly	Cllr Ashraf
	Number of Council volunteering opportunities advertised through the single platform for volunteering.		To be benchmarked and established by Q4 20/21	Quarterly	Cllr Ashraf
	Number of hours of volunteering registered on platform.		To be benchmarked and established by Q4 20/21	Quarterly	Cllr Ashraf
	Number (cumulative) of opportunities advertised through the platform.		800 by Q4 21-22	Quarterly	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
B&D Giving	Value (£) of ticket sales for Local Lottery. ⁸	The purpose of the Lottery is to enable the distribution of resource, in this case money, to local good causes. The value of ticket sales tells us the level of resource distributed.	£20,000 in 20-21 £25,000 in 21-22	Quarterly	Cllr Ashraf
	Size (£) of endowment available to the social sector.	The purpose of the endowment is to create a sustainable income stream for the local social sector. The size of the endowment tells us the size of this support.	£2.5m by Q1 22-23	Quarterly	Cllr Ashraf

Developing opportunities to meaningfully participate

Actions and deliverables

Topic	Task	Milestone	Deadline	Lead Cabinet Member
Every One Every Day	Work in partnership with Participatory City Foundation (PC) to develop and agree a robust sustainability plan to ensure that the participation platform can be operated at the same scale within the Borough beyond the initial 5- year programme.	Joint programme of work (research and development) to develop the sustainability plan.	Q3 20-21	Cllr Ashraf
		Agree methodology for measuring impact of participation on individual agency, social networks and health and wellbeing outcomes. ⁹	Q1 21-22	Cllr Ashraf
		Plan agreed by PC and relevant bodies in LBBB.	Q3 21-22	Cllr Ashraf
	Deepen the connection between frontline services and Every One Every Day where participation can benefit outcomes, through the ongoing work of the Transitions Project. ¹⁰	n/a	Q3 21-22	Cllr Ashraf
	Develop the collaborative business programme. ¹¹	n/a	n/a	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
Culture and Heritage	Develop and implement a strategic plan for the role that Eastbury Manor House plays in furthering participation in our culture and heritage, being able to evidence impact on visitor numbers and activities. ¹²	Plan agreed.	Q4 20-21	Cllr Ashraf
		Evidence of improvement to visitor numbers and numbers of activities.	Q4 21-22	Cllr Ashraf
	Develop and implement a strategic plan for the role that Valence House plays in furthering participation in our culture and heritage, being able to evidence impact on visitor numbers and activities.	Plan Agreed.	Q4 20-21	Cllr Ashraf
		Evidence of improvement to visitor numbers and numbers of activities.	Q4 21-22	Cllr Ashraf
	Establish and co-ordinate groups of interested residents to volunteer in and manage activity as key heritage asset sites.	First groups operating.	Q2 21-22	Cllr Ashraf
	Create and adopt a policy explaining the role of culture and heritage in the Council's strategic framework, commissioning and service design processes.	Policy agreed at Cabinet.	Q3 21-22	Cllr Ashraf
		Round 1 complete.	Q3 20-21	Cllr Ashraf
	Undertake the Summer of Festivals programme and Winter Lights, curated by the Steering Group with direct membership of both residents and social sector partners. ¹³	Round 2 of the Summer of Festivals complete.	Q3 21-22	Cllr Ashraf
As part of the Becontree Centenary, co-create with residents a nationally significant cultural celebration of the Estate's history, heritage and culture.		During centenary celebrations.	Q4 21-22	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
	Undertake, facilitate and participate in an annual programme of diversity awareness-raising and community building events, with increasing community participation in their curation, including but not limited to: Women's Empowerment Month; Black History Month; LGBT History Month; community flag-raising events, Pride and World Menopause Day.	Annual calendar of events.	n/a	Cllr Rice
	Implement plans to improve sporting activities in the Borough parks, including a Football Hub in Parsloes Park and cricket in St Chads.	Plans being implemented.	Q3 21-22	Cllr Ashraf
	Co-produce with residents a masterplan for Eastbrook End country Park that shapes it into a destination venue.	Masterplan created and adopted.	Q4 21-22	Cllr Ashraf
	Continue to develop a rich cultural landscape in the Borough that provides aspiration and opportunity for local people. ¹⁴		Ongoing.	Cllr Ashraf
	Forge new pathways for local organisations and people to participate in decisions around cultural initiatives and policy. ¹⁵		Ongoing.	Cllr Ashraf

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
Individual agency and social networks 16	Proportions (%) of participants who respond positively to the statements: 'I am keen to be more involved in local decision making and feel confident that I am able to do so' 'I feel confident that I have a good understanding of the Borough and the community groups within it ' 'I want to get more involved with local community work and feel confident that I am able to do so.' 'I feel confident speaking to people of a different age, background or culture to myself' 'If I want to make a change in my community I feel confident I am able to do so' If I want to make a change to my life I feel confident I am able to do so' 'I have friends, family and neighbours who will support me if I need support'	The Council's approach to participation is based on the belief that the act of participating increases individual agency and builds social networks. These simple questions will be used as a benchmark for participants across various forms of participation to gauge whether participants are reporting increases in the feelings of agency or their social networks.	Increase	Bi-annually	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
Perceptions of the local area	Proportion (%) of residents who respond positively to the question: 'how satisfied or dissatisfied are you with your local area as a place to live?'	The Council believes that opportunities to participate in the community improve the perception of the local community as a place to live. This is a high-level indicator to gauge this sentiment, although is also subject to a range of socioeconomic forces.	No reductions	Annual (Residents' Survey)	Cllr Ashraf
	Proportion (%) of residents who agree that their 'local area is a place where people from different backgrounds get on well together',	The Council uses participation as a means of bringing people from different backgrounds together in an attempt to ensure strong community cohesion. This is a high-level indicator to gauge this sentiment although it is subject to a range of socioeconomic forces.	No reductions.	Annual (Residents' Survey)	Cllr Ashraf
Every One Every Day 17	Number of registered participants. ¹⁸	Every One Every Day has a range of objectives with associated targets to track the effectiveness of the implementation of the participation platform.	22,000 by 2022	Quarterly	Cllr Ashraf
	Number of projects initiated.		250 by 2022	Quarterly	Cllr Ashraf
	Number of hours of resident participation.		50,000 by 2022	Quarterly	Cllr Ashraf
	Number of registered participants in the collaborative business programme. ¹⁹		600 by Q4 21/22.	Quarterly	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
Culture and Heritage	Proportion (%) of residents who have heard of the Summer of Festivals and the Council's other free events.	It is important that the Council is effectively advertising the Summer of Festivals programme to ensure that as many residents as possible are able to attend. This will tell us how effective its advertising and spread has been.	60% in 2022	Annual (Residents' Survey)	Cllr Ashraf
	Proportion (%) of residents attending the Summer of Festivals events who live in the Borough.	Effective advertisement and the participation of residents in the curation of events should lead to a greater proportion of residents attending the events.	Increase	Annual	Cllr Ashraf
	Number of visitors to Eastbury Manor House.	Can illustrate success at achieving aim of increasing use of and engaged with heritage assets and activities.	50,000 in 20-21. 60,000 in 21-22 (combined target)	Monthly	Cllr Ashraf
	Number of visitors to Valence House.			Monthly	Cllr Ashraf
	Number of volunteering hours undertaken through heritage assets and services.	Aim of increasing volunteering at heritage assets and in services.	6,500 in 20-21 7,000 in 21-22	Monthly	Cllr Ashraf

Facilitating democratic participation

Actions and deliverables

Topic	Task	Milestone	Deadline	Lead Cabinet Member
Citizens Alliance Network	Co-create a Development Plan for CAN with residents and social sector partners.	CAN Programme Manager appointed.	Q1 20-21	Cllr Ashraf
		CAN Working Group established. ²⁰	Q3 20-21	Cllr Ashraf
		Plan developed and agreed.	Q4 20-21	Cllr Ashraf
	Implement CAN's Development Plan, growing and iterating CAN across the Borough, engaging each of the Council's frontline services with CAN and increasing the levers of power and funded projects engaged with CAN. ²¹	Piloting different kinds of CAN projects (Council, social sector and resident led)	Q4 20-21	Cllr Ashraf
		Report analysing pilot activity, to relevant stakeholders.	Q1 21-22	Cllr Ashraf
		Year 1 report for Cabinet, at which stage CAN active across the Borough.	Q4 21-22	Cllr Ashraf
Deliberative Democracy	Undertake deliberative processes to strengthen the way the Council makes decisions and develops policy. ²²	Undertake a deliberative process with young people on the climate crisis.	Q4 21-22	Cllr Ashraf
		Undertake deliberative engagement as part of the Domestic Abuse Commission.	Q4 20-21	Cllr Ashraf
		Undertake deliberative engagement in preparation for the new markets.	Q4 21-22	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
	Create a 'how to' guide on deliberative participation which sets out how the learning from the work already undertaken, explains the potential this form of working has in practice, the circumstances in which it can be used, and the potential for participatory budgeting across Council services.	Guide developed.	Q4 21-22	Cllr Ashraf
		Internal comms and engagement plan.	Q1 22-23	Cllr Ashraf
	Commission the Votes for Schools Programme in partnership with BDSIP. Undertake internal engagement to raise awareness of the potential of the programme for Council engagement, connecting the programme's annual plan to Council activity where appropriate.	n/a	n/a	Cllr Carpenter
	Create and implement a plan for the development of the BAD Youth Forum as a principal forum through which youth participation can be enabled and expanded. ²³	Plan developed.	Q4 20-21	Cllr Ashraf
		Implemented.	Ongoing	Cllr Ashraf
	In the report going to Cabinet in November 2020 on the Council's strategic framework and approach, describe how resident participation and experience is to be incorporated at each layer of the Strategic Framework. ²⁴	Report taken to Cabinet.	Q3 20-21	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
	Following the report to Cabinet in November 2020 regarding the strategic framework, undertake a review of commissioning processes (across adult's, children's, inclusive growth, education, public health) to identify opportunities to enhance resident participation. Identify and undertake significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle. ²⁵	Review of commissioning practices and opportunities for resident participation undertaken.	Q2 21-22	Cllrs Ashraf and Twomey
		Undertake opportunities for resident/ collaborative participation in commissioning.	Q1 22-23	Cllrs Ashraf and Twomey
	Councils approach to data ethics and transparency - Establish a Data Ethics Committee in addition to direct consultation of residents and social sector partners. Have the Committee create a community-facing explanation of the Council's use of data and insight. ²⁶	Internal Data ethics sub-group established.	Q1 20-21	Cllr Twomey
		Public deliberation exercise being conducted.	Q3 20-21	Cllrs Twomey and Ashraf
		Develop policy statement explaining the Council's approach to the use of data and insight.	Q2 21-22	Cllr Twomey

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
CAN ²⁷	Number of people signed up to CAN.	A key aim for CAN is to expand its reach as a platform for democratic	400 by Q4 21-22	Quarterly	Cllr Ashraf
	Number of people 'aware' of CAN.		3,000 by Q4 21-22	Quarterly	Cllr Ashraf
	Number of people 'informed' about CAN.		1,000 by Q4 20-21	Quarterly	Cllr Ashraf
	Number of people 'engaging' with CAN.		250 by Q4 20-21	Quarterly	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
	Number of resident-initiated projects on the One Borough Voice arm of CAN.		10 by Q3 21-22	Quarterly	Cllr Ashraf
	Number of Council initiated projects on the One Borough Voice arm of CAN.		15 by Q4 20-21	Quarterly	Cllr Ashraf
	Number of social sector-initiated projects on the one Borough Voice arm of CAN.		5 by Q4 20-21	Quarterly	Cllr Ashraf
	Number of in-person meetings held.		12 by Q3 21-22	Quarterly	Cllr Ashraf
Deliberative Democracy	Proportion (%) of residents who respond positively to the statement that the Council 'listens to the concerns of local residents'.	The belief is that deliberative democratic methods can improve trust in democracy. This is a high-level indicator for this sentiment, though is subject to a range of other factors.	No reduction.	Annual (Residents' Survey)	Cllr Ashraf
	Proportion (%) of residents who respond positively to the statement that the Council 'acts on the concerns of local residents'.		No reduction.	Annual (Residents' Survey)	Cllr Ashraf
	The total number of participant engagements on One Borough Voice	One Borough Voice is the principal means by which LBBDD enables democratic participation online.	4,000 in 20-21 5,000 in 21-22	Monthly	Cllr Ashraf
	The total number of visitors to One Borough Voice.		20,000 by Q4 21-22	Monthly	Cllr Ashraf
		Therefore, the number of visitors and responses to	(10,000 by Q4 20-21)		

Designing relational practices into the Council's activity

Actions and deliverables

Topic	Task	Milestone	Deadline	Lead Cabinet Member
Relational Council	Enhance the relational and cultural practices of statutory services through the expansion and implementation of the New Town Culture Programme, with a specific focus on the role of culture in addressing knife crime and serious youth violence. ²⁸	Implement 3-year plan for New Town Culture.	Q3 22-23	Cllr Ashraf
	Develop and adopt a Policy explaining how the Council's strategic framework – including the Single Performance Framework – progress the Council's ambitions to tackle structural inequalities and barriers and celebrate diversity, as a successor to the Equality and Diversity Strategy. Ensure the Policy spans the agendas of the Single Performance Framework and all portfolios, including key areas in Inclusive Growth such as housing and jobs; in Participation and Engagement such as ability to participate in cultural activities and community cohesion; and in Prevention, Independence and Resilience such as pertaining to health inequalities and domestic abuse. Ensure the policy explains how this is supported by collaboration	Policy agreed.	Q2 21-22	Cllr Rice
	Increase the level of engagement of services with the community through One Borough Voice.			Cllr Ashraf
Empowering the workforce ²⁹	As part of the Ways of Working Now Board's ongoing workplan, identify the tools and opportunities that will empower the workforce to collaborate and autonomously address the biggest challenges facing the Council and community.		Ongoing	Cllrs Ashraf and Twomey
Communication and Transparency	Develop and adopt the first annual Campaign Plan for 2020-21. Describe in the plan how the campaigns	Plan and implement Lost Hours Campaign.	Q4 20-21	Cllr Ashraf
				Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
		Plan and implement Clean Campaign.	Q4 20-21	Cllr Ashraf
		Plan and implement future campaigns.	Q4 21-22	Cllr Ashraf
	Undertake and expand social media engagement to support the Council's vision and communicate with the community.	-	Ongoing	Cllr Ashraf
	Develop and adopt a Digital Policy, describing the approach to the development of digital channels to improve customer experience.	Policy adopted.	Q3 20-21	Cllr Twomey
	Develop the Customer Contact Forum so that it is enabling frontline officers and, eventually, residents to support and self-regulate responses to complaints and enquiries. Including driving insight generated back into the performance and service	Ongoing.	n/a	Cllr Twomey
	Create a Transparency Plan that sets out the steps and resource necessary to enhance the Council's approach to transparency, including the information and data it publicises, and how it engages the community with that data.	Resourced plan developed and agreed.	Q3 21-22	Cllr Twomey
Inclusive Growth - Homes*	Determine the shape and size of the Be First/Reside new build programme for delivery from 2023/24 onwards, including approving a future estate renewal programme and a dedicated HRA new build programme for specialist housing underpinned and guided by the highest standards of participation and consultation.	Approval of first schemes of next phase of estate renewal programme at Cabinet.	Q2 20-21	Cllr Geddes

* The tasks listed within the topics related to Inclusive Growth are replicated from the Inclusive Growth priority and track priorities from that priority integral to the participation and engagement agenda.

Topic	Task	Milestone	Deadline	Lead Cabinet Member
	Launch a housing innovation programme to generate practical, resident-led housing solutions for small Council-owned sites (such as self-build, custom-build and community-led housing).	Update report with plans to Cabinet.	Q2 20-21	Cllr Geddes
	Ensure Reside delivers on agreed priorities in relation to its approach to the community, including re-vamping its website, social media presence, its communication and engagement with its tenants.	Reside Business Plan to Cabinet.	Q4 20-21	Cllr Geddes
	Through engagement with tenants and leaseholders, articulate what these residents should be able to expect from an excellent housing management service and commission an external review of the Council's offer and performance against these expectations.	Co-creation of new tenancy conditions.	Q2 20-21	Cllr Geddes
		Development of a new tenants and leaseholders engagement policy.	Q3 20-21	Cllr Geddes
Inclusive Growth – Places	Co-produce a 15-year regeneration framework and design guide for improving the built environment and lived experience for residents of the Becontree Estate; to guide Be First/ LBBB interventions, external development and the contributions of local people and organisations.	-	21-22	Cllr Geddes
	Develop and start to deliver a coordinated programme of improvements across the Becontree Estate, covering housing, transport, community infrastructure, public realm, shopping parades, parks and open spaces (working with a range of local partners and seeking to draw in substantial external funding).	-	21-22	Cllr Geddes
	Orchestrating a programme of cultural events to celebrate the centenary of the first home on the Becontree Estate being completed in 1921 and leave a lasting cultural legacy – with a nationally significant festival as the centrepiece.	-	21-22	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
	Use 'Barking and Dagenham: the story of our Borough, past, present and future' to create a stronger dialogue with local residents about our vision and plans for regeneration across B&D, making use of both online and face-to-face engagement activity, linked to a wider approach to strategic communications and engagement, and building on the Borough & Me project.	-	Ongoing	Cllr Geddes
	Deliver future phases of the Council's Cleaner Borough campaign with the goals of changing resident perceptions and behaviour around waste and contributing to the performance of the Council's public realm services.	Campaign Round 2.	Q2 20-21	Cllr Ghani
		Campaign Round 3.	Q3 20-21	Cllr Ghani
		Campaign Review.	Q4 20-21	Cllr Ghani
	Agree local improvement plans for each ward, setting out the priority public realm and local neighbourhood-level improvements for that area, through a process led by ward Councillors with participation of local residents, with delivery against the plans led by My Place (drawing on funding from the annual Ward Member budgets and connected to opportunities including the Citizens Alliance Network).	-		Cllr Geddes
Prevention, Independence and Resilience*	Completed the implementation of the new Target Operating Model for Children's Care and Support.		Q3 20-21	Cllr Worby
	Design the new Early Help and Prevention offer with Community Solutions and the new Safeguarding		Q2 20-21	Cllr Worby

*The tasks listed within the topics related to Prevention, Independence and Resilience are replicated from the PIR priority and track priorities from that priority integral to the participation and engagement agenda.

Topic	Task	Milestone	Deadline	Lead Cabinet Member
	Deliver the Barking and Dagenham Partnership Exploitation Strategy (including the embedding of a partnership-wide approach to Contextual Safeguarding).		Q4 20-21	Cllr Worby
	Deliver the current Prevent Strategy and implement the recommendations of the Prevent Peer Review.		Q1 21-22	Cllr Worby
	Implement the recommendations made by the Domestic Abuse Commission.		Q4 21-22	Cllr Worby
	Implement the new Target Operating Model for the Disabilities Service.		Q1 21-22	Cllr Worby
	Deliver a Borough-wide social prescribing model that helps connect residents to sources of support in their communities.		Q3 20-21	Cllr Worby
	Implement Reconnections Programme and our local loneliness initiative.		Q4 20-21	Cllr Worby
	Implement an effective and coherent assisted technology offer for socially isolated residents and those with complex needs.		Q4 20-21	Cllr Worby
	Develop approach in partnership with BD_Collective towards new ways in which the social sector, Care and Support and Commissioning can work together.		Q3 20-21	Cllr Worby

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
Relational Council	Proportion (%) of residents responding positively when asked about 'the way Barking and Dagenham Council runs things'.	Whether relational services and customer services are having an impact on the way in which residents are perceiving the Council.	No reduction.	Annual	Cllr Ashraf
	Proportion of residents positively responding to descriptions of the Council: 'is doing a good job'; 'it is easy to access Council services'; 'is making the local area a better place to live'.		No reduction.	Annual	Cllr Ashraf
	Proportion (%) of residents who identify as varying degrees of 'satisfied' with a transactional service experience.		Target set once benchmark established.	Monthly	Cllr Twomey
	Customer Effort Scoring (CES) of transactional services – the proportion (%) of residents who accessed a transactional service 'easily' subtracted from the proportion (%) who found access 'difficult'.		Target set once benchmark established.	Monthly	Cllr Twomey
	Proportion (%) of residents who found a transactional service experience to be of good quality.		90%	Monthly	Cllr Twomey
	BDD – enquiries resolved at first point of contact.		90%	Monthly	Cllr Twomey
	BDD – call reviews and passing mark.		70%	Monthly	Cllr Twomey
	BDD – Webchat answered.		85%	Monthly	Cllr Twomey
	BDD – calls answered.		85%	Monthly	Cllr Twomey
	HRCSC – calls answered.		90%	Monthly	Cllr Twomey

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
	HRCSC – email response within 5 working days.		100%	Monthly	Cllr Twomey
	HRCSC – customer satisfaction surveys completed for We Fix.		200 per month	Monthly	Cllr Twomey
	Careline calls answered within 60 seconds.		98.5%	Monthly	Cllr Twomey
	Volume of webchats.		1100	Monthly	Cllr Twomey
	Proportion of services using One Borough Voice to engage with residents.			Monthly	Cllr Ashraf
Empowering the workforce	Proportion of staff responding positively to: ‘I feel able to change the way I work and the way things are done in the Council’.	Illustrates success being had at internally engaging workforce and enabling officers to identify and address priorities	Target to be established once benchmark identified.	Twice annually	Cllr Twomey
	Number of staff engaged with learning groups.		250	Monthly	Cllr Twomey

Prevention, Independence and Resilience: Performance Framework

This section sets out the Performance and Outcomes Framework that accompanies the Prevention, Independence and Resilience priority within the corporate plan. It describes sets of deliverables, outcomes and performance measures that are largely – but not exclusively – clustered around the following priorities:

1. Every child gets the best start in life and all children can attend and achieve in inclusive, good quality early years settings and local schools.³¹
2. More young people are supported to achieve success in adulthood through higher, further education and access to employment.
3. More children and young people in care find permanent, safe and stable homes.
4. All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs.
5. Young people and adults at risk are safeguarded in the context of their families, peers, schools and communities and safeguarded from exploitation.
6. Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors.
7. All residents with a disability can access from birth, transition to, and in adulthood that is seamless, personalised and enables them to thrive and contribute to their communities.³²
8. Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities.
9. All vulnerable adults and older people are supported to access safe, timely, good quality, sustainable care that enables independence, choice and control integrated and accessed in their communities, and keeps them in their own homes or close to home for longer.³³
10. Tackling inequality in all aspects of our service delivery and within our communities jointly with partners and Public Health.³⁴

In addition to this, activity measures are included to help manage the key elements of demand upon our services, most notably those at the acute end of the spectrum.

It is also the case that much of the activity that is planned for the next two years is – or will be – incorporated, and delivered, through our three key improvement programme and/or significant, high-level Council or partnership strategies. This is shown throughout the performance framework in the deliverables section, partially to illustrate the linkages, but partly to show through which ‘mechanisms’ progress will be measured.³⁵

Every child gets the best start in life and all children can attend and achieve in inclusive, good quality early years settings and local schools.³⁶

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Establish a specialist pre-birth team in the assessment service ensuring early permanence for babies born to vulnerable parents.	Cllr Worby	Sep 2020	Children's Improvement Programme
Deliver our Improvement Plan and implement the new Targeted Operating Models in Care and Support and Early Help.	Cllr Worby	Mar 2021	
Deliver a new Early Help and Prevention offer with Community Solutions that delivers strong universal services and targeted early intervention.	Cllr Worby	Mar 2021	
Deliver the Early Years Academy and implement an integrated multi-agency pathway for those aged 0-7 years.	Cllr Carpenter	Dec 2020	
Increase take up of support offer for 2 and 3-year-olds, including delivery in community settings such as schools and Children's Centres.	Cllrs Worby, Carpenter, Mullane and Geddes	Mar 2021	
Ensure there are sufficient school places of the right type for every child in the Borough. Publish twice yearly updates to Cabinet on the ³⁷ 'Review of School Places and Capital Investment'.	Cllr Carpenter, Cllr Worby (tbc)	Oct 2020	Education and Participation Strategy
Deliver our plans alongside BDSIP to ensure that the right support is available for schools.	Cllr Carpenter	Mar 2022	
Development and delivery of a new Special Educational Needs and Inclusion Strategy.	Cllr Worby	Mar 2022	Disabilities Improvement Programme

Task	Lead Cabinet Member	Deadline	Topic
Pilot the 'Team around the School' approach for education inclusion and children's services, with health partners working increasingly closely alongside schools.	Cllr Worby, Cllr Carpenter (tbc)	Nov 2020	Children's Improvement Programme

Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of children with a good level of development by the age of 5.	That our early years approach is improving the progress of children between the ages of 0-5.	72.4%	↑	72.5%	Annually
Reduction in the Early Years Foundation Stage inequality gap by the age of 5 ³⁸ .	That our early years approach is reaching – and impacting upon – all children, and not just some.	38.8	↓	Reduction	Annually
The percentage of 3 and 4-year-old children benefitting from early education places.	That an increased proportion of children are benefitting from early education in good or outstanding provision, contributing to a good level of development by age 5.	84%	↑	In line with London and national	Annually
The percentage of 2-year-old children benefitting from early education places.		84%	↑		Annually
Average Progress 8 Score.	The progress and attainment of our children continues to both improve and improve at an acceptable pace.	0.16	↑	0.20	Annually
The percentage of pupils at the end of Key Stage 4 achieving grade 5 or above in both English and Maths GCSEs.	The attainment of our young people continues to both improve and improve at an acceptable pace.	42.6%	↑	45%	Annually
Average point score per entry – Best 3 A Levels.	The attainment of our young people continues to improve, enabling access to high quality post-18 opportunities, including: Higher Education, vocational qualifications and employment.	31.03	↑	32.5	Annually

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of schools rated as 'good' or 'outstanding' by OFSTED.	Our schools are of a sufficiently high quality to realise our ambition for our children.	91.7%	↑	92%	Annually
The percentage of pupils absent from state-funded primary schools.	Our young people are regularly attending school and not missing education	4.0%	↓	In line with London	Report 3 x a year in line with published data releases on absence
The percentage of pupils absent from state-funded secondary schools.		5.2%	↓	In line with London	
Total Permanent Exclusions (rounded).	That children are not being permanently excluded from school and therefore not reaching their full potential in education.	0.06	↓	In line with London	Termly

More young people are supported to achieve success in adulthood through higher, further education and access to employment ³⁹

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
New referral pathways and support offer for Care Leavers.	Cllr Worby	Sep 2020	Children's Improvement Programme
Improving access to quality careers advice, work-related learning and high quality vocational and academic options, working with the Council's apprenticeship programme, key education partners and BDSIP as appropriate.	Cllr Carpenter	Mar 2022	Education and Participation Strategy
Improve transitions from school to further or higher education or employment. ⁴⁰	Cllr Carpenter	Mar 2021	
New referral pathway and support offer those with diagnosed learning/physical disabilities and mental health conditions.	Cllr Worby	Mar 2021	Disabilities Improvement Programme

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Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of 16-18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations.	Risk of time spent not in employment, education, or training leading to increased likelihood of unemployment, low wages, or low-quality work later in life.	3.5%	↓	3.5%	Quarterly

More children and young people in care find permanent, safe and stable homes⁴¹

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Review and deliver improved early permanence pathway for looked after children.	Cllr Worby	Jun 2020	Children's Improvement Programme
Implement a timely Public Law Order process.	Cllr Worby	Sep 2020	
Work with neighbouring boroughs to deliver the East London Regional Adoption Agency.	Cllr Worby	Sep 2020	

Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of children in care placed in family settings.	How many of our children in care are placed in stable, family settings (though Foster Care is not suitable for all children, all of the time).	77.0%	↑	80%	Monthly
The proportion of children leaving care as a result of being adopted.	How many of our children secure permanence through being adopted into a secure and stable home.	8.4%	↑	10%	Monthly
The proportion of children in care experiencing long term placement stability.	When children are placed, whether those placements are long term, or breaking down (jeopardising placement stability).	65.9%	↑	70.0%	Monthly

All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs⁴²

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Deliver sliding scale Council Tax exemption for all care leavers, retaining contributions to return to them as savings when they turn 25.	Cllr Worby	Apr 2020	Children's Improvement Programme
Ensure every Care Leaver has a Health Passport.	Cllr Worby	Sep 2020	
Develop additional suitable supply of housing for care leavers in partnership with Inclusive Growth, through the Vulnerable People's Housing Programme.	Cllr Worby	Sep 2020	

Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of Care Leavers engaged in Education, Employment and/or Training.	Our offer of support and guidance is effective, and schools (and others) are equipping young people to move into further education and/or employment.	53.2%	↑	60%	Monthly
The percentage of Care Leavers in suitable accommodation.	That we are equipping our Care Leavers with the necessary skills to live independently and providing suitable housing options.	81.0%	↑	84%	Monthly

Young people and adults at risk are safeguarded in the context of their families, peers, schools and communities and safeguarded from exploitation.⁴³

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Establish the new Children's Multi-Agency Safeguarding Partnership.	Cllr Worby	May 2020	Children's Improvement Programme and Multi Agency Safeguarding Partnership Plan
Establish the new Adolescent and Youth Offending Service.	Cllr Worby	Jun 2020	
Set-up the new Specialist Intervention Hub and accompanying commissioned offer.	Cllr Worby	Sep 2020	
Implement the Step Up, Stay Safe programme in Schools.	Cllrs Carpenter and Mullane	Programme launched Dec 2020	
Deliver the Barking and Dagenham Partnership Exploitation Strategy (including the embedding of a partnership-wide approach to Contextual Safeguarding).	Cllr Worby	Jan 2021	
Deliver the current Prevent Strategy and implement the recommendations of the Prevent Peer Review.	Cllrs Mullane and Worby	May 2021	YOS Improvement Plan and Knife Crime Action Plan
Deliver YOS Ofsted Implementation Plan and maintain focus on violent crime through delivery of the serious violence and knife crime action plan.	Cllr Mullane and Worby	Mar 2021	

Demand and Activity Measures

Measure	What this will tell us	Collection Frequency
Number and rate of children open to Care and Support – CiN, CP, LAC and Care Leavers.	Shows the number and rate of children open to Children’s Care and Support across the child’s journey and is one indicator of demand.	Monthly
Average caseloads in Children’s Care and Support.	Shows the overall volume in the system per case holding social workers and is a key measure of safety and risk in the system. This is a key transformation indicator as we have a caseload guarantee of 1:15.	Monthly
Number of safeguarding concerns raised to the Local Authority (Adults).	Shows how many safeguarding concerns are being raised and is one indicator of demand and risk in the Borough.	Monthly

Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of children subject to a repeat referral in the year to date.	That vulnerable children are safeguarded and that referrals are managed effectively.	14.0%	↓	15.0%	Monthly
The percentage of assessments completed within 45 working days.	The timeliness of an assessment is a critical element of the quality of that assessment and the outcomes for the child.	88%	↑	82%	Monthly
The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time.	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. A lower proportion is a proxy measure of safeguarding.	14.4%	↓	14%	Monthly
YOS: The number and rate of First Time Entrants into the criminal justice system.	The life chances of young people who have a criminal conviction may be adversely affected in many ways in both the short	(104) 421 per 100,000	↓	Reduction	Quarterly

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
	term and long term.				
YOS: The number and rate of custodial sentences for young people.	We are looking for fewer young people to be sentenced to custody than previous months and years.	22 (0.85)	↓	Reduction	Quarterly
YOS: The percentage of Juvenile offenders from the cohort who committed offences within the 12-month follow up period (and therefore reoffended).	Reducing re-offending is a CSP and MOPAC priority and juvenile reoffending is a Key Performance Indicator for the Youth Offending Service.	39.5% (2016/17 Cohort)	↓	Reduction	Quarterly
Number of gang related Child Deaths	Measures success of gang related work and intervention and a proxy measure of safety in the borough.	0	↓	Reduction	Quarterly
Number of robbery offences					
Number of violence with injury (non-domestic abuse) offences					
Number of racist hate crime offences					
Number of knife crimes with injury victims aged 1-24 years (non-domestic abuse).	Measures success of reduction in knife crime victims aged 1-24 through published data on MOPAC performance framework.	38 victims	↓	Reduction	Monthly
Proportion of people who use services who feel safe (Adult Social Care).	Safety is fundamental to the wellbeing and independence of people using social care, and the wider population. Feeling safe is a vital part of service users' experience and their care and support.	68.2%	↑	Increase	Annually
The proportion of people who use services who say that those services have made them feel safe and secure.	That an increasing proportion of service users of care services feel that their care and support has contributed to making them feel safe and secure.	82.3%	↑	Increase	Annually

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of concluded safeguarding enquiries where action was taken, and risk was reduced or removed.	Measure of effective adult safeguarding processes and a proxy measure that adults and older people are safe.	96%	↑	90%	Quarterly
Proportion of individuals whose desired outcomes were achieved (concluded Section 42 safeguarding enquiries).	Proxy measures of adult safeguarding and that adults and older people are safe with outcomes achieved.	97%	↑	90%	Quarterly

Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors⁴⁴

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Work with our new strategic partner on Domestic Abuse – Refuge - to implement new offer for families where DA is a factor.	Cllr Worby	Mar 2021	Violence Against Women and Girls (VAWG) Strategy
Deliver new evidence-based offer for families with children and young people using the 'Safer Together' principles.	Cllr Worby	Mar 2021	
Implement the recommendations made by the Domestic Abuse Commission.	Cllr Worby	Mar 2022	

Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of referrals to Children's Social Care where Domestic Abuse is a factor.	The prevalence of Domestic Abuse in leading to referrals to Children's Social Care is reducing (as a proxy of overall prevalence).	22.0%	↓	Reduction	Quarterly
The percentage of children on a child protection plan where Domestic Abuse is a factor.	If the prevalence of Domestic Abuse in leading to child protection plans is reducing (as a proxy of overall prevalence).	23.4%	↓	Reduction	Quarterly
Percentage of pupils responding that they think that hitting is always wrong in a relationship. (School Survey).	That young people reporting an acceptance of unhealthy behaviours in school survey reduces.	74%	↑	Increase	Every 2 years
Number of DA police-flagged offences	That our strategies for tackling domestic abuse are effective in reducing the prevalence in the borough.	2,700 (2018/19 Q4)	↓		Monthly

All residents with a disability can access from birth, transition to, and in adulthood that is seamless, personalised and enables them to thrive and contribute to their communities ⁴⁵.

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Deliver the Disabilities Improvement Programme (key deliverables to be defined as part of programme initiation).	Cllr Worby	Mar 2022	Disabilities Improvement Programme

Demand and Activity Measure

Measure	What this will tell us	Collection Frequency
The number of children who become subject to an Education, Health and Care Plan.	Shows how many children are becoming subject to an EHC Plan, which is increasing at a fast rate this year.	Monthly

Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of adults with a Learning Disability in paid employment.	That the proportion increases to be in line or above London average.	4.6%	↑	7%	Monthly
Proportion of adults with a Learning Disability who live on their own or with family and friends.	That an increasing proportion of adults with a learning disability are in stable and appropriate accommodation – an indicator of safety and overall quality of life.	89.1%	↑	90%	Quarterly

Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities⁴⁶

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Deliver - in partnership with the CCG – the Child and Adolescent Mental Health Service (CAMHS) Transformation Programme.	Cllr Worby	Mar 2021	Mental Health Improvement Programme
Deliver a Borough-wide social prescribing model that helps connect residents to sources of support in their communities.	Cllr Worby	Mar 2021	
Implement Reconnections programme and our local loneliness initiative.	Cllr Worby	Mar 2021	
Deliver the Mental Health Improvement Programme (key deliverables to be defined as part of programme initiation).	Cllr Worby	Mar 2022	

Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Emotional wellbeing of looked after children (Strength and Difficulties Questionnaires – SDQ)	Understanding the emotional and behavioural needs of looked after children is important so that the relevant support can be put in place and children are given the opportunity to achieve their full potential.	12.8	↓	Reduction	Annually
The proportion of people who use services who reported that they had as much social contact as they would like.	We know there is a link between loneliness and poor mental and physical health. This measure draws on self-reported levels of social contact as an indicator of social isolation for service users.	47.1%	↑	Increase	Annually

All vulnerable adults and older people are supported to access safe, timely, good quality, sustainable care that enables independence, choice and control integrated and accessed in their communities, and keeps them in their own homes or close to home for longer.⁴⁷

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Develop and deliver our care technology strategy.	Cllr Worby	March 2022	Adults Improvement Programme
Review our older people's accommodation offer and assets.	Cllr Worby Cllr Geddes	December 2021	
Make capital improvements to Kallar Lodge, our care home for older people with dementia.	Cllr Worby	March 2021	

Task	Lead Cabinet Member	Deadline	Topic
Improve hospital discharge and prevent re-admission by moving resources to the community from the hospital and remodeling discharge pathways and our out of hospital support offer.	Cllr Worby	December 2021	
Deliver a Borough-wide social prescribing model that helps connect residents to sources of support in their communities and ensure linkages between Community Solutions and Localities teams.	Cllr Worby	March 2021	
Roll out our new Adults Practice Framework.	Cllr Worby	March 2021	
Develop a community-led provision offer for Adults Care and Support, linked to our new Practice Framework.	Cllr Worby	March 2022	

Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The number of adults (aged 18-64) admitted to long-term residential care per 100,000.	Inversely, the more people that we see remaining in their own homes, the fewer people will require a residential placement.	6.2	↓	13.2	Monthly
Proportion of people who use services who have control over their daily life.	That an increasing proportion of people have more control over their daily life. A key objective of personalising care and support is to ensure that support more closely matches the needs of the individual and puts them in control.	77.0%	↑	Increase	Annually
Overall satisfaction of people who use services with their care and support.	This measures the satisfaction with services of people using adult social care, which is directly linked to a positive experience of care and support.	65.1%	↑	Increase	Annually
Delayed transfers of care from hospital that are attributable to adult social care, per 100,000 population.	Minimising delayed transfers of care and enabling people to live independently at home is one of the desired outcomes of	167.1	↓	234.2	Monthly

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
	social care.				
Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (people aged 65+).	Prevalence and demand measure. If this increases costs will rise.	723.9	↓	759.3	Monthly
Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services.	Remaining living at home 91 days following discharge is the key outcome for many people using reablement services. The higher the better as this minimises their need for ongoing support and dependence on public services.	93.5%	↑	90%	Annual
Proportion of people in receipt of long-term services who had a review of their care needs.	That a higher proportion of people are receiving a review of their care needs to ensure that the support and services provided are appropriate and improving their quality of life.	57%	↑	75%	Quarterly

Tackling inequality in all aspects of our service delivery and within our communities jointly with partners and Public Health.⁴⁸

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Deliver the Joint Health and Wellbeing Strategy actions (linked to delivering outcomes over the life course).	Cllr Worby	2022	Health and Wellbeing Strategy
Support work across North East London STP to identify and address inequalities that exists across the health and social care system with key stakeholders.	Cllr Worby	2022	
Deliver a portfolio of work that reduces the health and COVID-19 inequalities through our Borough and across the BHR ICS, with a focus on healthy life expectancy, increasing resilience and supporting children and young families.	Cllr Worby	2022	
Public Health is leading on a piece of work to assess the inequalities within Barking and Dagenham in order to better understand how these could be tackled, including in Health Protection and COVID-19. (end of March 2021)	Cllr Worby	March 2021	
Deliver the Barking and Dagenham Delivery Board work packages including with older people and vulnerable children to focus on the reduction of health inequalities in these groups.	Cllr Worby	2022	
Work with partners across the system to embed Healthy New Towns principles across the Borough, using Barking Riverside and the new Community Wellbeing Hub and associated activities, as exemplars.	Cllr Worby	2022	
Ensure the BHR system strategy being developed draws together our Health and Wellbeing Strategy outcomes and plans.	Cllr Worby	April 2021	

Task	Lead Cabinet Member	Deadline	Topic
Develop a system wide approach to healthy weight, with a focus on children and the early years, that reduces inequalities in outcomes for our population.	Cllr Worby	March 2022	

Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Life expectancy at birth (Male).	Life expectancy is the key metric for assessing population health and we want this to improve over time.	78.0 (2016-18)	↑	n/a	Annually
Life expectancy at birth (Female).		82.7 (2016-18)	↑	n/a	Annually
Healthy life expectancy at birth (Male).	Increased percentage of life in good health (healthy life expectancy as a proportion of life expectancy).	60.1 (2016-18)	↑	n/a	Annually
Healthy life expectancy at birth (Female).		62.5 (2016-18)	↑	n/a	Annually
Prevalence of obese and overweight pupils at Year 6.	Decreased obesity prevalence in children (National Child Measurement Programme).	29.6%	↓	Reduction	Annually
Prevalence of obese and overweight pupils at Reception.		24.7%	↓	Reduction	Annually
Bowel, breast and cervical cancer screening coverage.	Increased uptake in screening programmes in the eligible population will lead to an increased proportion of cancers diagnosed at an early stage.	44.0% (bowel) 63.7% (breast) 67.8%	↑	Increase	Annually

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
		(cervical)			
Adult smoking prevalence.	Smoking is an important preventable contributor to the burden of ill health in the Borough.	19.0%	↓	15.0%	Annually

Inclusive Growth: Performance Framework

This section sets out the actions, deliverables, outcome measures and indicators that flow from the Inclusive Growth priority within the Corporate Plan, clustered around the following themes:

1. Homes: For local people and other working Londoners
2. Jobs: A thriving and inclusive local economy
3. Places: Aspirational and resilient places
4. Environment: Becoming the green capital of the capital

There is an additional theme identified in this section of the performance framework that is not featured in the Corporate Plan, and that cuts across the other four areas; all activity associated with addressing **money and debt** issues in our community.

Homes: For local people and other working Londoners

***Our goal:** is 50,000 new homes built in the Borough over the next two decades to meet housing need and provide for our growing population; with Barking and Dagenham remaining a place where working Londoners can afford to put down roots, raise their family and grow old in dignity; and where people live in decent, secure conditions, homelessness is prevented wherever possible, and suitable accommodation is available for vulnerable groups of residents to enable as many of possible to live well independently.*

Sub-theme 1: Building new homes

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Building and Completion of Homes, New Build Programme, Acquisitions of new housing	Cllr Geddes	Pat Hayes	Ensure at least 2,000 new affordable homes are built in the Borough between 2019 and 2023, through a combination of Be First and other developers.	Complete 2,000 new units by March 2023
	Cllr Geddes	Pat Hayes	Pursue acquisitions of new housing built by third party developers in the Borough, if there is a strong financial case and it improves affordability and accelerates delivery.	Ongoing
	Cllr Geddes	Pat Hayes	Be First to complete over 3,000 new homes between 2018 and 2024, at least 75% of which will be affordable (the vast majority of which to be managed by Reside).	By December 2024
	Cllr Geddes	Graeme Cooke	Determine the shape and size of the Be First/Reside new build programme for delivery from 2023/24 onwards, including approving a future estate renewal programme and a dedicated HRA new build programme for specialist housing to meet the need of vulnerable groups of residents.	Programme approved by December 2020
Housing Innovation Programme	Cllr Geddes	Pat Hayes	Launch a housing innovation programme to generate practical, resident-led housing solutions for small Council-owned sites (such as self-build, custom build and community-led housing).	Launched by September 2020

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Design Guide	Cllr Geddes	Pat Hayes	Finalise and publish a Be First/Reside design guide, setting out the quality standards for new homes, including to ensure fire safety compliance and take account of changes in building regulations following the Grenfell Tower tragedy.	Publication by September 2020

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Overall new housing pipeline	% of minor planning applications determined within statutory target.	Whether the planning service is delivering efficiently, facilitating development in the Borough, building up a pipeline for the delivery of new homes.	90%	Quarterly
	% of major planning applications determined within statutory target.		80%	Quarterly
	Number of new homes for which planning permission has been granted.	Whether we are on track to deliver our overall housing target.		Quarterly
	Net additional homes provided.	Whether we are on track to deliver the London Plan housing target for new homes of all tenures.	1,944 per year (emerging London Plan target)	Quarterly
	Percentage of new homes which are affordable – units.	Whether we are on track to deliver the affordable housing target set in the Local Plan.	50% Minimum 35%; 50% on publicly owned sites	Quarterly
	Percentage of new homes which are affordable – habitable rooms.	Whether we are delivering a sufficient proportion of larger homes through the programme.		Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Housing approvals by number of bedrooms. ⁴⁹	Whether developers are building the homes we need in Barking and Dagenham.		Quarterly
	Number of new affordable homes completed (by Be First versus third party developers).	Whether we are on track to deliver the 2018 manifesto commitment of 2,000 new affordable homes over five years.	2,000 between 2018 and 2023	Quarterly
Be First new housing pipeline	Number of units in Be First programme with planning permission.	Whether Be First new build delivery is on track.		Quarterly
	Number of units in Be First programme started on site.	Whether Be First new build delivery is on track.		Quarterly
	Number of units in Be First programme completed.	Whether the housing delivered meets the needs of B+D residents.		Quarterly
	Total new homes delivered by Be First in Business Plan period.	Whether Be First are providing the expected number of new homes.	Business plan target (approx. 3,000 homes by 2024/25)	Quarterly and cumulative
	Tenure type and bedroom size of new homes delivered.	Whether the Be First programme is providing a mix of housing which addresses known housing need.	At least 75% of homes should be affordable	Quarterly and cumulative
New homes going to local people	% of Reside lets which are made to local residents (people whose previous home was in the Borough).	Whether newly built Reside homes are benefiting local people.		Quarterly
	% of Reside Shared Ownership properties which are sold to local residents (people whose previous home was in the Borough).	Whether newly built Reside homes are benefiting local people.		Quarterly
	Number of households on the housing register.	How we are managing demand for supply on new and existing stock.		Quarterly
	Number of properties sold under Right to Buy.			Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	% of requests for local land charge completed within 28 days.	An effective land charge function enables timely purchasing of new properties for residents who are buying.		Quarterly

Sub-theme 2: Improving the quality and management of homes

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Develop Reside business and brand	Cllr Geddes	Kristian Melgaard	<p>Ensure Reside delivers on key agreed areas of development for the company, as set out in its business plan, principally:</p> <ul style="list-style-type: none"> • Setting out the housing management offer and customer service standards it's tenants can expect to its tenants. Then using this as the basis for influencing the way My Place delivers services to Reside residents and holding them to account for doing so.⁵⁰ • Re-vamping its website, social media presence and all aspects of communications and engagement with its tenants • Putting in place robust marketing, sales and lettings plan for future new build handovers to ensure rapid occupancy and a high proportion of homes going to local people • Establishing its Registered Provider vehicle 	Complete by end of March 2021

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Deliver and embed the gains from the My Place Improvement Programme	Cllr Geddes	Lisa Keating	<p>Deliver the My Place Improvement Plan, leading to demonstrable improvements in the core housing service offered to tenants and leaseholders (illustrated through the following proxies):</p> <ul style="list-style-type: none"> • Tenant and leaseholder satisfaction levels • Cleanliness of blocks and estates (including caretaking and grounds maintenance) • Rent collection levels • Void turnaround times • Quality, speed and responsiveness of repairs and maintenance • Assurance on safety and compliance 	December 2020
A new deal for Council tenants and leaseholders	Cllr Geddes	Lisa Keating	<p>Set out and communicate to tenants and leaseholders what they can expect from the Council as a landlord; articulating the specific elements of an excellent service offer. Commission an external review of the Council's offer and performance against these expectations.⁵¹</p>	December 2020

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Long term investment/ Improvement plan for HRA	Cllr Geddes	Graeme Cooke	<p>Develop and agree long-term investment and improvement plans for the homes and estates in the HRA.</p> <p>This needs to take into account known and emerging issues around the HRA stock, including:</p> <ul style="list-style-type: none"> • The need to bring all homes up to the Decent Homes standard • The stock investment standard after Decent Homes, taking a more holistic view of assets and estates • The imperative to fully decarbonise the housing stock by 2050 • The agreement of a future estate renewal programme • The emerging requirements from the review of building safety, including the Building Safety Bill expected in this Parliament • Concluding the piece of work which has been initiated to review the safety of the remaining Large Panel System (LPS) buildings within the Council's housing portfolio and produce a set of recommendations and a plan for addressing issues identified. <p>This will result in an initial stock investment plan of at least five years, so that in 2021 a medium-term HRA Business Plan and stock investment plan can be approved by Cabinet.</p>	HRA Business Plan to Cabinet February 2021
Deliver the HRA business plan	Cllr Geddes	Graeme Cooke	Develop a 30-year HRA business plan that sets the future financial strategy for managing and improving HRA housing.	February 2021
Landlord licensing scheme implementation	Cllr Mullane	Andy Opie	Maximise the potential of the Borough wide landlord licencing scheme to promote good housing management and property standards in the PRS (e.g. in relation to energy efficiency, safety and compliance, and minimising empty homes), with robust enforcement action against landlords flouting the rules.	Ongoing
External review of Samuel Garside House fire	Cllr Geddes	Graeme Cooke	Publish an external review into the lessons from the Samuel Garside House fire, focusing on the response and obligations of statutory bodies and private companies	Review complete by June 2020

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Satisfaction of our tenants and leaseholders with our housing service	Overall tenant satisfaction with housing management service.	These indicators will tell us how satisfied residents who live in Council owned, managed or developed properties feel about the services provided, and allow us to see the impact of improvement plans and the reinvigoration of Reside.		Annual, measured through the STAR survey
	Overall leaseholder satisfaction with housing management service.			Annual, measured through the STAR survey
	Overall Reside satisfaction with services provided.			Annual, measured through the STAR survey
	% of estates given a 'B' Grade or higher at inspection.*	Whether estates meet set standards in terms of cleaning, caretaking and grounds maintenance.		Quarterly
Maintaining our housing stock	% of responsive repairs 'satisfied with repair' (total including General Needs, Sheltered, and temporary accommodation) ⁵³	Whether we are providing a high-quality repairs service that is convenient for residents and efficient.		Quarterly

* Using the Housemark (a housing performance and benchmarking service) estate management inspection tool and photo book, which identifies 26 elements for an estate inspection which can each be measured on a A-D scale.

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	% of responsive repairs 'satisfied with repair' (Reside).			Quarterly
	% of homes which meet the decent homes standard.	Whether our homes and estates meet the government's decent homes standard.	100%	Quarterly
Maximising income and ensuring effective use of our housing stock	Number of general needs properties allocated to residents on the housing waiting list.	Whether processes to minimise the time a property remains void after a tenant vacates are operating effectively.		Quarterly
	General needs – voids turnaround time in days and by stages. <ul style="list-style-type: none"> • Major voids • Minor voids 			Quarterly
	Sheltered housing - voids turnaround time in days and by stages.			Quarterly
	Temporary accommodation - voids turnaround time in days and by stages.			Quarterly
	General needs - % of rent collected of total amount due (current tenants including current arrears).		Whether rent is being collected effectively so that it can be reinvested in improving housing management services and delivering the HRA capital programme.	
	Sheltered housing - % of rent collected of total amount due (current tenants including current arrears).			Quarterly and cumulative

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Temporary accommodation - % of rent collected of total amount due (current tenants including current arrears).			Quarterly and cumulative
	Reside properties - % of rent collected of total amount due (current tenants including current arrears).			Quarterly
	Percentage of Reside properties let.	Whether we are effectively utilising Reside stock and quickly letting new homes that are handed over.		Quarterly
	Number of properties sold under Right To Buy	Allows us to track how much affordable housing stock has been lost.		Quarterly
Ensuring our properties are safe and well maintained	% of residential properties with a valid gas safety certificate.	Whether we are providing safe homes to our residents.	100%	Quarterly
	% of blocks and communal spaces with a current fire risk assessment.*		100%	Quarterly
	Lift inspections completed to schedule.		100%	Quarterly
	Number of privately rented homes that are licensed.	Whether homes in the private rented sector are complying with the landlord licensing scheme.		Quarterly

* There are no current legal requirements regarding the frequency that a fire risk assessment must be reviewed – it is for the landlord to judge based on the specific circumstances of specific buildings. My Place are currently carrying out FRAs on high-rise blocks every three months.

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Private rented sector	Number of private sector housing enforcement activities.	How many landlords we are enforcing against.		Quarterly
Empty homes	Number of Long Term Empties in the borough. ⁵⁴	Whether long-term empty homes are being identified and action taken.		Quarterly
Building control	% of reports of dangerous structures responded to within 24 hours.	Maintaining safety in the Borough.		

Sub-theme 3: Tackling Homelessness

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Reduce the number of homeless households	Cllr Geddes	Mark Fowler	<p>Reduce the number of homeless incidences through early intervention and prevention (involving effective personal planning and advice; access to a discretionary prevention fund; employment, skills and training and discretionary payments to ensure people remain in their homes) – with specific actions to:</p> <ul style="list-style-type: none"> • Deliver tenancy sustainment/life-skills training to prevent loss of ASTs. • Craft a suite of clear and direct housing messages for deployment by staff. • Agree new discharge planning protocols regarding vulnerable households, particularly refugee households. • Develop a predictive modelling insight tool, to better understand patterns of cost and demand associated with homelessness. • Work towards the NPSS 'Gold' Standard 	By End of March 2021

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Reduce the numbers of households in TA	Cllr Geddes	Mark Fowler	<p>Reduce the overall number of households in TA through permanent housing offers, eliminating expensive lets and HMOs and beginning moves towards a cost-neutral service by reconfiguring the temporary accommodation portfolio – with specific actions to:</p> <ul style="list-style-type: none"> • Eliminate the use of all nightly lets and HMOs • Convert 200 private licensed properties to ASTs • Accelerate the use of private rented sector offers (PRSOs) • Participate in Capital Letters (a cross-London scheme to help address TA cost pressures) • Increase auditing of TA properties to 20% of all stock 	End of March 2021
Developing a more proactive approach to reducing rough	Cllr Geddes	Mark Fowler	Develop a proactive rough sleeping policy and work towards halving rough sleeping by 2022, by agreeing a partnership with the voluntary sector on a No Second Night Out model of intervention and working with the CCG to address access to primary care for street sleepers.	End of March 2022

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Preventing homeless through early intervention	Total number of Open Housing Prevention Cases.	Whether we are effectively supporting residents at risk of homeless and preventing the need for temporary accommodation where possible.		Quarterly
	New Housing Prevention Approaches.			Quarterly
	Total Closed Housing Prevention Approaches.			Quarterly
	Homeless Acceptances as a % of all homeless applications and reason for acceptance.			Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Number of evictions and reason (rent arrears or ASB) – from HRA, Reside and Temporary Accommodation.	Whether evictions being effectively minimised through early intervention and joint working to ensure they are used as a last resort.		Quarterly
Managing households in temporary accommodation 55	New placements in Temporary Accommodation.	Whether we are effectively managing households who have been placed into temporary accommodation.		Quarterly
	Total number of households moved on from Temporary Accommodation.			Quarterly
	Total number of households in temporary accommodation.			Quarterly
	Total number of households in private sector leased accommodation (PSL).	Whether we are reducing the number of households in PSL accommodation, which is the most expensive form of temporary accommodation.		Quarterly
New supply of temporary accommodation	Total number of new units of temporary accommodation provided through the Be First programme from following schemes: <ul style="list-style-type: none"> • Grays Court • Wivenhoe • Weighbridge • Margaret Bondfield 	Whether the new temporary accommodation under development is delivered to programme.	184 by November 2020	Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Allocations and lettings	Number of homes let through allocations, by total and broken down by bed size and by group, including those let through: <ul style="list-style-type: none"> • Choice based lettings • Decants • Direct Offers⁵⁶ 	Whether we are allocating the social homes that become available as anticipated in the annual lettings plan.	N/A	Quarterly
Rough sleeping	Number of rough sleepers identified in rough sleeping count.	Indicator will show that we are providing effective support to a vulnerable group of people.		Currently an annual count – will move to quarterly from April if additional resources secured under a bid we have made to government
	Number of rough sleepers brought in under the severe weather emergency protocol.	Indicator will show that we are providing effective support to a vulnerable group of people.		Quarterly where applicable – SWEP only activated in periods of severe weather

Sub-theme 4: Providing homes for vulnerable residents

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Housing for Vulnerable people	Cllr Worby	Graeme Cooke	<p>Deliver the Vulnerable People’s Housing programme, with the aim of improving the housing offer and pathways for key groups of vulnerable residents. This includes:</p> <ul style="list-style-type: none"> • Identifying the current and future housing demand among key groups of vulnerable residents and using that to shape both a specialist housing new build programme and s106 requirements from third party developers in the Borough. • Ensuring that the s106 obligation on Barking Riverside Ltd to provide specialist housing, including an extra care scheme of 60 units for older residents, and 35 new units each for people with learning difficulties and young people leaving care within general needs schemes are delivered. • Undertaking a review of existing sheltered and adapted stock to inform future commissioning and investment decisions. • Implementing the new allocations policy, supported by the introduction of an annual lettings plan and embedding new accommodation panels and move-on arrangements. 	By December 2021
Housing for Vulnerable people	Cllr Worby	Graeme Cooke	Developing a policy around Council’s approach to domestic abuse as it relates to housing services, as part of the work to achieve Domestic Abuse Housing Alliance (DAHA) accreditation.	By December 2020

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Supply of housing for vulnerable groups	Number of specialist accommodation units provided on Barking Riverside.	Whether the specialist units secured on Barking Riverside through planning are being delivered.	35 units for care leavers 35 units for learning disability 60 units for older people	Quarterly
	Number of planned adapted and specialist units provided through the Be First programme.	Whether the Be First programme is delivering new homes that meet the needs of vulnerable groups.		Quarterly
	Number of specialist accommodation units provided on third party developer schemes.	Whether new homes for vulnerable groups are being secured through planning or delivered by specialist third party developers.	At least 10 per cent of dwellings are appropriate for wheelchair users	Quarterly

Jobs: A thriving and inclusive local economy

Our goal is: at least 20,000 new jobs in the Borough over the next two decades, as part of shaping a thriving post-industrial local economy in Barking and Dagenham based around facilitating new strengths in key growth sectors (such as data, science, creative industries) as well as intervening to improve the quality of work in the everyday economy (like construction, care, logistics, food etc). Crucially, our focus is on doing everything we can to ensure that local business benefits from this economic development and that local residents benefit from the new job opportunities in the Borough and the surrounding area; particularly those facing labour market disadvantages and needing extra help.

Sub-theme 1: Improving the quantity and quality of jobs in Barking and Dagenham

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestone
Approve and implement a Social Value Policy	Cllrs Bright and Twomey	Graeme Cooke and Hilary Morris	Approve an ambitious new Social Value policy for the Council which ensures we are securing wider community benefits from those winning contracts from the Council and its wholly owned companies (combined with practical support for commissioners and potential contractors, and the development of robust monitoring and enforcement arrangements).	Approved policy Cabinet May 2020 and implementation is ongoing
Improving social outcomes in construction	Cllr Bright	Pat Hayes	Embed and test newly agreed arrangements to secure jobs, training and supply chain opportunities for local residents and businesses from construction activity in the Borough (both through Be First and other developers, via s106 agreements), while ensuring compliance with the Unite Construction Charter on Be First schemes.	The Be First approach to Social Value was approved in Oct 2019 and implementation is ongoing (tracked by metrics)
	Cllr Bright	Pat Hayes	Build a strategy to support residents and suppliers to understand and access opportunities in the local construction sector – including through the creation of a non-profit training agency to improve the quality and clarity of apprenticeships in partnership with contractors and local educational institutions; and a programme of events and wider support to build the capacity of the local supply chain and ensure the investment in housing benefits the local economy.	Strategy agreed in principle with Be First in Oct 2019. Approach to training planned to be launched in summer 2020

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestone
Develop a care sector strategy	Cllr Worby	Graeme Cooke and Elaine Allegretti	Develop an action plan with local care providers to improve pay, retention, productivity and quality standards in the care sector.	March 2021
Develop the Business Forum	Cllr Bright	Graeme Cooke	Embed the Barking and Dagenham Business Forum, with regular communications, events and engagement with the local business community – including work with partners (such as the Barking Enterprise Centre, Barking and Dagenham Chamber of Commerce, Barking and Dagenham College, CU London and others) to improve access to space, finance, new markets and support for businesses in the Borough.	Quarterly events held and numbers attending
Develop LBBD's business support offer	Cllr Bright	Graeme Cooke	Work with the Barking Enterprise Centre to deliver – and evaluate – a Business Growth and Improvement pilot aimed at improving job quality and performance in the local care and construction sectors (before deciding whether and how to extend the approach).	Evaluation of pilot and plan next steps by December 2020
Create training/ work pathways into food and film sectors	Cllr Bright	Pat Hayes and Graeme Cooke	Commissioning studies to enable us to understand how to create strong training and work pathways into our key growth sectors, such as food and film (with specific actions dependent on how our sector strategies in these areas develop).	Ongoing and linked to wider development plans

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestone
Industrial land	Cllr Geddes	Pat Hayes	Securing the agreement of the GLA to a comprehensive industrial land use strategy for the Borough, which enables the delivery of Barking and Dagenham's housing target while meeting the need for good quality, modernised employment space for small, medium and large businesses in key locations around the Borough. We want to deliver pilot schemes at 12 Thames Road (which will mix commercial and residential development) and the former Remploy site, which will explore ways of modernising and intensifying industrial uses. ⁵⁷	March 21
The Council as an exemplar	Cllr Twomey	Fiona Taylor	Increase the number of Council apprentices to 2.3% of our workforce – hitting the government target for public sector organisations – by working with Council teams to consider how they can use apprentices to meet skills gaps and promote leadership development and progression.	Reports to Workforce Board bi-monthly, with annual reporting to London Councils (March) and central government (Sept)

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Average median income	Gross median annual income in LBBD.	LBBD's overall progress on Borough Manifesto goals relating to low pay/incomes.	Incomes improving faster than the London median (by 2037).	Annual
Job density	Job density rate and total number of workforce jobs.	LBBD's overall progress on Borough Manifesto goals relating to business growth and success.		Annual

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Business growth	Total number of workforce jobs; rate of new-business start-up; and rate of new businesses that survive 5 years.		Growth in businesses larger than the East London average (by 2037).	
	Number of opportunities created for residents in the Council's supply chain (jobs).			Quarterly
	Number of opportunities created for residents in the Council's supply chain (excluding jobs). ⁵⁸			Quarterly
	% of contractors delivering services for the Council that pay at least the LLW.		All sub-contracted staff on people-based services are paid at least the London Living Wage (in line with Living Wage Foundation accreditation criteria)	Quarterly
	Total amount and % of goods and services sourced from the Borough by the Council and its contractors.		25% of total procurement spend by the Council directly and through its major contractors	Quarterly
Maximising impact of the Council's and other construction activity in the Borough	Number and % of people working on major construction developments who are Borough residents - Be First and LBBB (contractors or sub-contractors).	That the Council is maximising the power of its investment programme and revenue spending to deliver economic and social benefits to residents.	25% of FTE workforce	Quarterly
	Number and % of FTE people working on major developments that are apprentices - Be First and LBBB.		5% of FTE workforce	Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Total amount and % of goods and services sourced from the Borough on major developments - Be First and LBBB.		25% of total spend	Quarterly
	Employment, Skills and Suppliers Plans submitted to Be First on major developments which meet the expectations agreed with LBBB.		100%	Quarterly
	% of workers on Be First sites paid at least LLW.		100% of workers on Be First sites contracted after June 2019 (when Unite Charter was signed)	Quarterly
Business engagement	Number of attendees of business engagement events.	The Council has established effective communications with local businesses and are utilised to promote our priorities.	4 per year	Quarterly
	Number of businesses that are registered to receive business newsletter from the Council.			Quarterly
	Number of businesses supported through BEC Growth and Improvement pilot.	That the Council is working with local business support providers to support inclusive growth outcomes.	14	One-off (at end of 6- month pilot)
Apprenticeships	Number of 'apprenticeship' starts as a proportion of total workforce. ⁵⁹	That the Council, as the second largest employer in the Borough, is leading by example in developing staff and creating quality opportunities for local people.	2.3% of the workforce (government target for public sector bodies)	Bi-monthly and cumulatively (reports to workforce board)

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Level 2-4 starts as a proportion of all apprentices. ⁶⁰		-	
	Level 5-7 starts as a proportion of all apprentices.		-	

Sub-theme 2: Supporting residents to access new opportunities in the Borough

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Developing the Borough's apprenticeship offer	Cllr Bright	Graeme Cooke and Fiona Taylor	Ensure that apprenticeships generated by the Council's apprenticeship programme, sector strategies and new Social Value policy generate opportunities for new entrants as well as existing employees; and provide written guidance and information sessions for Council managers, schools and employers seeking to set up high quality apprenticeships that could benefit Borough residents, including new entrants and young people.	On-going – breakdowns on age are included in existing bi-monthly workforce board reports (as above)
Apprenticeship Levy Transfer scheme	Cllr Bright	Graeme Cooke and Fiona Taylor	Develop a scheme to redistribute the unspent Apprenticeship Levy funds (up to 25% of the total pot) from the Council and local schools to employers offering apprenticeships to LBBD residents – with priority given to those offering apprenticeships to new entrants, at or progressing to Level 3 or above, and with clear wage and progression gains upon successful completion.	Launch by September 2020 Progress will also be included in existing bi-monthly reports to workforce board
LBBD Work and Skills Offer	Cllr Bright	Mark Fowler	Continue to improve employment outcomes from the Council's core work and skills offer (targeting 1,000 people supported into work each year) while also designing and agreeing enhanced support for those heavily reliant on the Council to enter and sustain employment – including the balance of delivery between Community Solutions, Care & Support and specialist providers, and the plausible resource model to underpin this offer.	By March 2021

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Vocational offer at the Adult College	Cllr Bright	Mark Fowler	Identify and implement preferred option to increase the number of quality vocational pathways delivered by the Adult College based on available funding allocations, with a particular focus on creating more Level 3 training opportunities (which have better employment and wage benefits), linked to clear pathways into available jobs.	By December 2021

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
LBBB employment	LBBB unemployment, long term unemployment and employment rates; and % people claiming out-of-work-benefits (ESA, JSA / UC).	The overall performance in the Borough on Borough Manifesto goals relating to unemployment.	Overall rate of unemployment lower than the East London average (by 2037)	Annual
Access to training and lifelong learning and training via the Council's Adult College	Number of unemployed learners accessing learning at the Adult College.	Opportunities are being provided to help residents to access employment through the Adult College, and also to help them develop new skills which will allow them to access a wider range of job opportunities.	1000 per year	Monthly
	Number of starts in employability programmes at the Adult College.		200 per year	Monthly
	Number of Entry Level to Level 3 Qualifications gained at the Adult College.		800 per year	Monthly
	Number of residents accessing vocational pathways at Adult College to Levels 2 and 3.		300 per year	Monthly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Employment support provided by the Council for residents	Total number people supported into employment (job starts and those sustaining employment after 6 months), broken down by: - Job shops - Vocational Support - NEETs team (Homes and money hub)		1,000 employment outcomes per year	Monthly
	Total number of people supported into employment, and number of those who worked with the NEETs Team. ⁶¹		1,000 employment outcomes per year	Monthly
	Total number of people supported into employment sustaining employment after six months supported by the job shop.			
	Total number of people supported into employment (job starts and those sustaining employment after 6 months) by Community Solutions that were previously unemployed for over 6 months.	That the Council is targeting resources at those who most need its support	500 per year	Monthly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Number of residents with history of poor mental health supported to become ready to work, enter the workplace and successfully retain employment (including numbers being supported by LBBB social care services).		Move LBBB to top 10 of all London boroughs for employment rates for working age adults who are receiving secondary mental health services (target 8%)	Monthly
	Number of people with learning disabilities who are eligible for social care support in sustained employment (sustained for six and 12 months).		Meet the London average (7%)	Quarterly
	Number of residents supported into volunteering and work experience opportunities.		500 per year (delivered across Community Solutions, with 150 supported by work and skills team)	Monthly
Young people	The percentage of resident young people in academic years 12-13 (aged 16-18) who are NEET or Unknown.	That the Council is maintaining the progress it has made in reducing the number of NEETs and Unknowns in recent years.	3.1%	Annual (collected Dec-Feb each year)
	Total number of care leavers in all apprenticeships. ⁶²	That the Council's apprenticeship programme is generating opportunities for young people including care leavers.		Bi-monthly (reports to Workforce Board)

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Of all care leavers in apprenticeships, the number of which are in the council.			
	Number of apprenticeships created through the Levy Transfer scheme with breakdown of Level (Levels 2-4 and Levels 5-7) and % going to new entrants and those aged 16-25.	That the Levy Transfer scheme is generating opportunities for young people and new entrants.		Bi-monthly (reports to Workforce Board)
	Number of apprenticeship and other training opportunities created in the Council's supply chain for care leavers and other Borough residents aged 16-25.	That the new Social Value policy is generating opportunities for young people.		Annual

Places: Aspirational and resilient places

Our goal is: to lead large-scale, transformative regeneration across the Borough over the next two decades – in Barking Town Centre and the large but poorly used industrial areas to the south, east and north of the Borough; with the aim of shaping fantastic new places with homes, jobs, infrastructure and community spirit that each become distinctive destinations. In the short term, as these plans emerge, our top priority remains the condition of local neighbourhoods and the experience of living there, in particular things like the cleanliness of the streets and perceptions of safety that can undermine trust and cohesion. In addition, we are focused on ensuring we secure the social and physical infrastructure – from transport to schools and green spaces – which the local community needs now and into the future.

Sub-theme 1: Safe and liveable neighbourhoods

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Reducing 'grime crime'	Cllrs Ghani and Mullane	Fiona Taylor	Develop an annual plan identifying the hotspots for “grime crime” and other environmental issues (waste, planning enforcement, eyesore gardens, parking, landlord licensing, fly tipping etc) that will be tackled by the joint public realm and enforcement taskforce; using data and intelligence to assess each location for the appropriate robust action (and suitability for CCTV).	Annual plan developed by June 2020
Public awareness campaigns on waste and street cleansing	Cllr Ghani	Lisa Keating	Deliver future phases of the Council’s Cleaner Borough campaign with the goals of changing resident perceptions and behaviour around waste and contributing to the performance of the Council’s public realm services.	On-going
New waste strategy	Cllr Ghani	Lisa Keating	Development and adoption of new East London Joint Waste & Resources Strategy forecasting and modelling the waste arisings for the new 25 years, with options for waste minimisation, reuse, recycling, reformed collection services and treatments for residual waste.	On-going

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Banning single use plastics	Cllr Ghani	Graeme Cooke	Agree plan to ban single use plastics and drawing up an action plan to phase out the material among its commissioned services, contractors, suppliers and authority-run schools.	By December 2020
A new model of community enforcement	Cllr Mullane	Fiona Taylor	Rollout a new Community Safety Enforcement Team that will work with the police to tackle anti-social behaviour and other visible street issues, providing reassurance in the areas where public concerns about safety are highest.	New team rolled out by October 2020
Enforcement priority activity programme	Cllr Mullane	Fiona Taylor	Deliver a programme of enforcement operations targeting priority issues that are having a detrimental impact on the safety and quality of life for residents (including poor quality housing, noise, food hygiene and other environmental issues).	Programme is underway, will take 6 issues per year
Ward improvement plans	Cllr Geddes	Lisa Keating	Agree local improvement plans for each ward, setting out the priority public realm and local neighbourhood-level improvements for that area, through a process led by ward Councillors and involving local residents, with delivery against the plans led by My Place (drawing on funding from the annual Ward Member budgets and opportunities including the new Citizens Alliance Network).	By March 2021 plans are in place

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Delivering our core waste and recycling service	% Domestic Collection Made.	Demonstrate that we are effectively delivering this core service, which contributes to creating a sense of the Borough as a good place to live.		Monthly
	% recycling collection made.			Monthly
	% green waste collection made.			Monthly
	% of commercial waste collections made.			Monthly
	% of garden waste collections made on time.			Monthly
	% of bulk waste collections made on time.			Monthly
	Reduce the percentage of residents who feel that rubbish / litter is a very / fairly big problem.			Monthly
Keeping the streets clean	Total number of fly tipping cases and percentage of these collected within 48 hours of notification.	Demonstrate that we are effectively delivering this core service, which contributes to creating a sense of the Borough as a good place to live and invest.		Monthly
	Number of environmental crime enforcement activities.			Monthly
	Litter - % rating for all areas (N1-195 style).			Three times a year (measured by KBT)
	Detritus - % rating for all areas (N1-195 style).			Three times a year (measured by KBT)
	Graffiti - % rating for all areas (N1-195 style).			Three times a year (measured by KBT)
	Fly-posting - % rating for all areas (N1-195 style).			Three times a year (measured by KBT)

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Keeping the Borough safe ⁶³	Total number of ASB cases reported broken down by type.	These indicators will show us how effectively the Council is contributing to reducing ASB and to improving residents perspective of their safety.		Quarterly
	Number of food businesses assessed as 'satisfactory' or better. ⁶⁴	How well we are protecting public health.		Quarterly
	Number of enforcement activities to improve non-compliant food businesses. ⁶⁵			Quarterly

Sub-theme 2: Investing in physical and social infrastructure

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Deliver the Covid transport interventions⁶⁶	Cllr Geddes	Pat Hayes	<p>In the short-term we will be focused on delivering urgent works, funded by DfT and TfL to create increased space for social distancing in the Borough this includes:</p> <ul style="list-style-type: none"> • Use Covid-19 recovery works as opportunity to close Station Parade and Broadway to general traffic improving the public realm and walking connection to Abbey Field • Work with the community to explore options to reduce traffic around schools to improve safety for people walking and cycling to schools. • Deliver Cycle Future Route 10 Ilford to Barking Riverside and develop proposals for cycling routes across the Borough which are safe for pedestrians and cyclists alike. <p>Exploring how we may be able to finance the local transport schemes which we had expected to be funded by TfL through our Local Implementation Programme (LIP) – before this funding was removed as a result of Covid-19. Our LIP included schemes to:</p> <ul style="list-style-type: none"> • Improve accessibility and passenger safety, while relieving overcrowding at Barking station; • Address road safety concerns and increase the level of walking and cycling around Dagenham Heathway; • Develop options to improve walking and cycling links between the Becontree Estate and Chadwell Heath station, along Valance Avenue; • Reduce the dominance of the car and improve air quality around Becontree Heath; • Improve the public realm around Eastbury Manor House; • Provide high quality, attractive approaches to key transport interchanges at Upney and Dagenham East stations; 	Ongoing

			<ul style="list-style-type: none"> • Introduce a dedicated cycle route linking the Marks Gate Estate to Chadwell Heath station. <p>We know how important the delivery of these schemes, and while this may now be slower than anticipated we will continue to work on ways to bring them forward.</p>	
	Cllr Geddes	Graeme Cooke	<p>Facilitate the delivery of key education, health and related social infrastructure to support the Borough's growing population (in partnership with the ESFA and the local NHS). This includes:</p> <ul style="list-style-type: none"> • Additional school capacity in the Gascoigne area. • Construction beginning on a new primary school at Beam Park. • Construction beginning on a new SEN school near the Stamping Plant. • Securing sites for a number of additional schools needed in future areas of housing growth (incl. Beam Park, the Stamping Plant, Barking Riverside, Thames Road and Creekmouth). • Completion of new primary care hubs in Barking Town Centre and Barking Riverside. • Reconfiguring John Smith Medical Practice to accommodate a new GP practice. 	On-going
Improving transport infrastructure in the Borough	Cllr Geddes	Pat Hayes	Produce a long-term vision and strategy for a cleaner, greener and more integrated transport infrastructure across the Borough and linked to the rest of London and the wider south-east, identifying investment priorities and potential funding sources (including the future of the A13).	By June 2021
Providing full fibre broadband Borough wide	Cllr Geddes	Graeme Cooke	Enter into an agreement with a provider to complete the rollout of full fibre broadband across the Borough, including Council blocks, and secure key financial and service benefits for the Borough.	Provider agreement in place by April 2021
Flood risk	Cllr Geddes	Lisa Keating	Undertake modelling to identify areas of flood risk in the Borough and develop a plan of interventions and mitigations (backed up by robust business cases for funding from the Environment Agency to support implementation of these projects).	March 2021

Infrastructure delivery plan	Cllr Geddes	Pat Hayes	Publish and maintain an Infrastructure Delivery Plan setting out the future physical and social infrastructure needed to support planned housing growth.	December 2020
Ensure delivery of CIL funded projects	Cllr Geddes	Graeme Cooke	Deliver the CIL funded projects approved by Cabinet to date and bring forward further proposals on an annual basis which deliver against key identified infrastructure needs to support housing growth (as set out in the Infrastructure Delivery Plan).	On-going
Improve impact of developer contributions (e.g. s106)	Cllr Geddes	Graeme Cooke	Update our policy and approach to securing and enforcing developer contributions to support inclusive growth outcomes, arising in particular from s106, Community Infrastructure Levy and the carbon offset fund.	In place by December 2020
Commercial asset review	Cllr Geddes	Lisa Keating	Produce a business plan for the Council's commercial asset portfolio, based on a comprehensive asset review, including proposing changes of use where there is a strong financial or service case.	By April 2021

Sub-theme 3: Shaping aspirational places

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Barking, The Roding & More</p> <p>Our vision. <i>A Town Centre with a new lease of life. A place to live, work, shop and relax. A real destination, day and night. Markets, merchants, makers and more. And the Roding, the new creative and cultural heart of the Borough, with new homes and jobs for local people, plus great places to visit.</i></p>	Cllr Geddes	Graeme Cooke / Pat Hayes	<p>Produce a vision and strategy for the future of Barking Town centre over the next 15 years, to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).</p> <p>This will include:</p> <p>Producing masterplans for the areas around Barking Station, East Street and Town Quay; bringing them together into a coherent development framework for the town centre.</p> <p>Establish stronger town centre management arrangements, bringing together key frontline Council services (e.g. public realm and enforcement) to tackle street level issues and improve engagement with local business.</p> <p>Facilitating the development of key housing schemes being led by third party developers in and around the town centre: Weston Homes, EcoWorld, Countryside.</p> <p>Completing LBBD/Be First new build schemes in the town centre to improve the supply of affordable housing: Crown House and House for Artist and Axe Street.</p> <p>Accelerating delivery of the regeneration of the Gascoigne estate, including an overall place-making and public realm strategy for the new neighbourhood.</p> <p>Assessing the need for additional school places in the town centre, as new homes are planned and delivered, and responding as necessary.</p>	<p>Town centre regen strategy approved by December 2020</p> <p>Progress on key elements – on-going: Town centre management arrangements agreed by September 2020</p> <p>Masterplans approved by December 2020 District heat network operational by March 2021</p> <p>Traffic flows options work completed by December 2020</p>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
			<p>Encouraging Benson Elliot to progress the re-development of Vicarage Field – and exploring all potential options for accelerating this or other schemes on the site should this stall.</p> <p>Proactively marketing key regeneration opportunities in and around the town centre to investors and developers who share our vision and values.</p> <p>Seeking funding for short term interventions to improve the offer and experience for those coming to the town centre – working with local businesses and market traders – alongside stronger co-ordination of public realm and enforcement activity.</p> <p>Lobbying C2C to improve the condition and facilities at Barking station, supported by the Council’s allocation of LIP funding (and investigating options for improved rail services from to and from Barking).</p> <p>Developing options for improving traffic flows and car movements around the town centre particularly addressing the severance caused by the current layout.</p> <p>Facilitating the development of key cultural infrastructure in the town centre: East End Women’s Museum, new Art House Cinema and the ground floor space at Barking 360.</p> <p>Delivering the Barking Town Centre district heat network to serve c.8,000 new homes and business users across the area.</p>	

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Chadwell Heath</p> <p>Our vision. <i>A destination in its own right; full of character, personality and charm. Two neighbourhoods brought together around a vibrant and energetic high street, unlike anywhere else. Modern jobs, industry and transport links. More and better homes. Something for everyone, day and night.</i></p>	Cllr Geddes	Graeme Cooke / Pay Hayes	<p>Produce a vision and strategy for the future of Chadwell Heath over the next 15 years, to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).</p> <p>This will include: Adopting a masterplan for Chadwell Heath industrial estate to guide the release of industrial land and the development by the private sector of a sustainable, mixed residential and commercial neighbourhood.</p> <p>Using the acquisition of the former Muller Dairy site to engage with adjacent owners and users with the aim of kick starting high-quality, mixed use development in this area (ahead of a disposal within three years).</p> <p>Developing improved connectivity between Chadwell Heath and Marks Gate (to facilitate future plans for new affordable homes and improved local amenities there).</p> <p>Develop plans for new, affordable homes and improved amenities and social infrastructure in Marks Gate.</p>	<p>Area strategy for Chadwell Heath produced by December 2021</p> <p>Chadwell Heath masterplan approved by September 2021</p> <p>Establish Chadwell Heath landowner group by June 2020</p>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Becontree</p> <p>Our vision. <i>The Becontree estate. 100 years old in 2021 and still going strong. A moment to celebrate, but also to plan for the future. Our wonderful parks and open spaces and the brand-new youth zone point the way – holding on to the best of the Becontree's pioneering past while looking forward to the 21st century. Always the residential heart of the Borough.</i></p>	Cllr Geddes	Graeme Cooke	<p>Produce a 15-year regeneration framework and design guide for improving the built environment and living experience for residents of the Becontree estate; to guide Be First/LBBD interventions, external development and the contributions of local people and organisations.</p> <p>Develop and start to deliver a co-ordinated programme of improvements across the Becontree Estate, covering housing, transport, community infrastructure, public realm, shopping parades, parks and open spaces etc (working with a range of local partners and seeking to draw in substantial external funding).</p> <p>Orchestrate a programme of cultural events to celebrate the centenary of the first home on the Becontree Estate being completed in 1921 and leave a last cultural legacy – with a nationally significant festival as the centrepiece.</p>	<p>Built environment framework and design guide agreed by December 2020</p> <p>Activities and interventions delivered in 2021 on wards</p>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Becontree Heath/ Rush Green</p> <p>Our vision. <i>A place where young people will go to prepare for their futures, and where anyone can learn a new skill or follow their passion. A place for high class education, and a place to call home, right next to a country park AND London's newest film studios. Fantastic new facilities for everyone in the Borough to enjoy.</i></p>	Cllr Geddes	<p>Graeme Cooke / Pat Hayes</p> <p>Mark Tyson (for park improvements)</p>	<p>Develop a plan for revitalising Eastbrookend Country Park as a place of outdoor activity and leisure.</p> <p>Deliver planned improvements to Central Park, consistent with approved masterplan.</p> <p>Deliver programme of air quality and local transport improvements around Merry Fiddlers.</p>	<p>Planning application to be approved for central park by June 2020 with work starting on site in September 2020</p>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Dagenham East</p> <p>Our vision. <i>A centre for media, science and technology. The jobs of tomorrow, right next to the historic heart of the Borough. From village life to fibre optics. A place in which stories about the Borough's past inspire the storytellers of tomorrow. Films, not Fords!</i></p>	Cllr Geddes	Graeme Cooke / Pat Hayes	<p>Produce a vision and strategy for the future of Dagenham East over the next 15 years, to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).</p> <p>This will include: Ensuring that construction of the film studios gets underway, either led by the Council or by facilitating an external investor / developer / operator (while supporting filming on the site during the construction of the permanent studios through the LBBD Film Office).</p> <p>Facilitating the development of new industries and employment opportunities across the ex-May & Baker site (adding to UCL Pearl, the data centre, Travelodge, Costa Coffee etc).</p> <p>Investigating the feasibility and viability of a new strategic heat network across Dagenham East, as part of a low/zero energy future for the Borough (via B&D Energy).</p> <p>Bringing forward new build schemes in the area to improve the quality and quantity of affordable housing available for local people.</p> <p>Lobbying for the C2C service to stop at Dagenham East.</p> <p>Seeking investors and developers to regenerate the Sterling and Wantz industrial estates, to support the new industrial and employment clusters at Dagenham East.</p> <p>Producing a vision/ strategy for Dagenham Village.</p> <p>Develop a plan to rejuvenate the shopping parade at Dagenham Heathway, to enhance the retail and residential offering, linked to improvements in the local public realm.</p>	<p>Area strategy for Dagenham East produced by December 2020</p> <p>Delivery of activities and interventions – on-going</p> <p>Set up landowner group by December 2020</p> <p>Vision / strategy for Dagenham Village produced by June 2021</p> <p>Plan for Dagenham Heathway by September 2021</p>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Dagenham Dock, Beam Park, Stamping plant</p> <p>Our vision. <i>Moving beyond the legacy of Ford, Dagenham Dock will become home to the next generation of sustainable industry. First up, London's three wholesale markets bringing huge investment and new jobs to the Borough. Next door, Beam Park and the Stamping Plan. New neighbourhoods for thousands of working Londoners.</i></p>	Cllr Geddes	Graeme Cooke / Pat Hayes	<p>Produce a vision and strategy for the future of Dagenham Dock over the next 15 years – integrating our ambitions around transport, modern industry and waste/energy – to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).</p> <p>This will include: Convening a high-level group of stakeholders with a land or operating interest in Dagenham Dock, to seek a shared vision, strong engagement and co-ordinated activity to drive change and improvements in the area. Supporting the Corporation of London in their re-location of London's three wholesale markets to Dagenham Dock, while securing key benefits to the Borough (e.g. food college; retail markets and associated amenities; local employment, training and supply chain opportunities; A13/transport improvements; energy and waste infrastructure etc).</p> <p>Facilitating the delivery of new homes, jobs and infrastructure in the major new neighbourhoods of Beam Park and on the site of the ex-Ford Stamping Plant (and other sites in the area, where LBBD/Be First can help accelerate the delivery of affordable homes).</p> <p>Improving the condition, use and connectivity of Dagenham Dock station as a passenger interchange.</p> <p>Investigating the feasibility and viability of a new strategic heat network across Dagenham Dock, as part of a low/zero energy future for the Borough (via B&D Energy).</p>	<p>Area strategy for Dagenham Dock produced by March 2021</p> <p>Stakeholder group convened by September 2020</p>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Thames and Riverside</p> <p><i>Our vision: Barking Riverside, Thames View and Scrattons, connected to each other and properly linked with the Borough at large. Old and new neighbourhoods brought together in a healthy new town on the Thames. Castle green completely transformed: a new train station, modern industry and good new jobs for local people.</i></p>	Cllr Geddes	Graeme Cooke / Pay Hayes	<p>Undertake a comprehensive study into the future of the A13 with the aim of developing credible short, medium and long term strategy for the road itself and other nearby transport infrastructure that would deal with congestion, air quality and severance (while also unlocking new homes and employment land at Castle Green).</p> <p>Develop a public affairs campaign to secure high-level support for our A13/Castle Green strategy, based on a compelling economic case for public investment to unlock homes, jobs and improve both transport connectivity and the local environment.</p> <p>Ensure that key, agreed infrastructure is delivered on Barking Riverside, in particular the new rail station and the new health and leisure hub in the district centre.</p> <p>Work with BRL and other agencies to accelerate the build out rate and enhance the provision of key physical and social infrastructure to ensure the success of this 'healthy new town'.</p> <p>Adopt a masterplan for Thames Road area to enable mixed use development which delivers new affordable housing and supports good quality businesses and jobs.</p> <p>Bring forward Council owned sites on Thames Road to kick start and exemplify mixed use development (while acquiring further sites where there is a strong financial and regeneration case).</p>	<p>A13 study complete by December 2020</p> <p>New train station open by December 2021</p> <p>New health hub in 2022</p> <p>Thames Road Masterplan approved by December 2021</p>

And finally, to underpin these plans for the Borough's major places:

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Approve new local plan	Cllr Geddes	Pat Hayes	Submit the updated Local Plan to the planning inspectorate for approval (and approve further Supplementary Planning Documents as needed).	Reg 19 – Sept 2020 Approved – by December 2021
Conversation with residents about inclusive growth	Cllr Geddes	Graeme Cooke	Use 'Barking & Dagenham: The story of our Borough, past, present and future' to create an on-going dialogue with local residents about our vision and plans for regeneration across B&D, making use of both online and face to face engagement activity, linked to a wider approach to strategic communications and engagement, and building on the Borough & Me project.	Summer 2020 and ongoing

Environment: Becoming the green capital of the capital

Our goal is: to play our part in addressing the climate crisis by transitioning to net zero carbon, in relation to the Council itself and the Borough as a whole. This means leading and facilitating major changes in energy, waste and the wider local environment; affecting our homes, our work and how we get around. Our aim to generate far more low or zero carbon energy locally; dramatically reduce energy usage (especially in our housing stock and transport system); progressively decrease the production of waste and increase the level of reuse and recycling; and enhance the quality and sustainability of the natural environment in a Borough blighted by a history of heavy industry and dirty vehicles. This transition will take time and not be painless, but we see huge opportunities to generate new sources of jobs and prosperity, alongside improvements in the quality of life.

Sub-theme 1. A decarbonised, local energy system⁶⁷

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Clean energy action plan	Cllr Geddes	Graeme Cooke	Produce a Zero Carbon Roadmap setting out a pathway and activities to get the Council, its housing and its wider assets to carbon neutral by 2030 and the wider Borough by 2050; based on assessing current levels of carbon and greenhouse gas emissions and a trajectory for reductions. Produce a set of metrics which will help us monitor performance in the future.	Plan produced by December 2020
B+D energy network development	Cllr Geddes	Gideon Botha	Ensure that B&D Energy delivers the Barking Town Centre heat network, ready to supply c.8,000 new homes in the area over the next few years and transitions to low-carbon energy sources.	Heat network infrastructure in place by Jan 2022 and new centre by August 2022
Development of B+D energy network	Cllr Geddes	Gideon Botha	B&D Energy to undertake feasibility studies and develop business cases for future strategically significant heat networks in other key regeneration areas across the Borough (starting with Dagenham Dock and Dagenham East).	Business cases delivered by September 2021

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Solar panel feasibility study – Council buildings	Cllr Geddes	Graeme Cooke	Determine the strength of the investment and climate case for the installation of solar panels across Council owned buildings, drawing on available subsidies and incentives.	By December 2020
Solar panel feasibility study – other buildings	Cllr Geddes	Graeme Cooke	Determine the feasibility and viability of a commercial route to market for solar PV deployment among owner-occupiers and businesses across the Borough, based on the mapping of rooftop potential in the Borough; with the aim of bringing forward a competitive offer for installation.	By December 2020
Develop business case for ground source heating	Cllr Geddes	Graeme Cooke	Produce a business case for the deployment of a communal ground heat pump loop system, utilising the free heat found in our local surroundings to cut tenants and leaseholder fuel bills and provide renewable, low carbon heating (and, subject to that work, trial this model on one block of flats).	By December 2020
Energy Innovation and Housing⁶⁸	Cllr Geddes	Pat Hayes	Utilising communal heat, private wire, solar panels, EV chargepoints and battery storage at Padnall Lake, potentially with smart technology innovations which support the balancing of the grid.	Ongoing

Indicators ⁶⁹

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Reducing carbon and greenhouse gases across the Borough	Annual tonnes of carbon produced across the Borough.	That the Council is working towards reducing the carbon footprint annually.	Baseline to be established through production of clean energy action plan	Annual

Reducing carbon and greenhouse gases - our own activity	Annual tonnes of carbon saved by homes and other buildings/corporate assets which have been retrofitted or installed low-carbon technologies.	That the Council is working towards reducing the carbon footprint annually.	Baseline to be established through production of clean energy action plan	Annual
Providing sustainable energy through B+D energy district heat network	Number of active residential customers on the B&D Energy network.	That the Council owned company is operating effectively and providing sustainable energy.		Quarterly
	Number of active commercial customers.			Quarterly

Sub-theme 2: Energy efficient homes and buildings

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Energy Efficient homes/ building	Cllr Geddes	Graeme Cooke	Work with our appointed partner Eon to rollout our “Cosy Homes” programme of heating and energy efficiency measures up to mid-2022, targeting qualifying households who can access ECO3 funding and developing attractive funding and installation packages for private landlords.	Programme to run until Feb 2022
	Cllr Geddes	Lisa Keating	Deliver a deep retrofitting pilot on at least ten homes on the Becontree estate to coincide with the centenary (involving the installation of external wall insulation, solar arrays, battery storage, air source heat pumps and EV-charging points to create zero carbon homes).	Delivered by September 2021
	Cllr Geddes	Lisa Keating	Undertake a high-level investment appraisal and feasibility study for deep retrofitting across the Council’s housing stock consistent with achieving full decarbonisation by 2050 (informing decisions about the HRA stock investment strategy and options for stimulating the able-to-pay market).	By September 2021

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Greener, cleaner energy efficient homes and assets	Number of homes, buildings and corporate assets which have been retrofitted or installed low-carbon technologies.	That the Council is accelerating the take-up of low carbon heat and power measures.	250 buildings by 2022	Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Tackling the coldest homes in the Borough	Number of Council properties lifted from E, F and G ratings.	Progress towards eliminating all cold homes in the Borough.	Zero	Quarterly
	Number of private homes no longer E, F and G.		10%	Quarterly
Deep retrofitting for the homes of the future	Number of properties receiving the deep retrofit makeover.	Test the business case for roll-out of deep retrofit and provide A+ energy-rated homes of the future.	>10 Council properties	Quarterly

Sub-theme 3: A green local environment

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
A green local environment	Cllr Mullane	Fiona Taylor	Produce an air quality action plan that sets out the Council's policy, approach and commitments to key issues affecting air quality in the Borough, including clean transport, parking enforcement, green spaces and tree planting.	Approve by December 2020
	Cllr Ghani	Lisa Keating	Fully electrified 25% of the Council's own vehicle fleet by 2022	Monitored as part of the My Place Mandate

	Cllr Ashraf	Mark Tyson	<p>Implement the parks and open spaces action plan, including short term improvements and delivering of agreed masterplans for the Borough's ten most important parks, including:</p> <ul style="list-style-type: none"> • A programme of playground upgrades and repairs • An improvement project for Abbey Green and Abbey Ruins. • A programme of installing habitat enhancements, such as bird and bat boxes, across parks. • Planting at least 800 new saplings, maximising tree canopy cover against urban warming, pollution, soil protection, flood risk and bio-diversity enhancement. • Identifying at least two officially designated 'Cool Spots', providing shade and protection for residents and visitors to the Borough from days of extreme and intensive heat 	On-going
	Cllr Geddes	Graeme Cooke	Seek a partner(s) to invest in and deliver a large-scale installation of standard and rapid public electric vehicle charge points across the Borough, plus an offer of a private, off-street charge point for interested households.	Approach agreed by end 2020
	Cllr Mullane	Fiona Taylor	Deliver the parking action plan which aims to improve safety, congestion and air quality across the Borough, as well as providing a safer, fairer, consistent and a more transparent parking service.	On-going

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Improving air quality ⁷⁰	Air quality: number of days in year where mean particulate matter levels are exceeded.	A high-level indication of overall air quality in the Borough.		Annual (through DEFRA data)
	% of journeys made by sustainable modes of transport in the Borough.	An increase in this % will contribute to improving the environment in the Borough.		Annual (through the TLF LIP return)
	Number of CPZs.	The coverage of CPZs across the Borough.	20 CPZs rolled out by Dec 2021	
Shifting to vehicle electrification	Number of public EV charging points installed.	Progress towards LBBB leading by example in electrification.	25 additional charging pillars installed	Bi-annually
	Number of Borough fleet vehicles moved to electric.	Progress towards LBBB leading by example in electrification and providing infrastructure to increase public EV take-up.	25% of fleet by 2022	Bi-annually
Greener public spaces and shading	Increased tree canopy.	Growth in natural foliage providing shade and protection.	>800 new tree plantings	Quarterly

Money and Debt

Our goal is: to reduce levels of debt and associated money issues in our community through the adoption of an ethical, joined up and data driven approach to the collection, management and prevention of debt. This means building on the success of the Homes and Money hub through developing their preventative offer, making better use of data and insight to support proactive outreach, and working more closely in partnership with civil society. It means continuing to provide residents with a range of affordable alternatives to the high street, including four additional community food clubs (delivered in partnership with Fair Share) which provide access to affordable, healthy food, alongside personalised debt and money management support. Finally, it means using the opportunity created by the return of the revenues and benefits service into Community Solutions to reform how we manage and collect our debts, improving rent collection whilst also maximising the potential for upstream prevention.

Actions and deliverables⁷¹

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Strengthen preventative offer	Cllr Bright	Mark Fowler	Making full use of our data and our insight to identify residents who either are, or might be at risk of, experiencing money and debt issues, and developing our core preventative offer in order to manage these risks, including through benefits maximisation, debt management and consolidation, and wider financial advice and guidance.	Scoping study with recommendations for action complete by March 2021
Expand community food clubs	Cllr Bright	Mark Fowler	Expanding the reach of our community food clubs from three to seven locations across the Borough, ensuring that these continue to provide the residents that need it most with access to affordable, healthy food, alongside personalised debt and money management support.	4 x new community food clubs open by September 2021
Return and Transformation of revenues and benefits	Cllr Twomey	Claire Symonds	Ensuring the successful transition of the Council's revenues and benefits service from Elevate into LBBB, using this opportunity to strategically align and redesign the service so that it can both improve collection rates and maximise the potential for prevention, in partnership with the wider Community Solutions offer.	All staff transferred from Elevate to Community Solutions by September 2020 New blueprint implemented

Implementation of ethical Collector service	Cllr Twomey	Claire Symonds	Developing a new in-house ethical collector service for all in-Borough debts that is able to work closely alongside revenues and benefits as well as community solutions in order to improve collection rates and maximise the potential for prevention.	Ethical Collector service design to CSG June 2020. External Bailiff contracts realigned and re- let by December 2020. In-house Ethical Collector service live by March 2021.
	Cllr Ashraf	Mark Fowler	Working alongside social sector organisations to further build community capacity to support our response to debt and building financial resilience. This includes expanding community debt champions and working with BD-Collective and emerging community networks to ensure pathways to financial support are easily accessible. ⁷²	

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Supporting financial stability through debt reduction and income maximisation⁷³	Total number of people supported through Homes & Money Hubs (HAM Hub).	Whether we are effectively supporting residents to reduce debt, increase and maximise income and build financial resilience.		Quarterly
	% of people supported by the HAM Hub with a financial assessment.			Quarterly
	Number of people supported by HAM Hub whose eviction was prevented.			Quarterly
	Total number of people registered with Community Food Clubs.			Quarterly
	Total value of savings passed on to residents through Community Food Clubs.			Quarterly

	% use of Homelessness Prevention Fund.			
	% DHP spent utilised.	How much demand there is for support from our discretionary funding.	Allocate 95% of the fund ⁷⁴	Quarterly
	Total hardship fund spent.			-
Improving collection rates	Temporary accommodation - % rent collection rate.	Effectiveness of collection and recovery.	Impact of Covid-19 is emerging and being identified. Targets to be benchmarked and set for the new financial year. Current performance being compared to previous years.	Quarterly
	General Income collection in year %			
	Council Tax in year collection %			Quarterly
	Council Tax arrears £			
	% of business rates collected.			Quarterly
	% / total value of HB overpayments recovered.			Quarterly
	Housing Benefit overpayment %			
NNDR in year collection % ⁷⁵				

Well Run Organisation: Performance Framework

This section sets out the actions, deliverables, outcome measures and indicators that flow from the 'Well Run Organisation' priority within the Corporate Plan, clustered around the following themes.

A 'Well Run Organisation':

1. Delivers value for money for the taxpayer
2. Employs capable and values-driven staff, demonstrating excellent people management
3. Enables democratic participation and works relationally
4. Puts the customer at the heart of what it does
5. Is equipped with the tools, information and capability to deliver its vision

This section of the Single Performance Framework describes activity that is crucial to enabling all activity related to the other three strategic priorities identified in the Corporate Plan: Inclusive Growth; Prevention, Independence and Resilience; and Participation and Engagement.

The Well Run Organisation delivers value for money for the taxpayer ⁷⁶

Delivering value for money for the taxpayer is the role of all staff, particularly those who manage resources, budgets and staff. However, the Finance service has a particular role to play in setting the environment in which financial decisions are made and managed and shaping the associated tools and processes the organisation uses. Further metrics may be introduced with the development of the Commercial Services blueprint and the Core Transformation Programme.

Actions and deliverables

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
MTFS	Cllr Twomey	Philip Gregory	Delivery of a balanced budget and MTFS, approved by Assembly.	March 2021 March 2022
Strategic Sourcing Savings	Cllr Twomey	Hilary Morris	Development of a new baseline and forward plan to deliver future Strategic Sourcing savings for the Council.	30 September 2020
Social Value Outcomes	Cllr Twomey	Hilary Morris	Development of a framework to monitor Social Value outcomes across the Council.	31 March 2021
Compliance with Contract Rules	Cllr Twomey	Hilary Morris	Development of processes to challenge the number and quality of waivers produced above Procurement Board threshold.	30 September 2020
Publication of accounts	Cllr Twomey	Philip Gregory	Publication of draft LBBB accounts by statutory deadline.	By statutory deadlines
	Cllr Twomey	Philip Gregory	Publication of audited LBBB accounts by statutory deadline.	By Companies House deadlines
	Cllr Twomey	Philip Gregory	Publication of audited subsidiary accounts.	31 December 2020

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
Internal Audit	Cllr Twomey	Philip Gregory	Agree Audit Charter, Strategy and Plan.	Approved annually by the Audit and Standards Committee
Project and Programme Management	Cllr Twomey	Richard Caton	Review Programme and Project reporting in light of new Performance Management Framework.	1 May 2020
	Cllr Twomey	Richard Caton	Implement results of review.	1 June 2020
Performance Reporting	Cllr Twomey	Richard Caton	Develop and implement a new Performance Management Framework.	1 May 2020

Indicators

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Financial Management	Revenue outturn vs budget.	That the organisation is maintaining a stable and sustainable financial position and monitors this accurately.	+/- 5%	Monthly
	Percentage of budgets effectively monitored by managers through online processes.		75%	Monthly
	Unexpected variation in forecast outturn per month.		Equal to or less than £0.5m	Monthly

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Counter Fraud	Value and number of incidences of fraud detected	That the behaviours and activities of the organisation protect the public purse.	N/A	Quarterly
	Number of Council properties recovered from social housing tenants following investigation by the Counter Fraud Team.	That the behaviours and activities of the organisation protect the public purse.	N/A	Quarterly
Internal Audit	Percentage of Audit Plan completed (Reports at draft stage).	That there is activity to provide independent assurance that the organisation's risk management, governance and internal control processes are operating effectively.	Equal to or greater than: 25% by end of Q2 50% by end of Q3 80% by end of Q4 100% by end of Q5	Quarterly
	High risk recommendations not addressed within timescales.	That findings and agreed actions from Internal Audit activity are acted upon.	Less than 5%	Quarterly
Project and Programme Management	Reporting in line with new Performance Management Framework.	That the organisation has rigour in its project and programme management.	N/A	Monthly
Performance Reporting	Reporting in line with new Performance Management Framework.	That the organisation has rigour in its performance management.	N/A	Monthly

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Accounts Payable	Time taken to process Accounts Payable payments.	That the organisation works to support good supplier relationships.	95% processed in 30 days or less	Monthly
	Creditor payments to be made electronically.		>98%	Monthly

The Well Run Organisation employs capable and values-driven staff, demonstrating excellent people management

Employing capable and values-driven staff and demonstrating excellent people management is the role of all managers and leaders. However, HR have a particular role to play through their role in policy making and shaping the tools and processes the organisation uses.

Actions and deliverables

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
Recruitment	Cllr Twomey	Gail Clark	New Recruitment System – TalentLink go live.	By October 2020
Development	Cllr Twomey	Gail Clark	New Learning Management System go live.	By October 2020
Wellbeing	Cllr Twomey	Gail Clark	Apply for the Good Work Standard.	Apply: May 2020 Self-assessment: June 2020 Achievement level: July 2020

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
Compliance	Cllr Twomey	Gail Clark	Full implementation of Manager Matrix.	November 2020
	Cllr Twomey	Gail Clark	Temperature checks.	2-3 times a year
Employee Experience	Cllr Twomey	Gail Clark	Run appraisals process.	September – November each year
	Cllr Twomey	Gail Clark	Run Mid-Year Review process.	February – April each year
	Cllr Twomey	Gail Clark	Achieve Investors in People Assessment – Gold Level	Assessment Date: January 2021 (TBC) Outcome expected: February 2021 (TBC)
Equalities	Cllr Twomey	Gail Clark	Publish Gender Pay Gap information	30 March 2020

Indicators

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Recruitment	Metric will be developed in parallel with the implementation of Talentlink (see deliverable above) and via the work of the Core Transformation Programme.	That the organisation is recruiting high calibre public servants.	TBC after implementation of Talentlink (see deliverable above)	TBC after implementation of Talentlink (see deliverable above)
Learning and development	Leadership and Management Development Programme is delivered.	That the organisation is investing in middle managers so that they can lead and manage consistently	6 cohorts a year	Annually

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Absence	Average days lost to sickness absence.	That the organisation is sufficiently protecting staff wellbeing and promoting efficient working practices.	Equal to or less than 6 days per member of staff	December 2020 (annual review of target)
Compliance	Compliance with Absence Policy (managers).	That the organisation is professionally competent and compliant with policy, procedure and the law.	90% compliance	Bi-monthly
	Compliance with Mandatory Training.	That the organisation is professionally competent and compliant with policy, procedure and the law.	90% compliance	Annually or after specific training initiative
Apprentices and graduates	Apprenticeship Target.	That we meet the public sector target for apprentices.	2.3%	4-year target set in April 2017
	Apprenticeship Levy.	That the levy pot is spent (controllable budget).	Equal to value of levy pot	Quarterly
Wellbeing	Number of new stress related absences.	That the organisation is sufficiently protecting staff wellbeing and promoting efficient working practices.	Below London average	Quarterly
	Number of RIDDOR accidents/incidents.		Below London average	Quarterly
Employee Experience	Employee Engagement Index.	That the staff experience within the organisation is excellent.	80%	Bi-annually
	Number of new Grievances received.		Below London average	Bi-monthly
	Number of appraisals completed.		95%	Annually

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Equalities / Representation	Gender Pay Gap.	Remuneration is fair between men and women at all levels across the organisation.	Below London average	Annually
	BAME representation.	The workforce is representative of the local population.	At London Average	Quarterly

The Well Run Organisation enables democratic participation, works relationally and is transparent⁷⁷

Designing relational practices into the Council's activity and enabling democratic participation is core to the approach of a well-run organisation in Barking and Dagenham. The Participation and Engagement priority outlines the Council's approach to this across Council services and with our social sector and community. This priority focuses on the specific operations of the Council which facilitate democratic participation, some of which are further described within the Participation and Engagement priority. Core to this way of working are the Democratic Services and Communications team.

Actions and deliverables

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
Democratic Participation	N/A	Returning Officer/Chief Executive	Undertaking responsibilities regarding the GLA Election.	May 2021
	N/A	Returning Officer/Chief Executive	Undertaking responsibilities regarding the Local Election.	May 2022

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	Cllr Rodwell	John Dawe	Undertaking responsibilities regarding the Boundary Review.	Ward pattern consultation – August 2020 to October 2020 Submission of Council’s preferred warding pattern to Boundary Commission – 19 October 2020 Boundary Commission to publish final ward pattern recommendations – 29 June 2021
	N/A	Alan Dawson	Undertaking responsibilities regarding the Annual Canvass.	July – October annually
	N/A	Alan Dawson	Compliance with electoral law and regulations, and any Directions from the Electoral Commission relating to the delivery of specific polls.	As required
	Cllr Twomey	Alan Dawson	Retain the Member Development Charter Plus accreditation.	April 2020
	Cllr Twomey	Fiona Taylor	Review and update the Council Constitution in a timely fashion.	As required
	Cllr Ashraf	Monica Needs	Develop the Citizens Alliance Network.	Year 1 report for Cabinet,. Q4 2021-22.
	Cllr Ashraf	Monica Needs	‘How to’ guide on deliberative Participation.	March 2022
Transparency	Cllr Twomey	Pye Nyunt	Establish a Data Ethics Committee.	Q3 2020/21

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	Cllr Twomey	Sarah Myers	Develop and agree Transparency Plan.	Q3 2021/22
Participation in policymaking, commissioning, and service-design	Cllr Ashraf	Sarah Myers	In the report going to Cabinet in November 2020 on the Council's strategic framework and approach, describe how resident participation and experience is to be incorporated at each layer of the Strategic Framework. ⁷⁸	Report taken to Cabinet, Q3 20-21
	Cllrs Ashraf and Twomey	Sarah Myers	Following the report to Cabinet in November 2020 regarding the strategic framework, undertake a review of commissioning processes (across adult's, children's, inclusive growth, education, public health) to identify opportunities to enhance resident participation. Identify and undertake significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle. ⁷⁹	Review of commissioning practices and opportunities for resident participation undertaken, Q2 2021/22
			Identify and undertake at least six significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle.	At least six opportunities for enhanced resident participation in commissioning undertaken, Q1 2022/23

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
Communications	Cllrs Ashraf, Ghani, Mullane and Carpenter	Emily Blackshaw / Colin Bartlett / Andy Opie / Jane Hargreaves	Annual campaign plan agreed and budget allocated.	Commencement and delivery of these campaigns: Cleaner Borough Campaign Phase 2 Lost Hours Campaign Wall of Shame Grime and Punishment

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Democratic processes	Key decisions of executive committees are published in advance of the meeting on the Statutory Forward Plan.	That the organisation facilitates residents to actively participate in local democracy.	100% of key decisions published 28 days in advance of the meeting	Monthly
	Committee meeting agendas are published in advance of the meeting.		100% of committee meeting agendas published 5 clear working days in advance of the meeting	Monthly
	Number of Cabinet decisions called-in.		No target	Annually
	Number of urgent decisions taken using delegated authority.		No target	Annually
	Percentage of household properties where a positive response to the annual canvass process is provided.		90%	Annually
	Number of people signed up to Citizens' Alliance Network.		400 by Q4 2021/22	Quarterly
	Number of projects initiated on the One Borough Voice arm of Citizens' Alliance Network		10 by Q3 2021/22	Quarterly
Policy-making and commissioning	Percentage of decisions at Cabinet which are supported by an Equalities Impact Assessment (EIA), where required.	We are meeting our statutory responsibilities under s.149 of the Equality Act 2010.	100%	Monthly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Transparency	Percentage of FOI requests responded to within 20 days.	That we are compliant, open and transparent when required to share or give publicly held information.	95%	Monthly, one month in arrears
	Percentage of Subject Access Requests responded to within 30 days.	That we are compliant with GDPR.	90%	Monthly, one month in arrears
External Communications	Percentage of people who have seen or heard information about campaigns (individual campaign awareness scores).		Equal to or greater than 45%	Annually
	One Borough e-newsletter	Number of subscribers	That social media activity has good reach and visibility.	Targets to be set following development of Communications Blueprint
	Twitter	Number of Engagements		
		Number of followers		
		Number of Council video views		
		Number of posts		
	Facebook	Number of Engagements		
Number of followers				
Frequency to be set following development of Communications Blueprint				

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	
	Number of Council video views				
	Number of posts				
	Instagram				Number of Engagements
	Number of followers				
	Number of Council video views				
	Number of posts				
	Number of press mentions	That communications are being picked up through wider media	No target	Reported quarterly	

The Well Run Organisation puts the customer at the heart of what it does⁸⁰

Putting the customer at the heart of what the organisation does is the role of all staff particularly those dealing directly with the public. However, the Customer Contact Team has a particular role to play. The Contact Centre, out of hours call handling and Careline became the Council's responsibility on 1 February 2020 and metrics and activities are in the process of being developed. These should all be available in a refreshed version of this document by April 2021.

Actions and deliverables

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
Self-service	Cllr Twomey	Natalia Monvoisin	To replace the technology that drives My Account and our customer relationship management system in order that we can have a full view of the customer.	Procurement paper is scheduled to go to Cabinet on the 21st April 2020 Implementation: April 2021
	Cllr Twomey	Natalia Monvoisin	Replacing current booking system with one that can act for all services.	To be developed Projected Implementation date: October 2020

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	Cllr Twomey	Natalia Monvoisin	Develop a comprehensive system for the Contact Centre that will provide their scripts and “knowledge”, enabling them to give the correct information to customers.	<p>Implementation of cloud telephony services for Contact Centre – Phase 1 due to complete by April 2020</p> <p>Customer journey planning with new cloud provider to commence c. mid-April</p> <p>Implementation November 2020 Full capability implementation: December 2020</p>

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Routes of redress	Percentage of complaints responded to within Service Level Agreement (SLA).	That the organisation responds fairly and efficiently to address customer concerns.	90%	Monthly, one month in arrears
	Percentage of complaints at stage 1 and 2.		No target	Monthly
	Percentage of complaints upheld.		No target	Monthly

	Number of complaints to Local Government Ombudsman.		No target	Monthly
	Percentage of Member enquiries (casework) responded to within SLA.		90%	Monthly, one month in arrears
Method of Customer Contact	LBBB website accessibility score.	That the organisation enables customers to serve themselves, if they choose to, making self-service an easy and efficient option.	Top quartile when benchmarked with peers	Quarterly
	Call volumes.		No target	Monthly
	Form usage.		No target	Monthly
	Requests by channel.		No target	Monthly
	Customer satisfaction.		Target to be set once benchmark established	Monthly
	Customer Effort Scoring.		Target to be set once benchmark established	Monthly
	Percentage of calls answered.		Equal to or greater than 90%	Monthly
	Customer satisfaction with call handling.		Equal to or greater than 85%	Monthly
Measures of client satisfaction for other Core services are being developed through the blueprint process.				

The Well Run Organisation is equipped with the tools, information and capability to deliver its vision

In order to work efficiently and effectively, services across the breadth of the organisation must be equipped with the correct tools and the ability to use them. A data-driven, evidence-based approach must be embedded in all levels of working. However, the IT service as well as the Data Insight Hub have a particular role to play. More broadly, we need to develop tools and technology which are integrated and facilitate business processes supporting collaboration between different parts of the organisation, to create seamless pathways through our services for residents and also to use data and information to the best effect.

The IT Service returned to the Council on 1 July 2020 and metrics are activities will be developed as part of that process and these should all be available in a refreshed version of this document by April 2021. The IT service will, during the remainder of 2020/21, deliver equivalent or better service levels than delivered by the previous Elevate service for performance, availability and reliability.

Actions and deliverables

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
Data Insight	Cllr Twomey	Pye Nyunt	Updated Resident Matrix.	August (annually)
	Cllr Twomey	Pye Nyunt	Updated Borough Data Explorer and Social Progress Index.	October (annually)
	Cllr Twomey	Pye Nyunt	Development of OneView as new data sources become available.	Ongoing
	Cllr Rodwell	Pye Nyunt	Preparation for the Ward Boundary Review; submission and sign off by the Boundary Commission on new wards prior to next local election.	2022
	Cllr Twomey	Pye Nyunt	Preparation for the 2021 Census and analysis of responses.	2021

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	Cllr Twomey	Paul Ingram	New IT business model based on transparent allocation of cost by consumption and based on product families to be developed and implemented.	TBC after Elevate return
	Cllr Twomey	Paul Ingram	Develop a new process for delivering technology projects aligning with the new IT business model and the new IT service model.	TBC after Elevate return
	Cllr Twomey	Paul Ingram	The IT service will implement a number of key technology platform projects vital to the Council Core during 2020/21.	<p>New CRM core (April 2021)</p> <p>Replace Integration platform (July 2020)</p> <p>IT Service Management tool (December 2020)</p> <p>New Mobile telephony (April 2020)</p> <p>New Landline Telephony (June 2020)</p> <p>New Contact Centre telephony (October 2020)</p> <p>Migrate all IT workloads from Agilisys to Microsoft infrastructure (April 2021)</p> <p>Replace Citrix infrastructure (key to My Place and Revenues & Benefits) (December 2020)</p> <p>Developing separate environments for partner organisations (April 21)</p>

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	Cllr Twomey	Paul Ingram	The IT service will implement or support the implementations of a set of key Business projects.	<p>Landlord Management System live on Capita Open Housing (June 2020)</p> <p>Specification and implementation of a replacement for Oracle ERP (December 2021)</p> <p>Replacement of the current LBBD MyAccount (Agilisys Digital) (April 2021)</p> <p>BD-SIP move to external IT provision (October 2020)</p> <p>BDTP implementation of new Repairs management system (January 2021)</p> <p>Re-implementation of the Council GIS service (April 2020)</p>
Data and information governance	Cllr Twomey	Richard Caton	Print & Post / Scan It, Scrap It, Store It.	1 May 2020
			Scrap all files outside of retention periods.	1 September 2020
			Paper-lite Audit Review.	1 April 2020
			Implement audit findings and recommendations.	1 June 2020
Commissioning and Policy⁸¹	Cllr Rodwell	Sarah Myers	Production of the new Strategic Framework.	April 2020

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	Cllr Rodwell	Sarah Myers	Support the development of a full suite of Commissioning Mandates for commissioned service blocks.	May 2020
	Cllr Rodwell	Sarah Myers	Develop the new Corporate Plan.	May 2020
	Cllr Rodwell	Sarah Myers	Develop the update to the strategic framework, including the review of the performance framework	October 2020
	Cllr Rice	Sarah Myers	A refreshed Equality and Diversity policy.	May 2021

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Data-led and uses insight and intelligence to drive the business	Feedback from State of the Borough conference on the Social Progress Index and Borough Data Explorer.	That the organisation is data-led and uses insight and intelligence to drive the business.	A majority positive feedback	Annually
	Use of the Residents Matrix in at least two B&D challenges per year.		No target	Annually
Tools and Technology	OBI/Oracle downtime: days/hours lost (this may be monitored by IT as part of the hosting arrangement with London Borough of Brent.	That the organisation has the right technology and tools to fulfil its responsibilities.	No target	Monthly
	The IT service will, during the remainder of 2020/21, deliver equivalent or better service levels than delivered by the previous Elevate service for performance, availability and reliability.			

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Data Security	Percentage of staff that have completed mandatory GDPR training	That staff understand practices and processes for keeping data secure	100%	Annually
	Number of incidences of data breaches	That we are compliant with GDPR and securely store data	No target	Monthly

Amendments

In light of the impact of COVID-19, and learning from the implementation of the Single Performance Framework since May 2020, the contents of the Framework have now been reviewed. The changes to the Framework as it was agreed in April and May 2020 are identified throughout the document and referenced in Endnotes at the end of the Appendix. All of these changes have been proposed for one of the following reasons:

- They reflect changing priorities or allocation of resource in light of the ongoing impact of the pandemic and the Council's response.
- Flaws in the performance metric or deliverable were identified during the implementation of the Framework since May 2020, and the change is required to improve performance reporting and analysis.
- Amendments are required to ensure the performance metrics are up-to-date, reflecting progress that has been made since May 2020.
- The metric or deliverable is tracked through another channel, and duplication is not required.
- The metric or deliverable does not adequately inform a clear picture of performance, and has therefore been removed or amended to ensure the totality of the framework is both useful and insightful.

Participation and Engagement

Theme 1 Building capacity in and with the social sector

¹ The following deliverable has been amended: Work with the BD_Collective to develop a single platform for volunteering and participatory opportunities

² The following deliverable has been amended: Connect into and actively engage with the BD_Collective's network of networks.

³ The following deliverables have been amended:

- Develop and agree the business case for Barking and Dagenham Giving, through a multi-stakeholder process, setting out its development over 2020-22.
- Implement the business case for B&D Giving, increasing investment in and money distributed to the social sector.
- Create the endowment for the social sector, initially with Council income. Grow the endowment and create autonomy for its management.

⁴ The following deliverable has been amended: Develop and adopt a new approach to community assets, including a new Community Assets Policy. This will include the Council's approach to the use, management and ownership of all community assets (inc. commercial, light industrial, community halls, parks and open spaces and service-delivery buildings), the approach to decision-making, and to harnessing community assets through Section 106 Agreements.

⁵ The following deliverables have been added:

- Raise the profile of faith-based social action, and convene spaces for collaboration and learning.
- Work with faith organisations and other Council services to improve residents' knowledge of how to identify and report hate crimes and prejudice.
- Ensure policies are fair and transparent, that faith groups are consulted upon them and that there is sufficient space for residents of different faiths to practice their faith together.
- Working with faith-based organisations to safeguard all vulnerable people, including co-creating and delivering appropriate strategies for particular issues that affect residents.

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- Improve understanding of different faith communities, and should work together in a spirit of respect and ongoing learning.
 - Ensure faith-based organisations are fairly represented in Borough events and programming across the year.
 - Provide opportunities for residents of different faith backgrounds to meet and learn about each other, enabling further collaboration and improved understanding among groups.

⁶ The following metrics have been added:

- Number of Council services advertising volunteering opportunities through the single platform for volunteering.
- Number of Council volunteering opportunities advertised through the single platform for volunteering.
- Number of hours of volunteering registered on platform.

⁷ The following metric and target has been amended: Number of Social Sector organisations advertising volunteering opportunities through the single platform for volunteering

⁸ The following metric and target has been amended: Value (£) of ticket sales for Local Lottery

Theme 2 Developing opportunities to meaningfully participate

⁹ The following deliverable and milestone have been amended: Work in partnership with Participatory City Foundation (PC) to develop and agree a robust sustainability plan to ensure that the participation platform can be operated at the same scale within the Borough beyond the initial 5- year programme; Agree methodology for measuring impact of participation on individual agency, social networks and health and wellbeing outcomes.

¹⁰ The Following deliverable has been amended: Deepen the connection between frontline services and Every One Every Day where participation can benefit outcomes, through the ongoing work of the Transitions Project

¹¹ The following deliverable has been added: Develop the collaborative business programme.

¹² The following deliverables have been amended:

- Develop and implement a strategic plan for the role that Eastbury Manor House plays in furthering participation in our culture and heritage, being able to evidence impact on visitor numbers and activities.
- Develop and implement a strategic plan for the role that Valence House plays in furthering participation in our culture and heritage, being able to evidence impact on visitor numbers and activities.

¹³ The following deliverable has been amended: Undertake the Summer of Festivals programme and Winter Lights, curated by the Steering Group with direct membership of both residents and social sector partners.

¹⁴ The following deliverable has been added: Continue to develop a rich cultural landscape in the Borough that provides aspiration and opportunity for local people.

¹⁵ The following deliverable has been added: Forge new pathways for local organisations and people to participate in decisions around cultural initiatives and policy.

¹⁶ The following indicators have been amended:

- Proportions (%) of participants who respond positively to the statements:
- 'I am keen to be more involved in local decision making and feel confident that I am able to do so'
- 'I feel confident that I have a good understanding of the Borough and the community groups within it'
- 'I want to get more involved with local community work and feel confident that I am able to do so.'

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- 'I feel confident speaking to people of a different age, background or culture to myself'
 - 'If I want to make a change in my community I feel confident I am able to do so'
 - If I want to make a change to my life I feel confident I am able to do so'
 - 'I have friends, family and neighbours who will support me if I need support'

¹⁷ The targets associated with the following metrics will likely require a change to account for the impact of Covid-19, but work must first be undertaken to identify these changes:

- Number of registered participants (EOED)
- Number of projects initiated (EOED)
- Number of hours of resident participation (EOED)

¹⁹ The following metric has been amended: Number of registered participants in the collaborative business programme.

Theme 3 Facilitating democratic participation

²⁰ The following deliverable and deadlines have been amended: Co-create a Development Plan for CAN with residents and social sector partners.

²¹ The following deliverable has been amended: Implement CAN's Development Plan, growing and iterating CAN across the Borough, engaging each of the Council's frontline services with CAN and increasing the levers of power and funded projects engaged with.

²² The following deliverable and its milestones have been amended: Undertake a deliberative processes to strengthen the way the Council makes decisions and develops policy.

²³ The following deliverable and its target has been amended: Create and implement a plan for the development of the BAD Youth Forum as a principal forum through which youth participation can be enabled and expanded.

²⁴ The following deliverable has been amended: In the report going to Cabinet in September 2020 on the Council's strategic framework and approach, describe how resident participation and experience is to be incorporated at each layer of the Strategic Framework.

²⁵ The following deliverable has been amended: Following the report to Cabinet in September 2020 regarding the strategic framework, undertake a review of commissioning processes (across adult's, children's, inclusive growth, education, public health) to identify opportunities to enhance resident participation. Identify and undertake significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle.

²⁶ The following deliverable has been amended: Establish a Data Ethics Committee in addition to direct consultation of residents and social sector partners. Have the Committee create a community-facing explanation of the Council's use of data and insight.

²⁷ The following indicators have been added:

- Number of people 'aware' of CAN.
- Number of people 'informed' about CAN.
- Number of people 'engaging' with CAN.
- Number of resident-initiated projects on the One Borough Voice arm of CAN.
- Number of Council initiated projects on the One Borough Voice arm of CAN.
- Number of social sector-initiated projects on the one Borough Voice arm of CAN.

Theme 4 Designing relational practices into the Council's activity

²⁸ The following deliverable and its amendment have been amended: Enhance the relational and cultural practices of statutory services through the expansion and implementation of the New Town Culture Programme, with a specific focus on the role of culture in addressing knife crime and serious youth violence.

²⁹ The following deliverable has been amended: As part of the Ways of Working Now Board's ongoing workplan, identify the tools and opportunities that will empower the workforce to collaborate and autonomously address the biggest challenges facing the Council and community.

³⁰ The following deliverable and its milestones have been amended: Develop and adopt the first annual Campaign Plan for 2020-21. Describe in the plan how the campaigns will be identified, constructed and undertaken. Undertake the first Plan for the 2020-21 financial year, on topics including: crime and safety, housing and growth, cleanliness and the local environment, domestic abuse.

Prevention, Independence and Resilience

³¹ The following theme has been amended: Every child gets the best start in life and all children can attend and achieve in inclusive, good quality early years settings and local schools

³² The following theme has been amended: All residents with a disability can access from birth, transition to, and in adulthood that is seamless, personalised and enables them to thrive and contribute to their communities.

³³ The following theme has been amended: All vulnerable adults and older people are supported to access safe, timely, good quality, sustainable care that enables independence, choice and control integrated and accessed in their communities, and keeps them in their own homes or close to home for longer.

³⁴ The following theme has been amended: Tackling inequality in all aspects of our service delivery and within our communities jointly with partners and Public Health

³⁵ The following indicators have been removed from the overarching demand and activity indicators:

- Contacts received at the front door (MASH)
- The outcome of these contacts i.e. progressed to Children's Social Care, redirected to Early Help, or redirected to Universal Services
- Referrals to Social Care progressing to a statutory assessment
- Referrals to Children's Social Care with evidence of previous Early Help intervention
- Referrals to Children's Social Care that had previously been stepped down to Early Help (in the preceding 12 months)
- Children in receipt of Early Help Services that are subsequently referred to Children's Social Care
- Number of children in pre-proceedings and care proceedings
- The percentage of agency case holding social workers in Children's Care and Support
- The number of new requests for school places
- The number of in year school admissions
- Number of people with open services during the month (Adult's Care and Support)
- Number of requests for support
- Number of people with a recorded contact during the month (Adult's Care and Support)
- Number of contacts to Adult Intake Team in Community Solutions ending in information and advice only
- Average length of completed Crisis Intervention packages

- Average caseloads in Adult's Care and Support

³⁶ The following indicators have been removed from the theme: Every child gets the best start in life and all children can attend and achieve in inclusive, good quality early years settings and local schools:

- Proportion of children who received a 12-month review by 15 months
- The percentage of 3- and 4-year olds in funded early education with good or outstanding providers
- The percentage of 2-year olds in funded early education with good or outstanding providers.
- Percentage of childminders rated as good or outstanding.
- Percentage of mothers smoking at the time of delivery.
- Population vaccination coverage - MMR for two doses (5 years old).
- Prevalence of obese and overweight pupils at Reception
- Average Attainment 8 scores.
- The percentage of children achieving expected standard or above in Reading, Writing and Maths at KS2.
- The percentage of pupils persistently absent from primary schools.
- The percentage of pupils persistently absent from secondary schools.

³⁷ The following deliverable has been amended: Ensure there are sufficient school places of the right type for every child in the Borough. Publish twice yearly updates to Cabinet on the 'Review of School Places and Capital Investment'.

³⁸ The following indicator has been amended: Reduction in the Early Years Foundation Stage inequality gap by the age of 5.

³⁹ The following indicators have been removed from the theme: More young people are supported to achieve success in adulthood through higher, further education and access to employment:

- The percentage of young people participating in education or training.
- The percentage of 16 to 17-year olds who have Unknown Destinations.
- The percentage of Key Stage 4 pupils going to, or remaining in education, employment or training.
- The percentage of young people aged 19 qualified to Level 2.
- The percentage of young people aged 19 qualified to Level 3.
- Percentage of pupils responding that they are 'not at all' satisfied with their life at the moment. (School Survey)
- Percentage of pupils responding that they are at least 'quite' satisfied with their life at the moment. (School Survey)

⁴⁰ The following deliverable has been amended: Improve transitions from school to further or higher education or employment.

⁴¹ The following indicators have been removed from the theme: More children and young people in care find permanent, safe and stable homes:

- The proportion of children in care experiencing three or more placement moves in a year.
- Number and percentage of UASC placed with foster carers.
- Number and percentage of children in care in residential placements.

⁴² The following indicators have been removed from the theme: All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs:

- The percentage of Care Leavers who were Looked After when 16 years old who were in higher education (age 19, 20 and 21)
- The percentage of Care Leavers age 19, 20 and 21 the local authority not in touch with.
- The percentage of Care Leavers leaving supported accommodation and living independently.

- The number and percentage of care leavers staying put.
- The number of joint assessments undertaken on young people at risk of homelessness in line with protocol.

⁴³ The following indicators have been removed from the theme: Young people and adults at risk are safeguarded in the context of their families, peers, schools and communities and safeguarded from exploitation:

- Proportion of residents feeling safe in their local area during the day, and after dark (this remains reported via the annual residents survey)
- The number and percentage of children open to CSC aged 10-17 at risk or subject to CSE.
- The number of children missing from home or care.
- The number and percentage of FGM referrals.
- The number and percentage of referrals made due to radicalisation/extremism.
- The percentage of 2-weekly Child Protection Visits carried out within timescales.
- Section 42 enquiries as a proportion of safeguarding concerns.
- Proportion of individuals asked if they would like to express their desired outcomes (concluded Section 42 safeguarding enquiries).
- Proportion of people who lack capacity who have an advocate available during adult safeguarding enquiries.

⁴⁴ The following indicators have been removed from the theme: Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors:

- The percentage of re-referrals to Children's Social Care where Domestic Abuse is a factor

⁴⁵ The following indicators have been removed from the theme: All residents with a disability can access from birth, transition to, and in adulthood that is seamless, personalised and enables them to thrive and contribute to their communities:

- Proportion of adults in contact with secondary mental health services in paid employment.
- The number of children in receipt of a Direct Payment.
- The number of adults in receipt of a Direct Payment.
- The percentage of disabled children with a transition plan in place by the age of 14.
- Percentage of children that will meet ASC threshold for service, having a transition plan before their 17th birthday.
- Number of adults with a learning disability accessing long term community support per 100,000 people.

⁴⁶ The following indicators have been removed from the theme: Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities:

- Number of children under 18 years old who committed suicide
- Percentage of assessments to CAMHS resulting in active engagement with the CAMHS service.
- Timeliness of CAMHS first face to face appointment seen within 18 weeks.
- Inpatient admission rate for mental health disorders per 100,000 population aged 0-17 years.
- Increased IAPT (Improving Access to Psychological Therapies) completion rate per 100,000 population (18+ yrs)
- Emergency Hospital admissions caused by unintentional and deliberate injuries to children (0-14) Rate per 10,000
- The proportion of carers who reported that they had as much social contact as they would like.

⁴⁷ The following indicators have been removed from the theme: All vulnerable adults and older people are supported to access safe, timely, good quality, sustainable care that enables independence, choice and control integrated and accessed in their communities, and keeps them in their own homes or close to home for longer:

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- Proportion of adults with long-term care and support needs who received community-based services.
 - Proportion of people aged 18-64 accessing services via direct payments.
 - Proportion of people aged 18-64 accessing services via self – directed support
 - Carer-reported quality of life score.
 - Social care-related quality of life.
 - Proportion of people who use services who reported that they had as much social contact as they would like.
 - The proportion of people who use services who find it easy to find information about support.
 - The proportion of carers who find it easy to find information about support.
 - The outcome of short-term services: sequel to service (adults aged 18-64).
 - Proportion of adults in contact with secondary mental health services living independently, with or without support.
 - Proportion of Older People with long term care and support needs who received support in the community.
 - Number of older people accessing long-term community support per 100,000 people.
 - Number of older people in receipt of homecare.
 - The outcome of short-term services: sequel to service (people aged 65 plus).
 - Proportion of older people accessing services via direct payments.
 - Proportion of older people accessing services via self – directed support.
 - Proportion of people satisfied with home care service in the year to date.

⁴⁸ The following indicators have been removed from the theme: Tackling inequality in all aspects of our service delivery and within our communities jointly with partners and Public Health:

- Under 18 Conception Rates per 1,000 females (aged 15-17).
- The percentage of children and adults starting healthy lifestyle programmes that complete the programme.
- Percentage of the eligible population, aged 40 – 74 years, receiving an NHS Health Check.

Inclusive Growth

⁴⁹ The following indicator has been amended: Housing approvals by number of bedrooms

⁵⁰ The following deliverable has been amended: Setting out the housing management offer and customer service standards it's tenants can expect to its tenants. Then using this as the basis for influencing the way My Place delivers services to Reside residents and holding them to account for doing so.

⁵¹ The following deliverables have been combined and deadline amended: Set out and communicate to tenants and leaseholders what they can expect from the Council as a landlord; articulating the specific elements of an excellent service offer. Commission an external review of the Council's offer and performance against these expectations.

⁵² The following indicator has been amended: % of estates given a 'B' grade or higher at inspection.

⁵³ The following indicator has been amended: % of responsive repairs 'satisfied with repair' (total including General Needs, Sheltered, and temporary accommodation)

⁵⁴ The following indicator has been amended: Number of Long Term Empties in the borough.

⁵⁵ The following indicator has been removed: The average length of stay in temporary accommodation.

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- ⁵⁶ The following metric has been amended: Number of homes let through allocations, by total and broken down by bed size and by group, including those let through:
- Choice based lettings
 - Decants
 - Direct Offers
- ⁵⁷ The following deliverable has been added: Industrial Land
- ⁵⁸ The following metric has been amended: Number of opportunities created for residents in the Council's supply chain (excluding jobs)
- ⁵⁹ The following metric has been amended: Number of 'apprenticeship' starts as a proportion of total workforce.
- ⁶⁰ The following indicators have been amended: Level 2-4 starts as a proportion of all apprentices; and level 5-7 starts as a proportion of all apprentices.
- ⁶¹ The following metric has been added: Total number of men and women supported into employment, and number of those who worked with the NEETs Team.
- ⁶² The following indicators have been amended:
- Total number of care leavers in apprenticeships.
 - Of all care leavers in apprenticeships, the number of which are in the council.
- ⁶³ The following metrics have been removed: percentage of ASB cases by type responded to within appropriate timescales", "percentage of residents who report that they feel safe in the Borough during the day", "percentage of residents who report that they feel safe in the Borough after dark".
- ⁶⁴ The following metric has been added Number of food businesses assessed as 'satisfactory' or better.
- ⁶⁵ The following metric has been added: Number of enforcement activities to improve non-compliant food businesses.
- ⁶⁶ The following deliverable has been amended: Deliver the Covid transport interventions.
- ⁶⁷ The following deliverable has been removed: Develop the Beam energy offer.
- ⁶⁸ The following deliverable has been added: Energy Innovation and Housing.
- ⁶⁹ The following indicator has been removed: Take-up level of Beam Energy – broken down by tariff.
- ⁷⁰ The following metric has been removed: Noxious and particulate levels in key hotspots.
- ⁷¹ The following deliverable has been removed: Expanding and improving Beam Energy.
- ⁷² The following deliverable has been added: Working alongside social sector organisations to further build community capacity to support our response to debt and building financial resilience. This includes expanding community debt champions and working with BD-Collective and emerging community networks to ensure pathways to financial support are easily accessible.
- ⁷³ The following metrics have been added/ removed: "Financial resilience measure e.g. Total value of arrears successfully reduced in cohort by period" and "Total value (to people) of income maximisation across key benefit cohorts (FSM, Pension credit, Severe Disability Premium etc)".
- ⁷⁴ The following metric and target was amended: % DHP spend utilised
- ⁷⁵ The following indicators have been added:
- General Income collection in year %
 - Council Tax arrears £
 - Housing Benefit overpayment %
 - NNDR in year collection %

Well Run Organisation

⁷⁶ The following indicator was removed from the theme: delivers value for money for the taxpayer.

- Total quantitative value added (or savings achieved) relative to the cost of provision of the same chargeable hours at external rates.

⁷⁷ The following indicators were removed from the theme: enables democratic participation, works relationally and is transparent:

- Attendance of legal service at all meetings of the Council and board/ authority meetings of client partners (i.e. East London Waste Authority and Reside) where required.
- Complete Legal implications for reports within 5 working days of receipt of a complete report and request.

⁷⁸ The following deliverable has been amended: In the report going to Cabinet in September 2020 on the Council's strategic framework and approach, describe how resident participation and experience is to be incorporated at each layer of the Strategic Framework.

⁷⁹ The following deliverable has been amended: Following the report to Cabinet in September 2020 regarding the strategic framework, undertake a review of commissioning processes (across adult's, children's, inclusive growth, education, public health) to identify opportunities to enhance resident participation. Identify and undertake significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle.

⁸⁰ The following indicator was removed from the theme: puts the customer at the heart of what it does:

- Acknowledge all legal client instructions within 5 working days of receipt.

⁸¹ The deliverables pertaining to Commissioning and Policy were amended. .

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Community and Equality Impact Assessment

As a Local Authority, we have made a commitment to apply a systematic equalities and diversity screening process to both new policy development and changes to services.

This is to determine whether the proposals are likely to have significant positive, negative or adverse impacts on the different groups in 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

About the service or policy development

Name of service or policy	Corporate Plan 2020- 2022
Lead Officer	Mark Tyson
Contact Details	Mark.Tyson@lbbd.gov.uk

Why is this service or policy development/review needed?

In 2017 The BDDP set out the Borough's shared, 20-year vision for the future of Barking and Dagenham, in the form of the Borough Manifesto. The Manifesto represents the standard to which the Council holds itself and all our activity is aimed at achieving its vision.

The scale of this challenge requires a radical approach to preventing poor outcomes for our residents. Only by building a preventative system of public services and social infrastructure will we, with our partners and the community, be able to address the root causes of poverty, deprivation and health inequality and, ultimately, achieve the vision of the Borough Manifesto. At the heart of this preventative system is a commitment to addressing the structural inequalities faced by certain groups within our population.

The Council's long-term approach must also be supported by an approach to making decisions and planning activity that can respond to the rapidly changing needs of the community during and in response to the Covid-19 pandemic. The ongoing emergency response to the pandemic demands that the Council make decisions quickly and clearly in order to ensure it is supporting the residents of the Borough to remain safe and well.

With this context in mind, a new Corporate Plan has been developed to detail the Council's strategic framework, its priorities and its planned activity for the remainder of this political administration (2020-22).

The Corporate Plan was agreed in May, along with the first iteration of this EIA, with the understanding that they would need to be reviewed to take into account the impact of Covid-19. There is now a clearer understanding of the impact of the pandemic so the Corporate Plan, the Single Performance Framework

Why is this service or policy development/review needed?

and this EIA have been reviewed to take into account the impact of Covid-19, using the currently available evidence.

The impact of Covid-19 may change as the pandemic progresses, while the Council and other organisations will continue to gather more data to develop understanding of the local impacts. The Council will continue to investigate the impact of Covid-19 on the Borough and its residents to identify required responses and actions.

The new Corporate Plan sets out the Council's strategic framework and translates that approach across four key strategic priorities:

1. Inclusive Growth
2. Participation and Engagement
3. Prevention, Independence and Resilience
4. Well Run Organisation

The Corporate Plan, and the content of the Single Performance Framework it introduces and appends, incorporates the existing [Equality and Diversity Strategy 2017-2021](#). The deliverables and objectives attached to this strategy remain live and the vision of a strategic framework with equality and diversity at its core remains the sentiment of the Corporate Plan and the long-term approach to public service reform it describes.

The Corporate Plan and Single Performance Framework have been reviewed to take account for the impact of Covid-19 on the community, the Council's Priorities and therefore on these key documents. The impact will develop over time, as will our level of understanding of it, and we will need to continue to monitor the impact of the pandemic. However, we do now know more about how the pandemic has impacted local communities, and begin to understand impacts on the Council's priorities and therefore on the Corporate Plan and the Single Performance Framework.

In addition to the previous considerations for equalities and needing to ensure that the Corporate Plan addresses structural inequalities, the impact of the COVID-19 pandemic must be taken into account. While everyone has been affected by COVID-19, not everyone has been affected to the same extent, either in terms of the immediate health risks or the longer term social and economic fallout. The phrase used to describe this by the Local Government Information Unit (LGIU) is that "we are all in the same storm, but not all in the same boat".

In the simplest terms, the impact of Covid appears to be a multiplier of existing inequalities – both in terms of health and economic impacts. Demographics more likely to experience deprivation are more likely to have worse health outcomes if they catch coronavirus and are more likely to work either in jobs which could expose them to the virus or industries which have been heavily impacted by the economic effects of lockdown.

Work is ongoing to understand the health and economic impacts of Covid-19 and the effect of lockdown and other changes on employment and the economy, both nationally and locally. There is emerging data, however the impact is going to take time to become clear as the situation continues to develop – particularly in the effects on employment. Current understanding of these impacts will be set out in this paper, however there is a need for the Council as a whole to continue to gather and interrogate data and understand whether and how different demographics have been disproportionately affected by the impact of Covid. This includes gathering more datasets from our partners to ensure we can understand the impacts across our diverse community.

Most simply, the severe health impacts of Covid appear to disproportionately affect people who experience deprivation.¹ This may be due to the increased likelihood of people experiencing

¹ <https://www.nuffieldtrust.org.uk/resource/chart-of-the-week-covid-19-kills-the-most-deprived-at-double-the-rate-of-affluent-people-like-other-conditions>

Why is this service or policy development/review needed?

deprivation to have health conditions which puts them at increased risk of major health impacts from Covid-19. Nationally there are protected characteristics more likely to experience deprivation, however the more widespread deprivation in the Borough may mean there is a different picture locally. Health stats are taken from an internal Public Health briefing (cite). Economic data is taken from analysis of the Homes and Money Hub (HAM Hub) data.

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?

The Council's Corporate Plan sets out the organisation's strategic framework, including its priorities and associated workplan between 2020 and 2022. This EIA applies to the entire Corporate Plan. As such it does not cover, in detail, every planned initiative, service change and activity. Instead, it offers an overall analysis of the impact of structural inequalities for groups in our population with identified protected characteristics, before detailing several examples of activity described in the Single Performance Framework aimed at addressing these inequalities. For a full view of the Council's planned activity, and therefore a more detailed understanding of how it relates to specific groups of our residents, please see the Single Performance Framework. As per Council policy, individual EIAs will be developed for each policy decision which requires it.

What do we know about structural inequality in Barking & Dagenham?

Our understanding of structural inequalities in our population is constantly evolving, based on continued analysis of the protected characteristics and their association to a range of poor outcomes in our Borough. In the years ahead, we will continue to deepen and strengthen this analysis. A comprehensive inequalities work is in progress to assess the overall impact of Covid-19 on our communities and will help to inform this process.

Overall

•211,998 residents - 7th smallest population in London

Age

- 57,865 under 16s - highest proportion in London and the UK
- 134,378 16 to 64s - 6th lowest proportion in London
- 19,755 over 65's - 7th lowest proportion in London
- 33.1 average age - lower than London average (36.4)

Disability

•16% of adults aged 16 and over are EA core or work limiting disabled – lower than the London average (16.6%)

Gender reassignment

•The 2021 Census will have a new voluntary question which asks 'is your gender the same as the sex you were registered at birth?' This will provide insight currently unavailable to us.

Marriage and Civil Partnership

Meaningful data will be provided by the 2021 Census.

Pregnancy and Maternity

<https://lgiu.org/publication/covid-19-its-not-equal-in-the-end/>

<https://www.kingsfund.org.uk/publications/what-are-health-inequalities#:~:text=In%20England%2C%20there%20is%20a,this%20gap%20is%207.4%20years.>

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- 79.6 births per 1,000 women of childbearing age - highest in London
- 25.1 conceptions per 1,000 females aged 15-17 – highest in London

Race (including Gypsies, Roma and Travellers)

- 64.9% Black and minority ethnic (BME) population - above London average (61.3%)
- After English, the five most common languages spoken are Bengali, Urdu, Romanian, Lithuanian and Yoruba.

Religion or belief

Sex

- 62.8 male healthy life expectancy - below London average (63.9)
- 62.3 female healthy life expectancy - below London average (64.6)
- 13.7 domestic abuse offences per 1,000 people - highest in London
- 78% of police reported domestic abuse victims are female, 22% male
- 93% of perpetrators male, 7% female

Sexual orientation

- The 2021 Census will include a voluntary question on sexual orientation.

Socio-economic Disadvantage

- 5.5% unemployment - higher than London average (4.7%)
- 71.3% employment - below London average (74.5%)
- 1.4% income support claimants - highest in London

Deprivation in Barking and Dagenham

The index of multiple deprivation (IMD) is the official measure of relative deprivation for small areas or neighbourhoods in England. Barking and Dagenham has:

- the twenty first highest IMD score in England (based on 317 local authority districts, where 1 is the most deprived and 317 is the least deprived);
- the highest IMD score in London;
- neighbourhoods amongst the 10% most deprived in the country; (these neighbourhoods in Gascoigne, Heath, Thames and Village Wards)
- two wards (Gascoigne and Mayesbrook) where every neighbourhood is amongst the 20% most deprived in the country; and
- Only one ward, Longbridge, which has no neighbourhoods amongst the 30% most deprived in the country.

The Council's dedicated [Social Progress Index](#) is a tool which enables a holistic view of rates of social progress of different forms at ward-level across the Borough.

Potential impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
Local communities in general	x			<p>A deliberate and nuanced approach to identifying structural inequalities and how they are experienced by the Borough's residents will improve the Council's ability to tackle structural inequality.</p>	<p>The approach to public service reform described in the Corporate Plan aims to build a preventative system of public services and social infrastructure capable of identifying and addressing the root causes of poverty, deprivation and health inequality.</p> <p>To do this, the Corporate Plan articulates the Council's understanding – using the best of its insight, intelligence and experience of the “five giants” of need in the Borough which must be addressed on the road to social progress in Barking and Dagenham. These are: domestic abuse; social isolation; unemployment; debt; and neighbourhood crime.</p> <p>These five giants are experienced differently by different parts of our community. Our challenge is to find new ways to focus our collective energy on addressing these issues or outcomes. Our ever-evolving analysis and expertise of multi-disciplinary teams of experts across the Council and wider partnership must spot opportunities for innovation and improvement. We must adopt a systems focus – drawing together, building upon and supplementing existing activity – from across the Performance Framework, while ensuring this responds to the entrenched nature of the issues themselves.</p>

Age	x		<p>Several of the priorities identified in the Single Performance Framework – and particularly in the section themed ‘Prevention, Independence, and Resilience’ - focus on activity aimed at working with specific age cohorts to enable better outcomes and tackle inequalities.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The new target operating models for Early Help and Children’s Care and Support, the OFSTED Improvement Plan and the ‘Team Around the School’ approach will all aim at ensuring children and young people get the best start in life.</p> <p>The development of the assisted technology offer for socially isolated residents and those with complex needs will support adults with care and support needs, including older residents, to overcome structural barriers to living independent lives.</p> <p>The new assessment tool, developed with the BD_Collective, will explore new ways in which the social sector, Care and Support and Commissioning can collaborate to support older and vulnerable residents.</p> <p>The health impact of Covid-19 has particularly affected older people both locally and nationally. Nationally, People aged 80 and over have been 70 times more likely to die if they catch coronavirus than under 40s, and people in care homes (predominantly elderly people) have also been at higher risk.</p> <p>Locally, 74% of LBBD residents admitted to hospital with coronavirus symptoms were over 50 and the mean age of an admitted patient is 63. 57% of coronavirus related deaths in the Borough were among patients aged 70 or more.</p> <p>In terms of HAM Hub applications, the average during the Covid period broadly charts in line with the pre-Covid period. There have been some minor shifts which need further analysis, and potentially looking at the relationships with other demographic data to establish whether there are rises within specific cohorts (for example, older men or younger women).</p>
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Disability	x		<p>The Prevention, Independence and Resilience section of the Single Performance Framework (SPF) details a range of work to support residents with disabilities.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The new Target Operating Model for the Disability Service, and the multi-disciplinary arrangements for Looked After Children and in the Community Learning Disability Teams, will develop the Council's approach to working with and supporting these residents.</p> <p>The new referral pathway and support offer for those diagnosed with learning/ physical disabilities and mental health conditions will enhance our ability to get the right support to residents with disabilities at the right time.</p>
Sexual orientation	x		<p>The Council is clear that the relationship between the LGBT+ community and public services across organisations in the Borough is strained and trust must be restored if we are to fully understand the lived experience of LGBT+ residents and seek to support them effectively. The work identified in the SPF contributes to this effort.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The Council's community development work with the LGBT+ community, in partnership with Studio 3 Arts, will explore issues of LGBT+ lived experience in Barking & Dagenham and identify ways in which different parts of the community, including the Council, can work together to tackle structural inequality and improve the relationship between LGBT+ residents and public services in the Borough.</p> <p>In terms of coronavirus, specific data relating to LGBT+ communities locally is not available. There national and existing issues which have been reported which may affect LGBT+ people locally, including being more likely than average to be homeless, to smoke or be impacted by HIV, which can all cause complications if they catch Covid-19. There are additional risk factors such as increased social isolation or living with LGBT+-phobic family or other household members or an abusive partner during lockdown.</p>

Gender reassignment	x		<p>The Council has a clear understanding that issues and experiences related to gender reassignment can present structural inequalities, and the Council aims to enhance its understanding and approach as part of the wider LGBT+ community development work described above.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The LGBT+ community development work described above will include in scope the lived experience of residents who have and are going through gender reassignment.</p> <p>There is no specific data available locally about whether trans or non-binary people have experienced specific issues, in terms of economic impact or health incomes, as a result of the pandemic. There are risks of not being able to attend gender identity clinics, losing access to scheduled hormone injections or gender affirming surgery. There is also risk of having to isolate or having to spend significantly more time at home which may mean some people are unable to get away from transphobic family or other household members or abuse.</p>
Marriage and civil partnership		X	<p>The Council's understanding of issues related to marriage and civil partnerships is limited and this is an area that the Council needs to and will do more to understand.</p> <p>One key issue the Council is aware of is that issues associated with marriage and civil partnership are particularly significant within the LGBT+ community, and this will inform the community development work described above.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The community development work described above will include in scope issues and experiences related to marriage and civil partnership.</p> <p>However, the Council's approach will need to evolve constantly as our understanding of the community develops. For instance, our work on marriage and civil partnership – and how it intersects with experiences of structural inequality – is currently limited and this could be an area for improvement over the coming years.</p>

Pregnancy and maternity	X	x	<p>A range of activity described in the Prevention, Independence and Resilience section of the SPF will support mothers with young children and new families to get the support they need.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>To help the Council put early intervention at the centre of how we interact with residents and support the delivery of our strategic objectives, we are partnering with the Early Intervention Foundation (EIF) to deliver the Early Years Transformation Academy (EYTA). The Academy will offer learning opportunities to staff across local maternity and early years services and help us develop a maternity and early years transformation plan, based on best practice and guidance from experts in The Staff College, Born in Bradford and Better Start Bradford.</p> <p>As part of this work we are in the process of setting up a specialist pre-birth team in the assessment service, supported by a new pre-birth referral pathway and operational arrangements to deliver a multi-disciplinary approach to assessment and care planning, ensuring early permanence for babies born to vulnerable parents.</p>
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Race (includin	x		<p>The SPF identifies the Council's strong cohesion agenda which works to bring residents from different backgrounds together to overcome inequality and discrimination.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The SPF incorporates the Council's cohesion agenda as described in its Cohesion and Integration Strategy, which aims to ensure everyone experiences Barking and Dagenham as 'a friendly and welcoming Borough with strong community spirit'.</p> <p>The Council's cultural and events programmes are closely linked and part of its cohesion agenda, with programmes such as the Summer of Festivals bringing residents from different backgrounds together to celebrate a shared and diverse culture.</p> <p>The cohesion agenda ultimately seeks to understand and address any discrimination occurring along the lines of race and belief.</p> <p>Nationally in terms of Covid-19 health outcomes, BAME people have been hugely overrepresented in hospital caseloads and mortality figures. Public Health England figures in August found that people of Bangladeshi ethnicity had around twice the risk of death when compared to people of White British ethnicity. People of Chinese, Indian, Pakistani, Other Asian, Black Caribbean and Other Black ethnicities had between 10-50% higher risk of death when compared to people of White British ethnicity.²</p> <p>This is less the case in LBBD, likely due to a large proportion of the over 70 population being White British. Further work to assess any disproportionate impacts of Covid-19 in LBBD locally is in progress and will be considered once available.</p> <p>There have been shifts in caseloads at the HAM Hub since the onset of Covid. The proportion of all White groups have reduced (although non British or Irish white groups has declined to a lesser</p>
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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/908434/Disparities_in_the_risk_and_outcomes_of_COVID_August_2020_update.pdf p.39

					extent). There has been an increase in the proportion of the caseload who are Black African and across all Asian ethnicities. This indicates a potential disproportionate economic impact on BAME residents, which will need to be investigated further as part of ongoing work. White British groups have been historically underrepresented in the HAM Hub caseloads, and are underrepresented to a greater degree in the caseload post-April 2020.
Religion or belief	x			The Corporate Plan describes close collaboration with the faith sector to work with residents of faith and faith organisations across the Borough.	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The Council's Faith Policy – Faith Builds Community – has been co-produced with faith organisations across the Borough to act as a plan of action to enhance collaboration between public services and the faith sector, in which we all have a part to play.</p> <p>The joint work programme being established, described in the SPF, to implement the new policy will enhance the role played by faith organisations in securing positive community impact, and seek to address discrimination in activity along the lines of faith.</p>

Sex	x	<p>The Council understands that residents have significantly different lived experience and experience different forms of structural inequality through the lens of their sex. Much of the Council's activity seeks to address these forms of structural inequality and understand them more.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>Domestic abuse is a particularly prevalent issue in Barking and Dagenham, having the highest Police reported rates of both national and local data on police reported domestic abuse, show that women are more likely to be victims of domestic abuse than men, and men are more likely to be perpetrators – within Barking and Dagenham, 78% of police reported domestic abuse victims were female, and 22% were male, with 93% of perpetrators male and 7% of perpetrators female.</p> <p>The Council is taking a gender-informed approach to this key issue by establishing the Domestic Abuse Commission, which is seeking to understand community attitudes towards and perceptions of domestic abuse to inform how a community, and Council, such as Barking and Dagenham can approach domestic abuse from a preventative perspective.</p> <p>Nationally, men make up almost 60% of deaths from Covid-19 and 70% of cases to admitted to hospital, despite making up only 46% of diagnosed cases.³</p> <p>The majority of LBBB patients admitted to hospital with coronavirus symptoms were male (55% vs 45% female), with a similar split in the mortality rate.</p> <p>In economic terms, the HAM Hub has seen an increase in the proportion of men seeking support, however they remain the minority, as per the table below:</p> <table border="1" data-bbox="914 1597 1473 1742"> <thead> <tr> <th>Gender</th> <th>Pre-Covid proportion</th> <th>Covid period proportion</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>32.3%</td> <td>39%</td> </tr> <tr> <td>Female</td> <td>67.6%</td> <td>60.9%</td> </tr> </tbody> </table>	Gender	Pre-Covid proportion	Covid period proportion	Male	32.3%	39%	Female	67.6%	60.9%
Gender	Pre-Covid proportion	Covid period proportion										
Male	32.3%	39%										
Female	67.6%	60.9%										

3

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/908434/Disparities_in_the_risk_and_outcomes_of_COVID_August_2020_update.pdf p10

Socio-economic	x	<p>The Council's entire inclusive growth agenda, identified in that section of the SPF, aims to ensure every resident of the Borough can benefit from its growth and actively, fairly and positively engage in the local economy. A wide range of its activity, therefore, aims to support those experiencing or at-risk of socioeconomic disadvantage.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The Council will ensure that at least 2,000 new affordable homes are built between 2019 and 2023 through a combination of Be First and other developers, improving the affordable housing offer for local residents.</p> <p>Reside's offer is improving the affordable housing offer for residents, particularly in the private rented sector.</p> <p>The Council's work on jobs, within its Inclusive Growth agenda, is seeking to ensure there are clear, accessible pathways into secure careers available for local residents, whether that's through its social value approach, its work with the construction, care and food sectors, or its business support offer.</p> <p>The Borough is particularly economically vulnerable due to the make up of employment for its residents. Around 25% of total jobs in LBBDD are in hospitality and retail, areas which have been significantly negatively affected by Covid-19 during lockdown, and as businesses have re-opened may expose residents to risk of infection as they return to work.</p> <p>Additionally, around 25,500 of the Borough's jobs, nearly half of the total employment, are in construction, transportation, manufacturing, health and social care / social work and education: sectors which have largely continued during lockdown and may present greater infection risk to workers than other sectors.</p> <p>Universal Credit Claimants not in employment have risen from 8,305 in January 2020 to 17,946 in July, more than doubling in that period. The total number of Universal Credit claimants has increased from 13,121 in February 2020 to 29,165 in August. 49% of residents in work been in receipt of furlough or self employment support. This makes up 36% of all working age adults, the 8th highest rate in London.</p>
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					<p>In terms of health impacts, data released by Public Health England has indicated that serious health impacts and mortality rates have been significantly higher in more deprived areas, increasing the already recognized poorer health outcomes of people who experience deprivation. The mortality rates from Covid-19 in the most deprived areas were more than double the least deprived areas, greater than the ratio for all cause mortality between 2014-18⁴ Emerging research has indicated that those who experience these poorer health outcomes and conditions are more likely to experience the most serious symptoms of Covid-19 and increase the chance of death.</p> <p>Public Health England note that people in deprived areas are more likely to be diagnosed and to have poor outcomes following diagnosis than those in less deprived areas. This may be due to geographic proximity to infections or a high proportion of workers in occupations which are more likely to be exposed.</p> <p>As the Borough has a high level of deprivation, as outlined in Demographics above, this means that the Borough's population may be at greater risk of serious health impacts from COvid-19.</p>
Any community issues identified for this location?		X		-	<p>The Corporate Plan describes the Council's overall approach to working across the Borough, and it therefore applies to the whole Borough.</p>

4

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/908434/Disparities_in_the_risk_and_outcomes_of_COVID_August_2020_update.pdf

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.

If you have already undertaken some consultation, please include:

- Any potential problems or issues raised by the consultation
- What actions will be taken to mitigate these concerns

The Council's approach to public service reform, captured in this Corporate Plan, is fuelled by and dependent upon ongoing participation and engagement of a variety of forms. This includes large-scale engagement exercises, such as that which co-produced the Borough Manifesto or, more recently, shaped the 'Borough and Me' programme and wider inclusive growth agenda. It also includes in-built mechanisms for resident and service user co-production, participation and engagement within frontline public services such as in Care and Support and Community Solutions. And it includes ongoing mechanisms and avenues for resident participation such as through the operation of the Neighbourhood Fund, or workshops and collaboration with the local social sector.

Within the workforce, a range of activity over the past two years has sought to build on the programme of engagement which previously shaped Ambition 2020. This has included focus groups, consultations and workshops. And pre-Covid, recently, 'join the conversation' programme of activity commenced to improve the collective understanding of what the workforce believe enables the form of public service described in the Corporate Plan, how we could work more widely according to the principles of this document, and what gets in the way.

Since Covid-19 has led to increasing homeworking, the Council has engaged with staff through the Wellbeing Survey to ask how staff are experiencing work during the pandemic. 73.4% said they were working as effectively now as before Covid-19, 76.8% stated they are confident they can do all of their job at home and 79.7% have said they have a suitable home workspace. This also took feedback on the issues with home working, which appears to most commonly be not switching off from work and feeling isolated. This feedback is being used to guide the Ways of Working Now Board to ensure that plans for the workforce take into account the views of the workforce. The Council will continue to survey staff, for example during the regular Staff Temperature Check launched in October 2020, to gather feedback to influence decisions around ways of working both through the pandemic and in the longer term.

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?
The Corporate Plan and the approach to reform it describes is dependent upon ongoing engagement and an ever-		

<p>How will you review community and equality impact once the service or policy has been implemented? <i>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.</i></p>		
<p>improving approach to data, insight and intelligence. Constant iteration of our understanding of the root causes of poverty and inequality will be crucial to honing the Council's approach, and this is dependent upon a range of parts of the Council and forms of activity.</p> <p>This EIA was originally drafted and reviewed ahead of being approved at May 2020 Assembly. Along with the rest of the Corporate Plan documentation, it was reviewed and revised in light of the Covid-19 pandemic between May-September 2020.</p> <p>Our understanding of the impact of Coronavirus is developing as data becomes available and is analysed. The Council's insight function will continue to investigate the impact of Coronavirus on the community throughout the lifespan of the Corporate Plan and will update this EIA as and when significant data is available. This will feed into the performance process and the Borough Data Explorer.</p>		

4. 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
Mark Tyson	Director of Policy and Participation	01/04/2020
Mark Tyson	Director of Policy and Participation	

CABINET

17 November 2020

Title: Appropriation of Land at Dagenham Film Studios	
Report of the Cabinet Members for Finance, Performance and Core Services and for Regeneration and Social Housing	
Open Report	For Decision
Wards Affected: Eastbrook	Key Decision: Yes
Report Author: David Harley, Head of Regeneration, Be First	Contact Details: Email: david.harley@befirst.london
Accountable Director: Ed Skeates, Development Director, Be First	
Accountable Strategic Leadership Director: Graeme Cooke, Director of Inclusive Growth	
Summary	
<p>In October 2020, Cabinet agreed that a long leasehold sale of land was the best means of delivering the Film Studios at Dagenham East following positive bids from the private sector. Cabinet agreed to delegate approval to conclude land sales with the highest scoring bidder. Since then agreements have exchanged with Hackman Capital/MBS (known as Eastbrook Studios Limited) with a public announcement made on the 3 November.</p>	
<p>The long leasehold sale of land was conditional on a number of things including the Council resolving to appropriate (pursuant to section 122 Local Government Act 1972) the Film Studio land for planning purposes (as defined in section 246(1) of the Town and Country Planning Act 1990) in order to override various existing restrictions on the title and to rely on its powers under section 227 Town and Country Planning Act 1990 to complete the assembly of the site by way of the acquisition of land from Dagenham BV and LEUK. The appropriation is needed to address the risk of an injunction preventing the project proceeding and is justified to enable the delivery of London's largest film studios for 25 years, the regeneration of this part of the borough and transformation of the local economy through the creation of employment, community and social benefits alongside generation of a capital receipt and business rates income. The Council (as local planning authority) has resolved to grant planning consent for the scheme and the s106 agreement has been completed.</p>	
<p>Appropriation can only take place once land is actually in the ownership of the Council and therefore, in respect of the Plot 3 Phase (shown in appendix 2), and the PRB Phase (shown in appendix 3) and two slithers of land (shown in appendix 4) which are not yet in the Council's ownership, Cabinet can resolve to acquire these in reliance on section 227 Town and Country Planning Act 1990, approve the appropriation and delegate the final decision to the Chief Operating Officer to implement once that land is transferred in future.</p>	

Cabinet are therefore asked to approve the acquisition (as appropriate) and appropriation of land for planning purposes of the different plots of land that have been assembled for the Film Studios and the overriding of the covenants otherwise affecting that land pursuant to section 203 Housing and Planning Act 2016 (HPA).

Recommendation(s)

The Cabinet is recommended to:

- (i) Agree to appropriate the land shown edged red in Appendix 1 to the report for planning purposes (namely the construction of Film Studios), in accordance with section 122 of the Local Government Act 1972;
- (ii) Delegate authority to the Chief Operating Officer to acquire the land shown edged red in Appendices 2, 3 and 4 to the report for planning purposes (namely the construction of Film Studios) once ownership transferred to the Council, in accordance with section 227 of the Town and Country Planning Act 1990;
- (iii) Approve the subsequent use of the Council's powers under sections 203 – 206 of the Housing and Planning Act 2016 in respect of the land to override third party interests that may be infringed by the development of the Film Studios;
- (iv) Delegate authority to the Chief Operating Officer to waive the condition linked to the expiry of the judicial review period in respect of decisions contemplated within the report and to take out judicial review insurance if appropriate; and
- (v) Delegate authority to the Chief Operating Officer, in consultation with the Director of Law and Governance, to enter into confirmatory deeds as set out in the Section 106 agreement once the Council acquired the land shown in Appendices 3 and 4 to the report.

Reasons

- Delivery of London's largest film studios for 25 years
- Regeneration and development of the borough through a very high profile project
- Transformation of local economy and image of the borough
- Extensive range of employment, community and social benefits delivering Borough Manifesto objectives.
- Generate a capital receipt and future significant business rates income.

1. Introduction and Background

1.1 Following minute 35 of 20 October Cabinet and an associated Delegated Authority, a whole series of legal agreements were entered into with the highest scoring bidder, Hackman Capital/MBS under the name Eastbrook Studios Limited on the 28 October 2020. A public announcement was made on the 3 November.

1.2 Completion of the various leases is conditional upon the following:

- the section 106 agreement in respect of the existing planning permission being completed and the judicial review period (of six weeks) expiring without challenge;

- completion of the acquisition of two small strips of land from AXA pursuant to the original 2018 sale contract; and
- the Council resolving to appropriate the land for planning purposes and to acquire the PRB Phase and plot 3 Phase and two small strips of land from AXA for planning purposes in order to override various existing restrictions on the title.

1.3 Bullets 1 and 2 are in train and simply awaiting the processes to conclude. Recommendation (v) seeks Cabinet approval to delegate to the COO to enter into confirmatory deeds as required in the S106 agreement tying in the land as it is acquired by the Council. Bullet 3 is within the Council's control and is the subject to this report. The October report was due to seek approval for appropriation however appropriation needs to be supported by a planning approval and the section 106 agreement has recently been completed.

2. Proposal and Issues

- 2.1 The appropriation of the existing land in the Council's ownership is justified when that land is no longer required for its present purposes (vacant industrial land) and can justifiably be held for the better planning of the borough for the reasons given above. Appropriation and the overriding of affected interests can only take place once land is actually in the ownership of the Council. Plot 3 (LEUK) land (shown in appendix 2) will transfer to the Council in April 2021, before a 250 year lease is enacted with Eastbrook Studios Limited. Approval is sought to delegate approval to the Chief Operating Officer (COO) to appropriate once in Council ownership. Similarly land shown in Appendix 3 (the PRB Phase) will transfer to the Council once May & Baker have sign off for their remediation works hence delegated approval is sought for appropriation when it has transferred. May & Baker have completed the works but are still within the monitoring period – this is expected to be completed by mid 2021. This will not hinder progression of the film studios. The two strips of land from AXA will transfer across shortly pursuant to the original sale contract. Again approval is sought to delegate approval to COO to appropriate once in Council ownership.
- 2.2 The advantage of appropriation and acquisition for planning purposes is that it removes the risk of injunction and converts the value of any damages claim to the reduction in value of the third party's land interest.
- 2.3 In the event that the appropriation of the appendix 1 land is not successful, the Council may choose to terminate the agreement or to continue, but provide an appropriate indemnity to Eastbrook Studios Limited. If Eastbrook Studios Limited were to potentially secure a further planning consent for the scheme this, in itself, may mean that it is reasonable for them to request the Council to make a further resolution to appropriate "on the back of" that new planning consent. The Council (as a statutory body) cannot be bound to do so but has committed to put the matter to Cabinet if requested, but at the Buyer's cost.
- 2.4 By utilising the Council's statutory powers, once the land is validly appropriated / acquired (as appropriate) for planning purposes, the Council and the buyer will be entitled to rely upon the HPA 2016 to override existing relevant rights, interests and restrictions that might otherwise hinder development albeit that this may result in a claim for damages. Section 203 of the HPA ensures that building or maintenance

work may be carried out and/or land used notwithstanding that it interferes with a relevant right or interest or breaches a restriction as to user, with those whose rights etc have been overridden being able to claim compensation (section 204). The Council has agreed to meet all claims for compensation arising although this is expected to be minimal given that the scheme is not expected to adversely affect the value of the third party's land interest.

- 2.5 Notwithstanding the conditionality of the sale contract, the Council may waive the judicial review period in respect of the decisions contemplated by this report and also consider taking out a judicial review insurance policy in respect of potential claims (provided it indemnifies the buyer for any resultant loss).

3. Options Appraisal

- 3.1 This section assesses the different options the Council in respect of appropriation of the land.

Do nothing: The Council resolving to use its appropriation power is a condition of the sale agreements. Alternatives would be indemnities or insurance however appropriation is the best means to remove risk of an injunction preventing development.

Acquire and appropriate for planning purposes: by exercising appropriation and acquisition powers so as to engage section 203 of the HPA 2016, it would serve to mitigate the risks of bringing forward the development by removing the threat of injunction proceedings for the infringement of rights etc over the land. Affected parties will be entitled to compensation but they will not be able to bring injunction proceedings to delay or stop the development.

4. Consultation

- 4.1 Proposals for film studios at Dagenham East have formed part of a number of public consultation activities in recent years. The specific pre-planning public consultation event saw over 60 visitors attendees with almost unanimous public support for the proposal. There were no objections to the planning application.
- 4.2 The Dagenham East Regeneration Steering Group has been kept informed of progress.
- 4.3 In the context of overriding of third party rights, an assessment of the potential infringement of third party rights by the development will be undertaken. Prior to steps being taken to give effect to the resolution recommended, officers will consider the scope of consultation that may be appropriate..

5. Financial Implications

Implications completed by: David Dickinson, Investment Fund Manager

- 5.1 The Financial Implications of the Film studio land sale were set out in the October report. One of the conditions of the sale required by the buyer was that the Council would be asked to use its appropriation powers to override various existing restrictions on the title. This report addresses that condition. The costs of

appropriate are officer time and legal fees (covered within the project costs). Whilst appropriation would prevent a third party serving an injunction and stopping development, it converts the value of any damages claim to the reduction in value of the third party's land interest. The lawyers' view is that it is hard to see how a third party's land interest could be reduced in value provided the Council (as Local Planning Authority) does not seek to enforce the terms of a 2011 planning consent which has now in respect of the land that is the subject of this appropriation been superceded by other approvals.

6. Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance Lawyer

6.1 Appropriation and Acquisition for Planning Purposes

6.1.1 Land can be appropriated for planning purposes under section 122 Local Government Act 1972 when it is no longer required for the purpose for which it is presently held and in this case, the land can (for the reasons given) be appropriated for planning purposes as defined in section 246(1) of the Town and Country Planning Act 1990 (TCPA).

6.1.2 Once land has been acquired/appropriated for planning purposes, the relevant disposal power arises under section 233 TCPA. Section 233(1) of the TCPA provides that:

- (1) Where any land has been acquired or appropriated by a local authority for planning purposes and is for the time being held by them for the purposes for which it was so acquired or appropriated, the authority may dispose of the land to such person, in such manner and subject to such conditions as appear to them to be expedient in order—
 - (a) to secure the best use of that or other land and any buildings or works which have been, or are to be, erected, constructed or carried out on it (whether by themselves or by any other person), or
 - (b) to secure the erection, construction or carrying out on it of any buildings or works appearing to them to be needed for the proper planning of the area of the authority.

6.1.3 By utilising the Council's statutory powers, once the land is validly appropriated/ acquired (as appropriate) for planning purposes, the Council will be entitled to rely upon the Housing and Planning Act 2016 (HPA) to override existing relevant rights, interests and restrictions. Section 203 of the HPA ensures that building or maintenance work may be carried out and/or land used notwithstanding that it interferes with a relevant right or interest or breaches a restriction as to user, with those whose rights etc have been overridden being able to claim compensation (section 204).

6.2 Power to interfere with Third Party Rights

6.2.1 As can be seen from the above, reliance in due course on section 203 of the HPA 2016 in order to override the rights and encumbrances etc of third parties in respect

of the Land is possible where the requirements of section 226 of the TCPA are met. Therefore, the requirement to be satisfied, that is, that there is a compelling case in the public interest so as to engage powers under section 203 of the HPA 2016 having regard to the European Convention on Human Rights, must apply before construction of the development commences.

- 6.2.2 The enabling provisions in s203 (1) and (4) of the HPA are required for the construction, maintenance and use of the development, to the extent that this will interfere with private rights of persons with an interest. The operative provisions in section 203-205 are necessary in order to override these rights etc, including any unknown rights that may impede the construction or use of the development.
- 6.2.3 If the Council were not to exercise its powers under section 203 of the HPA 2016 and the works are commenced, the development would potentially be infringing those affected third party owners of rights etc over the land. Various remedies up to and including injunction would be available to the injured parties depending on the rights infringed on. The consequences of an injunction for the Council would be a delay in the delivery of the development or the development (and the benefits that it would bring to the local community) not coming forward at all.

6.3 **Equalities Impact Assessment**

- 6.3.1 In deciding to proceed with the exercise of appropriation and acquisition so as to engage section 203 of the HPA 2016, the Council must pay due regard to its Public Sector Equality Duty (PSED), as set out in Section 149 of the Equalities Act 2010 (the 2010 Act). The PSED provides that a public authority must, in the exercise of its functions, have due regard to the need to:
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the 2010 Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 6.3.2 Consideration must also be given to whether, if the decision is made to go ahead, it will be possible to mitigate any adverse impact on a protected group, or to take steps to promote equality of opportunity by, for example, treating an affected group more favourably.
- 6.3.3 Officers are mindful of this duty in making the recommendations in this report. Generally, it is considered that the impacts of the development are positive.
- 6.3.4 Within the process of engaging and negotiating with affected third parties, allowances will be made to account for vulnerable parties in accordance with the PSED.

6.4 **Human Rights**

- 6.4.1 Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way which is incompatible with the European Convention on Human Rights (the ECHR).

- 6.4.2 In this case a decision to override easements and other rights represents an interference with rights protected under Article 1 of the Protocol to the ECHR (the right to peaceful enjoyment of possessions) and Article 8 of the ECHR (right to respect for private and family life, home and correspondence). Any decision to interfere with such rights must strike a fair balance between the public interest associated with the development and the interference with private rights. In light of the clear public benefit associated with the development and a compelling case in the public interest for the use of the powers to override rights and given that any person who can show that they held an interest in any of the land will be entitled to compensation in accordance with the relevant statutory provisions, it is considered that the interference with the private rights of those affected would be lawful, justified and proportionate.
- 6.4.3 The Officers are of the view, therefore, that the exercise of its powers in accordance with this report is compatible with the ECHR.

7. Other Implications

- 7.1 **Risk Management** - This is one of the Borough's highest profile projects and therefore has substantial reputational risk. Securing planning permission has substantially reduced delivery risk alongside entering into land sale agreements. Appropriating land is a further element of de-risking the delivery of the film studios.
- 7.2 **Contractual Issues** – Long leasehold sales of land will require a range of documents to be completed.
- 7.3 **Staffing Issues** – To date work has been carried out by Be First as part of their remit. Be First would conclude the transaction whilst Film LBB and the Inclusive Growth team will be more heavily involved long term particularly on maximising socio-economic outcomes.
- 7.4 **Safeguarding Adults and Children** – The operation of the studios would require the operators to have policies and procedures in place to address any potential risks.
- 7.5 **Health Issues** – There are no specific health issues however the scheme will deliver a range of socio-economic benefits for the area and raise aspirations which are acknowledged as important determinants of health.
- 7.6 **Crime and Disorder Issues** – These issues were considered as part of the planning application for the site and one of the planning conditions is that the scheme will follow the SABRE security rating scheme including liaison with the Met Police.
- 7.7 **Property / Asset Issues** – The appropriation of land relates to property which the Council will retain freehold ownership of but with a 250 year lease to Eastbrook Studios Limited.

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

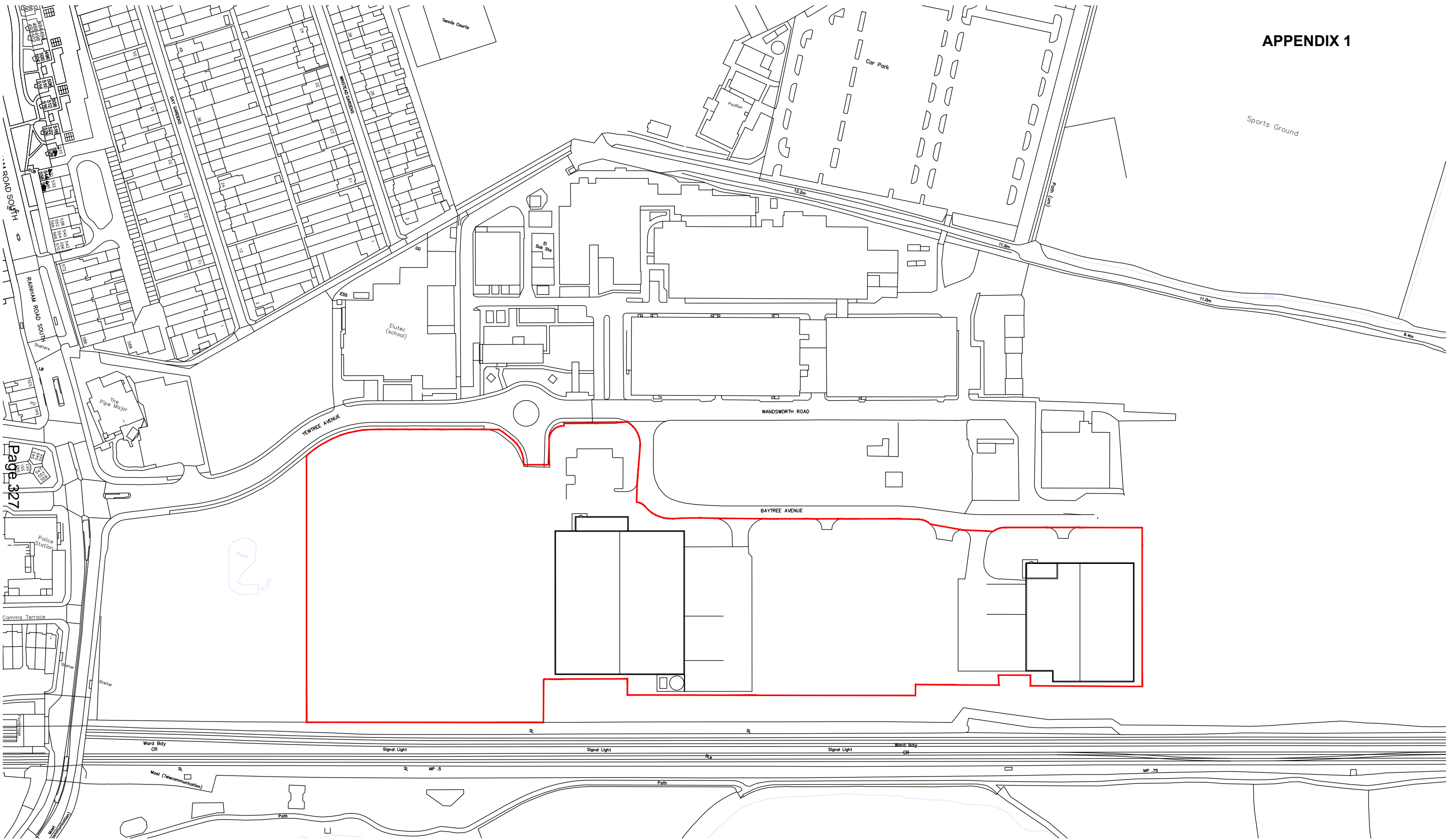
List of appendices:

Appendix 1: Land for appropriation

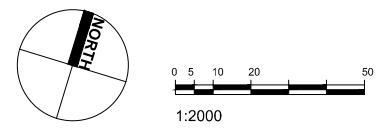
Appendix 2: Plot 3 land

Appendix 3: PRB Phase plan

Appendix 4: Axa Slithers of land



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The contractor is responsible for checking dimensions, tolerances and references. Any discrepancy to be verified with the Architect before proceeding with the works. Where an item is covered by drawings to different scales the larger scale drawing is to be worked to.

CDM REGULATIONS 2015. All current drawings and specifications for the project must be read in conjunction with the Designer's Hazard and Environment Assessment Record

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Rev	Date	Description
-	28.09.20	First Issue
A	16.10.20	Issued as per Gowling Instruction.
B	19.10.20	Amended as per Gowling Instruction following error.

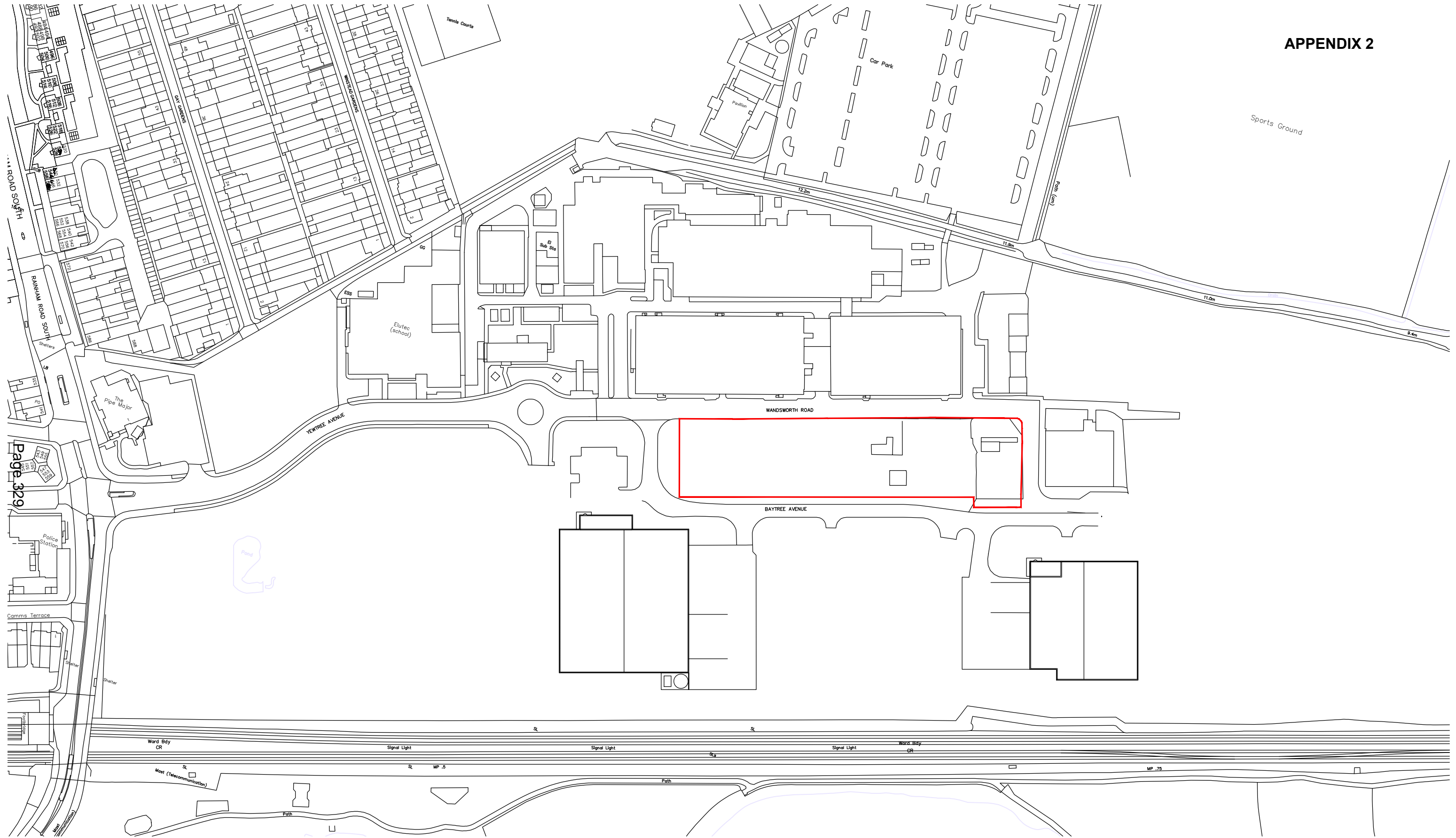
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JA	JH	Checked	JH
JA	JH	Date	SEPT 2020
JA	JH	Scale @ A3	1:2000

DAGENHAM STUDIOS
Diagram 1b
Main Studio Site

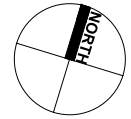
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DAGENHAM STUDIOS
Diagram 1a
LEUK Land

BF0053-PRPA-ZZ-00-DR-A-SK1005
REV B
FOR LAND REGISTRY

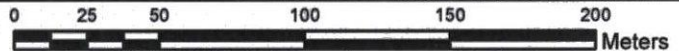
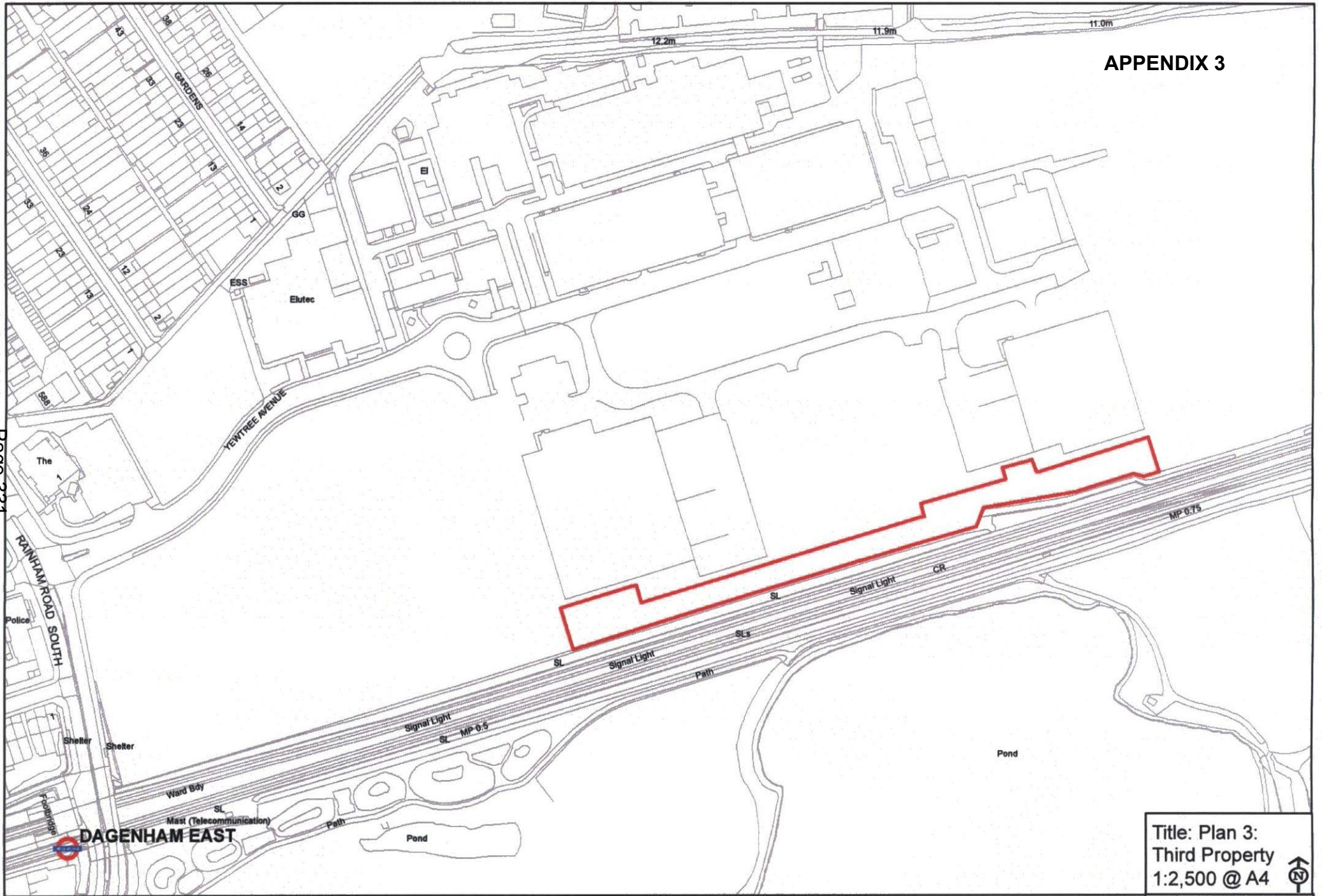


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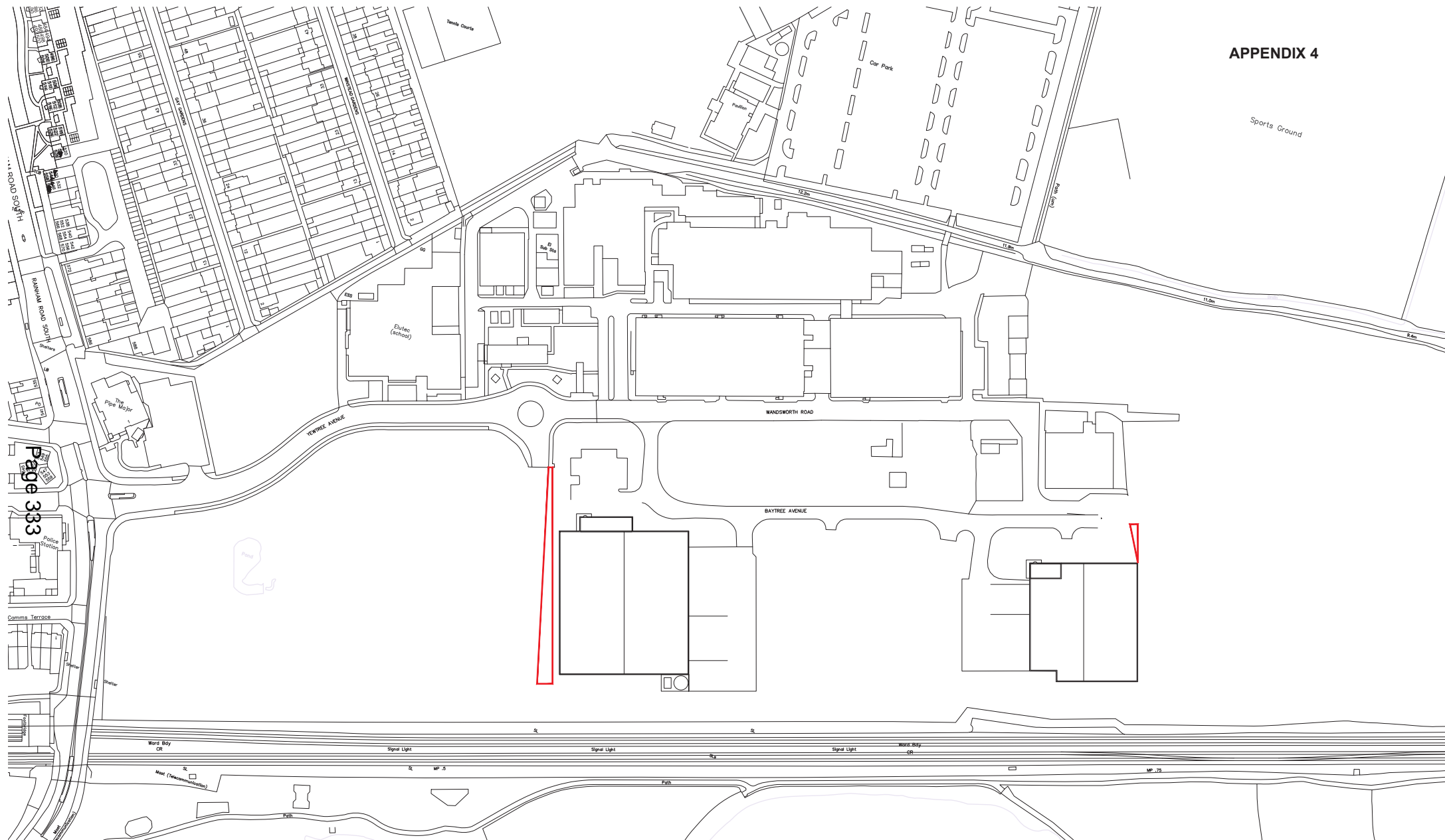
APPENDIX 3

Page 331



Title: Plan 3:
Third Property
1:2,500 @ A4
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The contractor is responsible for checking dimensions, tolerances and references. Any discrepancy to be verified with the Architect before proceeding with the works. Where an item is covered by drawings to different scales the larger scale drawing is to be worked to.

CDM REGULATIONS 2015. All current drawings and specifications for the project must be read in conjunction with the Designer's Hazard and Environment Assessment Record

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Rev	Date	Description
A	08.10.20	First Issue

Dwn	Ckd
JA	JH

Drawn	JA
Checked	JH
Date	SEPT 2020
Scale @ A3	1:2000

DAGENHAM STUDIOS
Diagram 3
Strip of Land

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CABINET

17 November 2020

Title: Draft Thames Road Masterplan Supplementary Planning Document	
Report of the Cabinet Member for Regeneration and Social Housing	
Open Report	For Decision
Wards Affected: Thames	Key Decision: Yes
Report Author: Tim Thomas, Head of Head of Transport, Infrastructure and Policy Planning	Contact Details: Tel: 0783 4014334 E-mail: tim.thomas@befirst.london
Accountable Director: Caroline Harper – Chief Planning Director, Be First	
Accountable Strategic Leadership Director: Graeme Cooke – Director of Inclusive Growth	
<p>Summary</p> <p>This report seeks approval to take the draft Thames Road Masterplan Supplementary Planning Document (SPD) out to statutory public consultation over an 8-week period between December 2020 and January 2021.</p> <p>The London Borough of Barking and Dagenham Draft Local Plan 2037 (Regulation 19) was published for consultation under Regulation 19 of the Town and Country Planning Regulations (2012) on 5th October 2020. This masterplan relates to the Thames Road area and includes supplementary planning guidance and a localised framework for the future development of the River Road Employment Area, a key development area in the south west of the borough in the Thames ward, as identified in the site allocations supporting the Local Plan.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Approve the Draft Thames Road Masterplan SPD at Appendix 1 to the report for consultation; and (ii) Delegate authority to the Director of Inclusive Growth, in consultation with the Cabinet Member for Regeneration and Social Housing and the Chief Planner, Be First, to make any appropriate revisions to the SDP following consultation and approve the final version for adoption. 	
<p>Reason(s)</p> <p>Be First, on behalf of the Council, is creating a series of Masterplan SPDs for the <i>transformation areas</i> listed in Policy SPP2 of the Draft Local Plan. A timetable for the LB Barking and Dagenham to publish these SPDs is included in the recently updated Local</p>	

Development Scheme, which indicates that the Thames Road Masterplan should be brought forward to public consultation no later than Q4 of 2020 to meet business requirements and be in place to provide material guidance for current and forthcoming major planning applications which are anticipate.

This masterplan SPD is required to provide guidance for developers on emerging Local Plan policies and ensure that future development of the area is delivered to meet local needs, including new housing, renewed industrial floorspace and supporting infrastructure.

1. Introduction and Background

- 1.1 Supplementary Planning Documents provide guidance on policies set out in a Local Plan, such as site-specific information, or specific matters such as Developer Contributions. They provide a material consideration in planning decisions and are pivotal in helping to shape development in specific areas.
- 1.2 LB of Barking and Dagenham's draft Local Plan outlines a target to build 50,000 new homes and create 20,000 new jobs over the next 20 years. The most significant levels of development within the borough are outlined to take place in designated transformation areas, with more in-depth development frameworks required for each of these areas to shape how these targets will be met and the appropriate supporting social infrastructure can be provided.
- 1.3 The Local Plan has been informed by the Barking and Dagenham Industrial Strategy (2020) which is a boroughwide analysis of industrial land and buildings to provide a coordinated Industrial Land Strategy for Barking and Dagenham. It highlights that there is a preponderance of old, inefficient industrial usages, some of which are derelict and obsolete and an undersupply of modern buildings and spaces. There is potential, therefore, for more efficient usage of land and the scope for newer, cleaner uses.
- 1.4 The River Road Employment area has been identified as having potential for renewal of the industrial stock and introduction of new residential uses. This forms part of the Thames Road transformation area outlined in Policy SPP2 of the new Draft Local Plan and this SPD creates a framework for the intensification of industrial capacity, in order to release land for residential and mixed-use developments. The Local Plan Site Allocation CI: Thames Road outlines the proposed usage to be 'a comprehensive mixed-use scheme including residential and commercial/community space and a new neighbourhood centre, with the potential to deliver up to 2,000 (net) new homes'.

2 Proposals and Issues

- 2.1 The Thames Road Masterplan SPD has been drafted to provide specific guidance on the future development of the land within the River Road Employment Area, outlined in section 2.3 below. The masterplan area primarily covers the industrial land to the south of the A13, along River Road and Thames Road, currently the site of a variety of industrial units and businesses and no existing residential uses. It is strategically positioned within this part of the borough, being surrounded by Barking Riverside to the southeast, Thames View Estate to the north and Barking Town

Centre to the Northwest, and close to the A13 and new rail links. It is bounded on the west and south edges by the rivers Roding and Thames, however, the river frontage is largely inaccessible apart from at Barking Creek Park.

- 2.2 The masterplan identifies the area, at present, dominated by low density inefficient industrial uses, with poor quality public realm and poor public transport connectivity. This environment also creates a physical and perceptual barrier between Barking Riverside and the residential areas to the south of Barking Town Centre. Additionally, the area is blighted by problems such as fly tipping and antisocial behaviour, creating an unappealing and poor standard of built environment. The area therefore offers real potential of being developed and improving a sense of connection to surrounding areas.
- 2.3 Therefore over the course of the Local Plan period, this masterplan seeks, through a process of creating seven individual zones, to intensify industrial uses in the 5 key zones around River Road and release land along Thames Road for one residential and supporting infrastructure, and one co-location (residential and clean light industrial) zone. This will increase the provision of residential accommodation, contributing to the housing targets cited in 1.2 whilst reducing severance at Barking Riverside.
- 2.4 The zoning of the masterplan area as discussed in 2.2., as well as an overview of the area which is the subject of the masterplan shown within the context of the wider borough are outlined on the maps below:

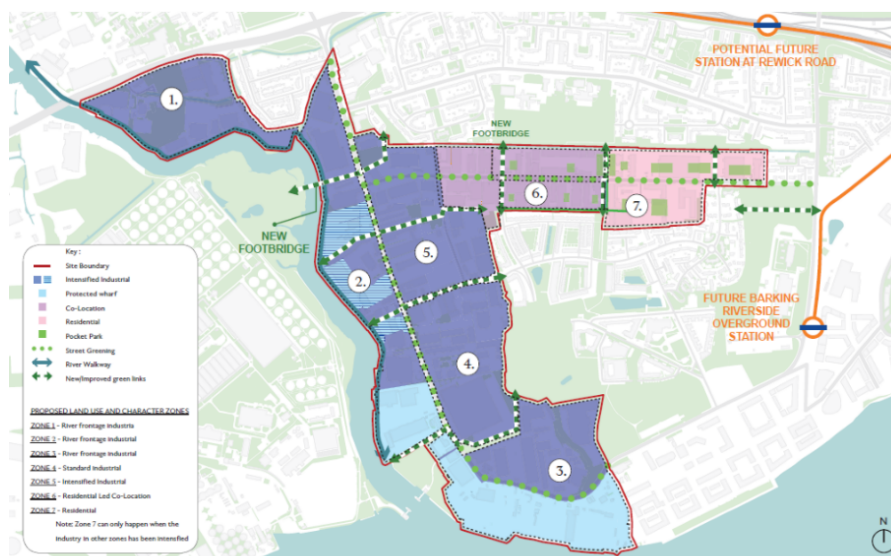


FIGURE 56: LAND USE AND CHARACTER AREAS PLAN

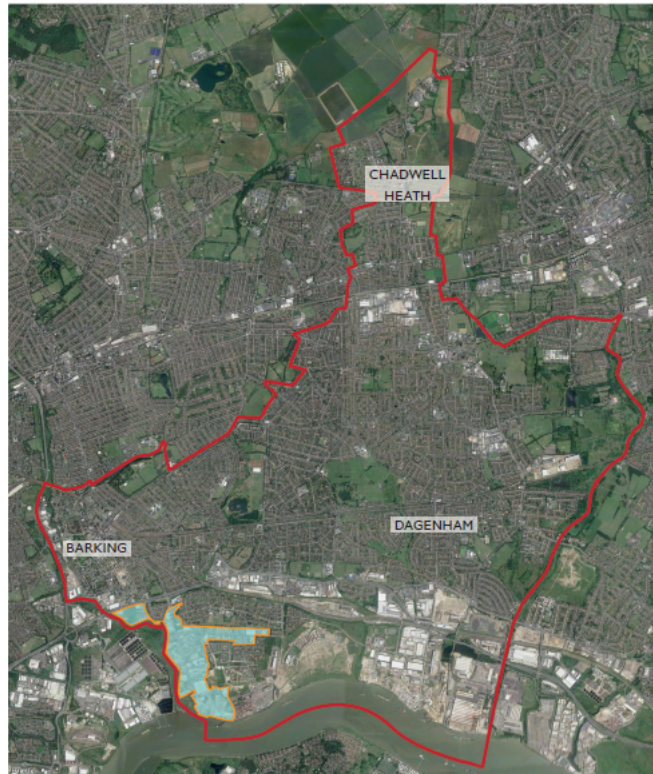


Figure 3: Barking and Dagenham Location Map

- River Road Employment Area (Including the Kingsway Industrial Estate)
- LBBD Boundary

Thames Road Masterplan SPD - Structure and content

2.5 A summary of the Thames Road Masterplan chapter content is below:

- **Chapter 1** – Provides a baseline analysis of the River Road Employment Area, outlining the history and context of the masterplan area and examination of factors such as transport, streetscape, green infrastructure, ecology, air quality and infrastructure
- **Chapter 2** – Outlines proposals for the River Road Employment Area, including principles of development, proposed land usage and character areas, industrial floorspace strategy and phasing and ecology and infrastructure
- **Chapter 3** – Outlines proposals for the Thames Road area in terms of intensification of industrial uses and release of industrial land for industrial/residential co-location and residential uses
- **Appendices** – Baseline reports on issues outlined in Chapter 1. Including studies on Transport, Ecology, Air Quality, Odour, Acoustics, Flood Risk, Commercial Property and Safeguarded Wharves.

2.6 The structure and content of the Thames Road Masterplan SPD has been informed by internal and external engagement with key stakeholders. An outline of the early engagement which has taken place to date is as follows, with a full schedule outlined in paragraph 4.4:

- Internal consultation and workshops with officers from across the Council.

- Barking Riverside. Presentation and informal feedback. Asked if we were relying on using their health and education facilities to serve our planned population. *July/August 2020*
- Ward members and all business addresses and landowners engaged within the masterplan area (c.650 addresses). Online information video and survey. 3 responses – 1 positive in support, 2 neutral/asking questions about proposals. *Throughout August 2020.*
- Briefing session and presentation on draft SPD with Inclusive Growth and other LBBD Departments (inc. Education, Air Quality, Parks and Green Space, Universal Lifecycle and Health) prior to consultation – *17th September 2020*

Supporting Evidence Base

2.7 The Thames Road Masterplan relies on a number of different studies and sources of evidence including:

- LB Barking and Dagenham Industrial Strategy (2020);
- Commercial Property Stage 1 Report – River Road Employment Area (Altus Group, 2020)
- Industrial Intensification report (2020)
- River Road/Thames Road – ecology technical report (2020)
- Safeguarded Wharves overview – Technical Note (WSP, 2020)
- Flood Risk overview report (WSP, 2020)
- Air Quality – Technical Note
- Odour Report (WSP, 2020)
- Acoustic Appraisal – River Road Employment Area (WSP, 2020)

These have been used to inform the baseline analysis in Chapter 1 of the report and outline the scope for industrial intensification and release of industrial land in Chapters 2 and 3. These documents are included in the appendices to the masterplan document.

2.8 The Sustainability Appraisal, which has already been undertaken, is a key evidence base document, which not only fulfils the statutory requirements for Sustainability Appraisal (SA) and Strategic Environmental Assessment Directive (SEA) 2001/42/EU and associated UK Regulations. An SEA is unlikely to be required where a supplementary planning document deals only with a small area at a local level (see [regulation 5\(6\) of the Environmental Assessment of Plans and Programmes Regulations 2004](#)) unless it is considered that there are likely to be significant environmental effects. A screening document has been created, which supports this conclusion.

Next Steps

2.9 Be First are seeking approval today for a public consultation on this draft masterplan, running from 1 December 2020 to 26 January 2021 (eight weeks), in line with the Council's Statement of Community Involvement (SCI) Refresh 2019 (updated in August 2020). All representations made in response to the public consultation on the draft Thames Road Masterplan SPD will be processed and subsequently considered by the Council prior to adopting the final version of the masterplan.

- 2.10 It is important that the timetable set out in the summary of this report, including the process for consultation as in Section 4 below, is met so that the new Thames Road can be published for consultation and used to guide forthcoming development and help secure community benefits.
- 2.11 Following the statutory consultation period, the Planning Policy Team will undertake a period of examination of the representations made and create a final draft of the Masterplan SPD. Final changes will be signed off by Director Inclusive Growth in consultation with Be First's Chief Planner. Subject to this approval, adoption will take place alongside the local plan

3 Options Appraisal

- 3.1 The options for consideration here were:
- Do not bring forward a Masterplan for this area.
 - Bring forward a Masterplan for this area, but at a later date
 - Bring forward the Draft Thames Road Masterplan SPD now
- 3.2 The first two options were not considered viable for a couple of reasons; firstly, more in-depth supplementary planning guidance is required to guide the future development of this area as outlined in the Draft Local Plan. The Council's recently refreshed Local Development Scheme, approved at Cabinet in September 2020, outlines the schedule for Masterplan SPDs to be brought forward to public consultation. The Thames Road Masterplan is listed to be brought forward to commence in Q4 2020, a target which can only be met through the current project plan timescales.

4 Proposals and Issues

- 4.1 The consultation on the draft Thames Road Masterplan SPD is anticipated to start on 1st December 2020 and run for eight weeks until 26th January 2021. The consultation period meets the statutory requirements and the standards set in the Statement of Community Involvement refresh (2020).
- 4.2 As with the draft Local Plan Regulation 19 consultation, due to the current closure of libraries and Council offices to the public, we will adopt alternative approaches to effectively engage with our communities by focusing on digital platforms. The Masterplan will be published on the Council's website and residents and stakeholders will be able to make comments on the document online, by email or by post. Representations will be examined and considered by Planning Officers prior to the draft to publish Thames Road Masterplan being created. We will also write to all landowners within the masterplan area.
- 4.3 Currently, there are no residents living within the masterplan area with whom engagement could take place.
- 4.4 Engagement during the early stage of the masterplan process was conducted by Be First, as outlined in 2.6 and a full schedule of engagement to date is as follows:
- Rob McNicol, GLA – 2 meetings (24th June and 28th September)
 - Frame Quality Review Panel (23rd July)
 - Barking Riverside (30th July)

- Environment Agency (June – August)
- Existing businesses and landowners (August 2020) – 3 responses only
- Thames Ward Members (August 2020)
- LBBD Education (18th August)
- Cllr Rodwell and Cllr Geddes (9th September)
- NHS Group and portfolio holder Cllr Worby (15th September)
- LBBD Inclusive Growth and relevant Borough Officers (17th September)

4.5 Monthly meetings with Inclusive Growth and borough officers are scheduled to take place on the Masterplan Programme following the success of the 17th September meeting.

4.6 The proposals in this report were presented to the Corporate Strategy Group in their meeting on Thursday 15th October, who considered and endorsed these recommendations.

5 Delivery

5.1 Delivery of the development outlined in the masterplan SPD will take place across the next 30 years. In the first 10 years, development will be largely public sector driven, through Be First bringing forward allocated Council-owned sites for development, such as 12 Thames Road (5000m² GEA and up to 185 new homes) and the former Remploy site (intensification to create 12,308m² GEA of condensed industrial and commercial floorspace), along with some private sector development at 7 Thames Road, through Inland Homes.

5.2 It is considered that these projects will set the benchmark for the type and scale of development that Be First and LB Barking and Dagenham have outlined for the masterplan area, by demonstrating the scope for successful industrial intensification, increased job density and delivery of residential/colocation usages. The intention is that successful delivery of these schemes will create an increase in market confidence, encouraging increased levels of private sector investment in the area to unlock and deliver the required development in the subsequent 10-20 year period.

6. Financial Implications

Implications completed by: Katherine Heffernan, Head of Service Finance

6.1 This report concerns the draft masterplan for Thames Road Area. This will provide supplementary planning guidance and a framework for the development of the area. There will be a public consultation which will be carried out using existing resources within the Council and Be First. As such there are no direct financial implications arising from this report.

7. Legal implications

Implications completed by: Dr Paul Feild, Senior Governance Lawyer

7.1 In September 2020 the Cabinet gave approval for the London Borough of Barking and Dagenham Draft Local Plan 2037 and it has now been published for

consultation under Regulation 19 of the Town and Country Planning Regulations (2012) (as amended).

- 7.2 The document to which this report pertains is a Supplementary Planning Document which fits into the Council's Draft Local Plan. It is a master plan which serves the purpose to set out additional planning guidance. To carry weight the document must be based on a sound evidence base and be consistent with the Local Plan, the Council's Strategic Vision and Policies and be subject to a statutory consultation period when observations and comment will be received and duly considered.
- 7.3 As with the current draft Local Plan consultation, this consultation will be subject to the temporary changes to consultation brought by the Town and Country Planning (Local Planning) (England) (Coronavirus) (Amendment) Regulations 2020 which amend the key regulations on the process (being the Town and Country Planning (Local Planning) (England) Regulations 2012). This so provides that a document will be taken to be made available by a local planning authority under the 2012 Regulations when it is published on the authority's website. The modification removes the requirement on a local planning authority to make the document available for public inspection at the authority's principal office and at such other places as the authority considers appropriate. This measure continues until 31 December 2020, whereupon the 2012 Regulations are restored. Realistically it is likely that these measures will be extended. extension can be anticipated.

8 Other implications

- 8.1 **Contractual issues** – This SPD is required to provide supplementary planning guidance to the emerging Barking and Dagenham Local Plan 2037. It is outlined in the draft Local Plan that masterplan SPDs are required for the Thames Road and River Road transformation areas, "to provide further details and policy guidance...to support design and expedite delivery" of development in this area, in order to meet the targets outlined in the site allocations.
- 8.2 **Corporate Policy and Equality Impact** – The Planning Policy team has undertaken a full Equality Impact Assessment (EqIA) as part of the new Local Plan Regulation 19 document, which this document supplements. The Council's Policy and Participation Officer has advised that a further assessment is not required for this SPD due to its supplementary status outside of the Development Plan, but separate EqIA may be required for individual schemes when brought forward in future.

Public Background Papers Used in the Preparation of the Report:

- [London Borough of Barking and Dagenham draft Local Plan 2037 \(Regulation 19 draft\)](#)
- [LBBD Industrial Land Strategy](#) (Porter PE, 2020)

List of appendices:

- **Appendix 1** - Draft Thames Road Masterplan SPD

HaworthTompkins

River Road Employment Area (including Kingsway Industrial Estate)
Supplementary Planning Document
September 2020



Prepared by:

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Executive Summary

INTRODUCTION

The River Road Employment Area (Including Kingsway Industrial Estate) ('RREA') is a large designated 'Strategic Industrial Location' ('SIL') in southwest Barking, which sits in a strategically important location for this part of the Borough. At present, the area is characterised by low-density industrial functions, poor quality public realm and limited transport connections. There is the opportunity for this area to be transformed into a vibrant new mixed-use neighbourhood, to provide an exciting mix of employment, residential and community uses alongside improved public realm and landscape.

A key objective of this transformation is to better link the communities of Thames View, Thames Road and Barking Riverside, while at the same time improving connections to Barking Town Centre and Renwick Road. Barking Riverside is one of London's largest housing development sites with outline planning approval for over 10,000 new homes and associated facilities. However one of Barking Riverside's challenges is the entrance to the area from the A13 to the north via the unwelcoming, unattractive SIL area. As such a second key aim of this masterplan is to improve this physical and perceptual barrier to Barking Riverside.

In order to realise the opportunity of the River Road Employment Area, the London Borough of Barking ('LBBD'), has commissioned this Supplementary Planning Document to guide the intensification of industrial capacity in the RREA and to free up land to meet other planning objectives, such as housing and infrastructure.

The wider Thames Road area (including the site as well as part of River Road and Beam Park) forms part of one of the GLA's Housing Zones (known as 'Barking Riverside Gateways Housing Zone'). While this zoning carries no formal planning status, it was designated as such with the specific intention of unlocking and / or delivering housing and regenerating the area. In July

2018, LBBD and the Council entered into a 'Composite Agreement' for the provision of £30m of GLA grant for the purchase of sites within the Housing Zone, with a requirement on LBBD to deliver 1,500 homes by 2026.

EXECUTIVE SUMMARY

This document has been prepared by Haworth Tompkins on behalf of BeFirst and Inland Homes, in collaboration with the design team listed overleaf, between June and September 2020.

The study was broken into two stages, the first being to analyse the existing conditions and to develop an overall zoning and infrastructure vision for the RREA, described within sections 1 and 2 of this report. This illustrates the preferred zoning approach of releasing industrial land along Thames Road for residential and colocation uses, while maintaining and increasing the overall quantum of industrial floorspace through intensification of the centre of the SIL as multistorey buildings. It also defines the key public realm infrastructure moves need to support this and transform the area. A phased approach is proposed to show how this zoning and industrial floorspace strategy can be delivered in stages over the next 30 years. The second stage of work focussed in more detail on Thames Road itself, as the area within the RREA proposed to undergo the most wholesale transformation. The conclusion of this, illustrated in section 3 of this report, is that in order to thrive as a new residential and working district, and to properly connect surrounding areas, the scale and nature of the existing industrial space on Thames road needs to transform over time to cater mainly for cleaner, class E industrial uses, and that there is scope to accommodate this within the overall industrial offer of the area. During both stages of work the core Design Team was supplemented by a 'Think Tank' of specialist consultants who provided review, critique and input into the masterplanning and design thinking, through workshop sessions.

PLANNING POLICY CONTEXT

This SPD is supplementary to LBBD's Local Plan; it has been prepared to provide additional guidance to developers, land owners, business and other stakeholders as to how to interpret relevant planning policies in the context of RREA and is a material consideration for the purposes of making decisions on planning applications. This SPD has been prepared to provide further guidance to those policies and to help communities, businesses and developers understand how these policies might be implemented. This SPD is compliant with salient policies in the following ways:

NPPF (2019)

- ✓ Paragraph 80 by building on local strengths to help create conditions where businesses can invest, expand, and adapt. This SPD gives businesses the confidence needed to invest and grow their businesses in Barking and Dagenham.
- ✓ Paragraph 81 by identifying this strategic site and providing a flexible plan to accommodate anticipated needs over the plan period.
- ✓ Paragraph 82 by planning for specific locational requirements of different sectors. River Road has excellent access to the A13, making this ideal for storage and distribution as an example.

INTEND TO PUBLISH LONDON PLAN (DECEMBER 2019)

- ✓ Policy E4 by ensuring that there is a sufficient supply of land and premises to meet current and future demand for industrial and related functions. The plan includes a range of industrial plot sizes and typologies, with flexibility for these to adapt in the future in-line with market demands. In addition, release of industrial capacity will contribute significantly to meeting the borough's housing delivery targets.
- ✓ Policy E5 by pro-actively managing and sustaining the industrial supply in the River Road Employment Area and exploring opportunities for to make more efficient use of its land.
- ✓ Policy E7 by pro-actively demonstrating how the area can be intensified to provide additional industrial capacity and support the delivery of residential and other uses (including social infrastructure).

LBBD LOCAL PLAN REGULATION 19 CONSULTATION VERSION (OCTOBER 2019)

- ✓ Policy SP5 by contributing to the plan-led managed release of land and continuing to protect Safeguarded Wharves.
- ✓ Policy DME1 by providing a framework that encourages a mix of unit sizes to meet the needs of all business sizes. In addition, a Agent of Change analysis is included in this SPD, demonstrating that residential growth will not jeopardise the functioning of retained employment uses.

1.0 Baseline Analysis



1.1 Location and Context

The RREA SIL is located in the southwest of London Borough of Barking and Dagenham, just north of the River Thames and around 5 miles east Canary wharf. As illustrated on the plan on page 9, it is strategically positioned within this part of the borough, being surrounded by Barking Riverside to the southeast, Thames View Estate to the north and Barking Town Centre to the Northwest, and close to the A13 and new rail networks. All of this means it offers real potential of being a major growth area to connect the wider site together. The SIL area is bounded on the west and south edges by the rivers Roding and Thames, however, the river frontage is largely inaccessible apart from at Barking Creek Park.



Figure 1: Borough Location

The River Road Employment Area is located in the London Borough of Barking and Dagenham



Figure 2: Context Aerial Map

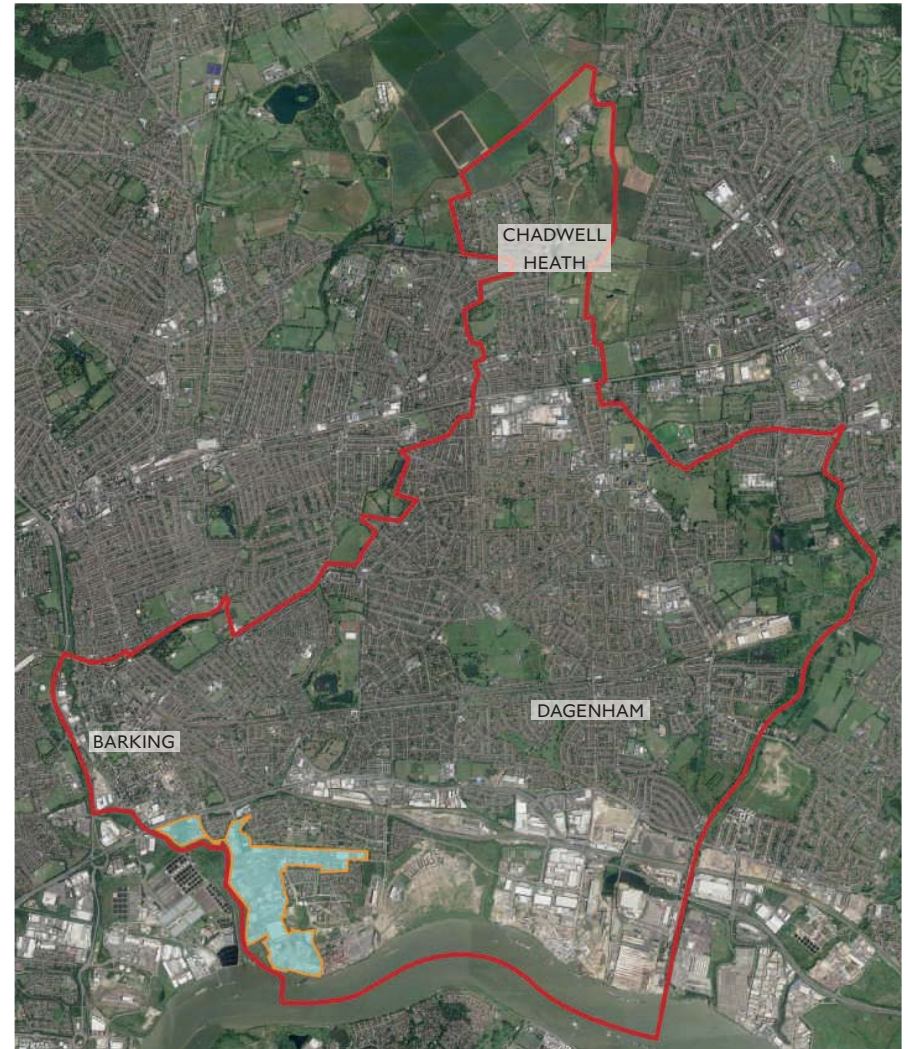



Figure 3: Barking and Dagenham Location Map

 River Road Employment Area (Including the Kingsway Industrial Estate)

 LBBD Boundary

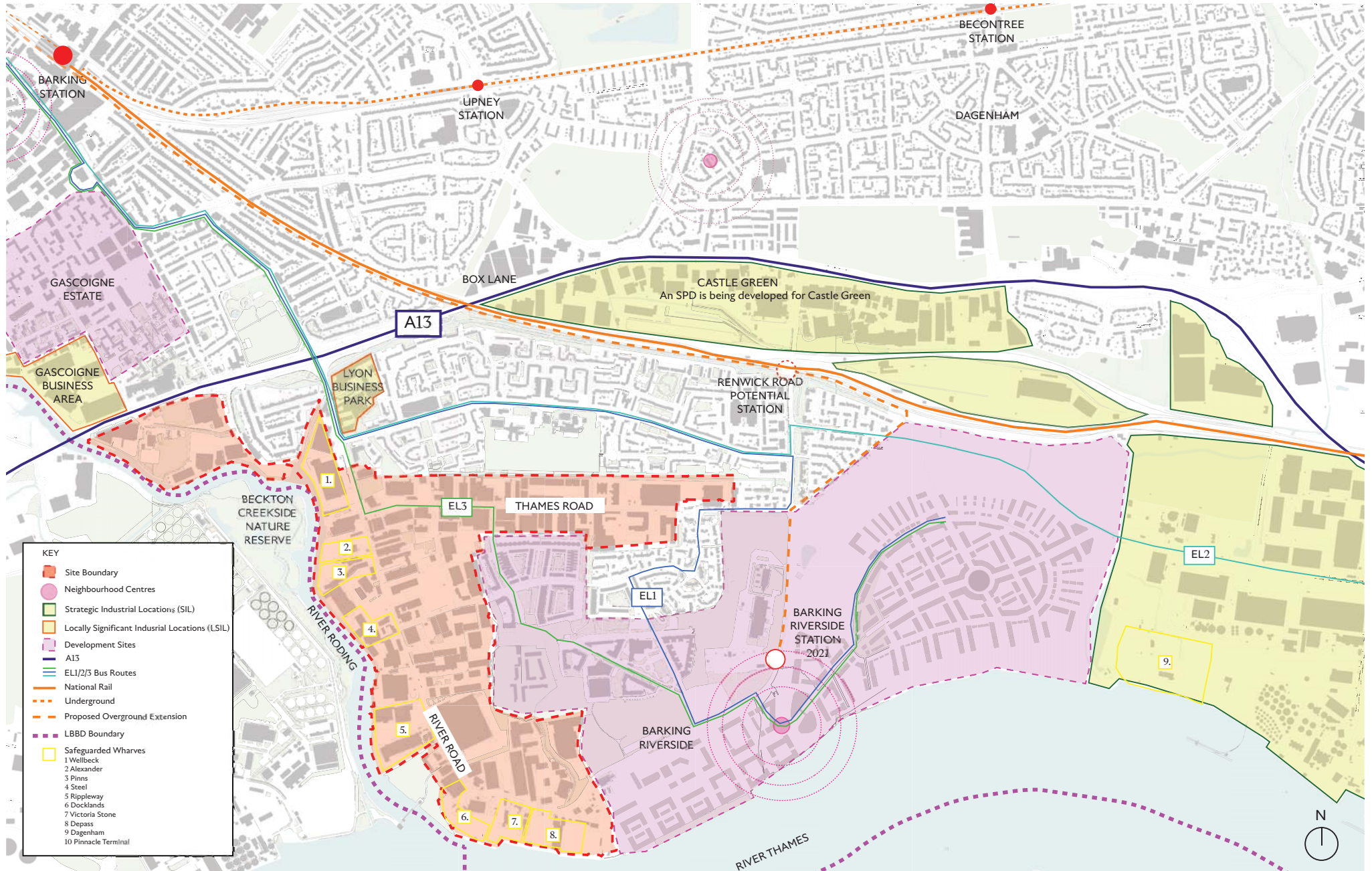


FIGURE 4: WIDER CONTEXT DIAGRAM

1.2 Land Use

The SIL district around River Road and Thames Road, is in almost entirely industrial land use, containing a total of around 250 businesses and 3500 jobs, ranging from heavy manufacture, logistics, and wholesale to food production and recycling. These businesses have grown substantially in the 20th century and play an important role in the economy for the borough and the city.

These industrial uses comprise a rich mix of different types of employment, across a wide range of building types, from large footprint sheds to smaller units focused around the long straight axis of Thames Road and the more curving profile of River Road, and including a number of wharfs along the River Roding and River Thames edges. Many of the industrial buildings in the area are poor quality or older stock that would benefit from modernisation. Similarly the local streets offer a poor quality environment, and there is a lack of local amenities for workers such as cafés, shops or public spaces in which to pause, eat lunch or make a phone call.

INDUSTRIAL FLOORSPACE DATA METHODOLOGY

During the first stage of this SPD, Haworth Tompkin's team generated a data schedule of all existing industrial plots within the SIL, including information on site area, use, floorspace and so on, based on CAD measure, site surveys, previous WeMadeThat business survey data & client supplied land registry information. Each plot was numbered and keyed to a plot plan, and the existing SIL area split into six into zones, shown here. In summary this data schedule shows:

- The SIL contains approximately 350,000sqm GIA aggregate industrial floorspace (includes all storeys)
- The SIL contains approximately 850,000sqm aggregate GEA of industrial plot site area (excludes roads, public land etc)
- This gives an average plot development ratio across the site of 41%, fairly typical for an industrial area of this nature.
- Density of development on the existing plots varies from around 20% ratio on some sites, particularly the river edge wharf sites many of which feature large areas of open yard, up to 60-80% on the denser large shed plots in the central zones.

This set of information was used as the basis for the zoning scenario testing described in section 2 of this report.

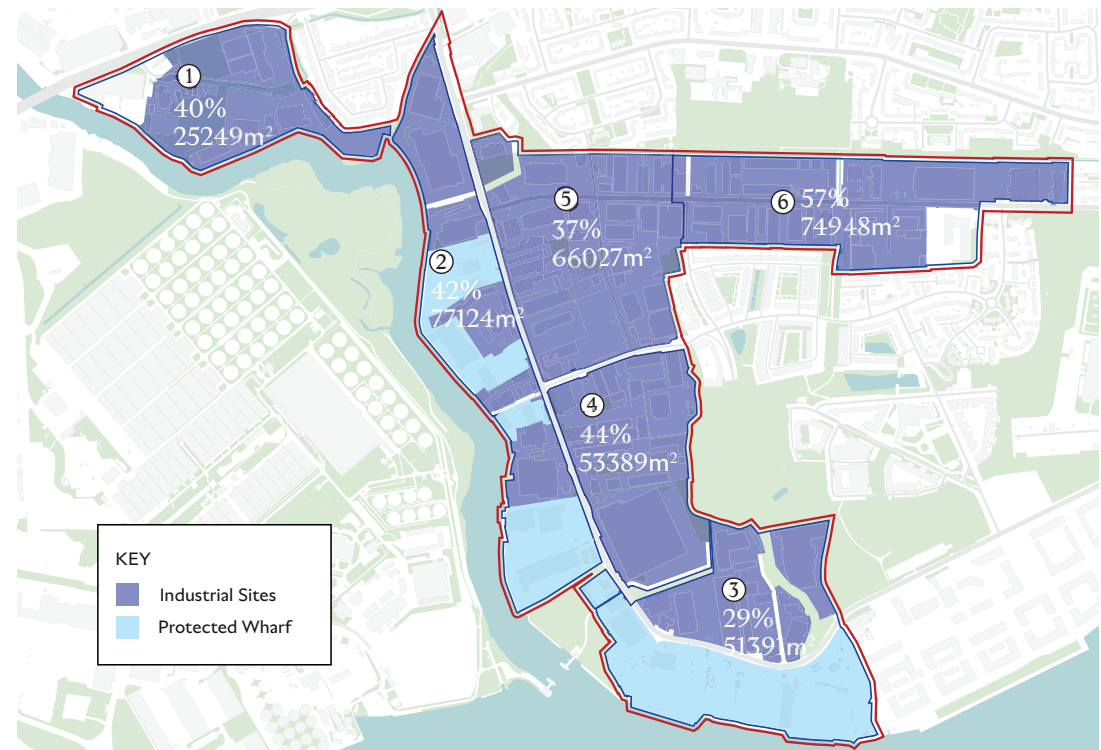


Figure 5: Existing Land Use Diagram

Zone Name	Total Site Area of all plots (sqm GEA)	Total Site Area of Industrial Plots (sqm GEA)	Total Existing Industrial Floorspace (all floors, sqm GIA)	Existing Industrial Plot Development Ratio
1 Kingsbridge Road	73744	62827	25249	40%
2 River Road West	184212	184212	77124	42%
3 Creekmouth Road	183133	179438	51391	29%
4 River Road East	121936	121936	53889	44%
5 Thames/River Road Junction	168471	168471	66027	37%
6 Thames Road	146915	132053	74948	57%
TOTAL	878410	848937	348628	41%

1.3 History

The River Road Employment Area (Including Kingsway Industrial Estate) has a rich history: the natural floodplain became a Victorian pleasure and holiday destination, and later a 20th century industrial strip. The site has historically been at the edge or the fringe of the City, surrounded by marshland and grazing fields. It was an important fishing community between 14th and mid 19th Century, serving Billingsgate Market until this declined due to the increasing pollution of the Thames and replacement with faster rail links. Industry replaced this trade in the late 19th Century, including: jute spinning and paint and chemical works, with development focused along the River. In the 20th Century there was further growth in industrial estates, which was also supported by new residential estates to address the post-war housing crisis.

1870s



Figure 6: Aerial view of Lawes Chemical and Fertiliser Company



Figure 9: Historic Map 1870s

- Decline in use of Barking as the centre of the fishing industry
- Barking railway station opened 1854.
- Creekmouth village was developed as worker houses for Lawes Chemical and Fertiliser Company in the 1850s.
- Industry replaced nautical trades in the 1890s, including Jute spinning, paint and chemical works.

1920s



Figure 7: Creekmouth Village with Barking Power Station in background



Figure 10: Historic Map 1920s

- Barking underground station opened in 1908.
- Barking power station burnt coal shipped in from the river between 1925 and 1970.

1950s



Figure 8: Aerial view showing Creekmouth Flood Barrier



Figure 11: Historic Map 1950s

- The great flood of 1953 damaged Creekmouth village which led to its demolition.
- Council construction estates such as the Gascoigne and Thames View.
- Barking Creek Flood Barrier installed in 1983.

1.4 Transport and Movement

The RREA is dominated by vehicular traffic with wide carriageways being used by heavy and light goods vehicles and the street scene dominated by parked cars or servicing points/ accesses. Movement is currently restricted throughout much of the area due to private ownership and extensive areas of industrial land. The result is an area that feels disconnected, impermeable and difficult to navigate, particularly for pedestrians and cyclists.

The RREA is well connected to the strategic road network via the A13 but has limited access to public transport. The EL1, EL2 and EL3 bus services currently provide the area's only public transport connections, offering services towards Barking town centre, Barking Riverside, Dagenham Dock and Ilford. TfL's PTAL index suggests that across the area, the best-connected sections achieve only poor accessibility (PTAL score of 2) to public transport; this is experienced within the northwestern section of the masterplan area, along River Road. The worst-connected section, the southern end of River Road in the vicinity of Barking Point, has no accessibility (PTAL score of 0), as no bus services run along this section of road. Public transport facilities in the area are starting to improve, with the relatively recent introduction of designated bus lanes on River Road north of the junction with Thames Road and new bus services along Mallards Road joining River Road. There is also a considerable amount of committed infrastructure and growth projects planned for the local area. The imminent Barking Riverside extension will add c.4.5km to the London Overground Gospel Oak to Barking line, and take it from Barking Station to a new station at Barking Riverside just to the south east of the masterplan area, with long-term potential of a future connection to the south of the River Thames. Construction is on-going and train services are anticipated to commence in December 2021, offering 4 services per hour. In order to maximise integration of public transport in the area, both the EL1 and EL3 bus services will also stop at the station.

To further boost the area's public transport connectivity, a new Riverboat service stop will be introduced at Barking Riverside. The Thames Clipper service RB1 will be extended to a new pier at Barking Riverside, and construction will be completed by Winter 2021. This service will provide connections to Woolwich, Greenwich, Canary Wharf and Central London. Alongside public transport, a suite of active travel improvements are currently being brought forward in the local area. Some of these, such as Cycle Superhighway 3 (CS3) are already constructed. CS3 runs alongside the A13 from the River Road / Movers Lane junction, just to the north of the RREA. This segregated cycleway runs towards Central London via Canary Wharf, whilst a number of Quietways and local cycle routes also exist in Barking town centre. As part of the Barking Riverside proposals, segregated cycleways have been constructed alongside both sides of Renwick Road, immediately to the east of the RREA. A segregated cycleway is also being constructed from Barking Riverside towards Barking town centre and Ilford. This cycleway, known as CFR10, has been approved by TfL and runs through the River Road Employment Area itself, via Marine Drive and Thames Road, before crossing the Ripple Greenway.

These sustainable travel improvements will improve the PTAL index to a degree and also provide active alternatives to car travel. They will provide key transport opportunities for the new homes and jobs to be created within the SIL and wider area.

Full detail of the existing and forthcoming transport infrastructure can be found within the technical appendices.

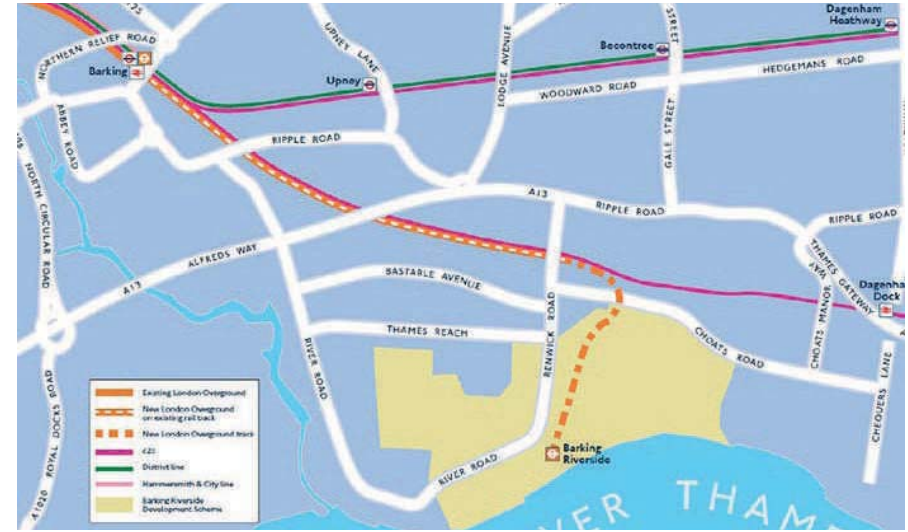


Figure 12: Transport Links Diagram

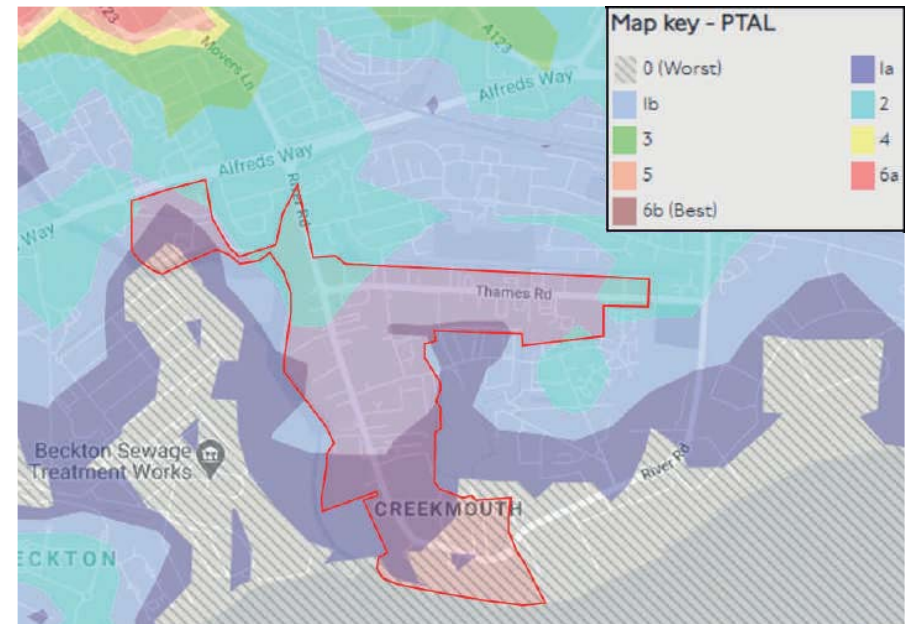


Figure 13: Existing PTAL zones



FIGURE 14: CIRCULATION AND PUBLIC TRANSPORT: EXISTING (INCLUDES BARKING RIVERSIDE PROPOSALS)

1.5 Streetscape and Massing

The SIL area currently has a homogeneous character, with no real sense of a centre to the district. Building heights are typically 5-10m, mainly as single storey sheds with some 2-3 storey offices. The surrounding areas are generally 2-4 storey terraced houses or residential blocks, with a few taller blocks of 6-9 storeys.

Across the area there are a range of different edge conditions, including the northern sites with their adjacency to the A13, the western sites which border the River Roding and Thames, and some which abut neighbouring housing. However these differences are hidden within the sites not generally viable.

There are larger concentrations of big shed and open yard based activities in the south, near Creekmouth, with more consistent concentrations of smaller units to the north east of River Road and Thames Road. Buildings are typically set back behind fences and with servicing yards and car parking variously to front, side or rear. Generally the larger units have larger yard areas between, and the smaller unit typologies have a more defined street frontage, however this is often still irregular due to the differing set backs and yard conditions.

Many buildings have poor quality frontages which feel undefined and inactive throughout the area. Cars are often parked informally on street and pavements, blocking views and obstructing access. There are few cycle paths and street trees, and there is heavy HGV. This combined with dust, smells and noise from open yards, recycling uses and waste transfer stations creates poor air quality in many areas.

As such the streets are generally inhospitable to pedestrians and cyclists. Permeability is poor, with a large block grain and fewer streets than surrounding areas, increasing the sense of disconnection from the neighbouring residential areas and green amenity spaces. A few sporadic moves to improve urban realm - eg core-ten special lampposts on Long Reach Road, special high quality way-finding signage and recent cycle path added to section at the east end of Thames Road.



Figure 15: Aerial View of the RREA



Figure 16: Typical Street Section Diagram



Figure 17: Thames Road and Marine Drive Junction



Figure 18: Thames Road and River Road Junction



Figure 19: River Road looking South



Figure 20: River Road looking North



Figure 21: River Road looking South



Figure 22: River Road looking towards Long Reach

1.6 Landscape and Green Infrastructure

Bound by the River Roding and the River Thames, the landscape history of the area is intrinsically linked with water. Historically the site was a tidal area for the Thames, with marshland, grazing and an extensive network of tributaries and ditches to drain the land. Industrial development from the 19th Century onwards means large stretches of the natural river edge have been replaced with industrial activity, whilst many of the ditches and watercourses have been buried under roads.

Within the RREA SIL area, there is little public realm or green space. The most notable natural asset is the Gascoigne Road Pumping Station. This has designated SINC status, is inaccessible and is only partially visible to the public. Street trees are restricted primarily to two ends of River Road. Elsewhere within the site, occasional buffer planting to plots and scattered street trees provide some greening, but these offer little significant visual or ecological value.

There are a number of nearby Site's of Importance for Nature Conservation (SINC). These include Buzzard's Mouth Creek, Mayes Brook, Thames View Ditch, and Creekmouth Open Space. The latter currently provides the only opportunity to access and view the river edges of the Roding and Thames.

The recently completed Phase 1 of Barking Riverside, Buzzard's Mouth Court, has created several accessible green spaces which expand the site's water character and incorporates retention ponds and riparian planting which form part of a wider sustainable water management strategy.

The Ripple Greenway and Ripple Nature Reserve form the primary existing public green spaces within the immediate context of the site. The Ripple Greenway forms a linear park with amenity grass and natural play features, as well as a key pedestrian and cycle route, notably part of the TfL Cycleway linking Ilford to Barking. The Ripple Nature Reserve is protected for its biodiversity and noted for its rare flora, a result of the site previously being a dumping ground for pulverised fuel ash and subsequently reclaimed by nature. Access is currently limited, however the Reserve will have improved access as part of landscape proposals associated with the Barking Riverside development.

Green spaces within the wider context include Greatfields Park, Castle Green and Rippleside Cemetery. These provide good sports, amenity and play provision, however access from the south is severely restricted by the physical barriers of A13 Road and rail line.

FUTURE CONTEXT

The local landscape context will change significantly in the coming years with the development of Barking Riverside. This will deliver an extensive network of enhanced and new public green spaces, together forming a new Metropolitan Park for the London Borough of Barking and Dagenham. Notable spaces will include Pylon Park; a large parkland of mosaic wetland with trails and play provision, Foreshore Park; a riverside park on the bank of the River Thames, Barking Riverside District Centre; a new civic centre, and Wharf Park; riverside public realm with an industrial character. These public spaces will be connected by walking and cycle trails and will offer good access to nature and amenity for Thames View and Thames Road residents.



Figure 23: The Ripple Green Space



Figure 24: The Ripple Nature Reserve



Figure 25: The Ripple Waterway



Figure 26: Beckton Nature Reserve



Figure 27: Barking Riverside Landscaping



Figure 28: Creekmouth Open Space



FIGURE 29: OPEN SPACE: EXISTING CONTEXT (INCLUDES BARKING RIVERSIDE PROPOSALS)

1.7 Ecology

Several designated sites of varying importance (from local to metropolitan) are present within, or in close proximity to the site. As illustrated here. The localised areas of semi-natural habitat such as Gascoigne Road Pumping Station Rough, Mayes Brook and associated watercourses and along the boundaries of the south eastern and south western parts of the site (Buzzard's-mouth Creek and Creek Mouth Open Space support a number of priority London habitats, including reedbeds, rivers and streams, mudflat and saltmarsh, parks and urban green spaces, neutral grassland, wasteland and built structures.

It is likely that a number of ecologically significant species are present within, or immediately adjacent to the site. This includes aquatic and terrestrial invertebrates, fish, reptiles and amphibians, water vole, breeding birds such as black redstart, reed bunting and linnet, over wintering and passage birds, bats and nationally scarce plants.

The strategy for the proposed redevelopment of the masterplan area should be focused on key principles which are outlined in section 2.4. Landscape and Ecology. Key ecological opportunities for this are illustrated in Fig 30.



FIGURE 30: ECOLOGY OPPORTUNITIES

- | | |
|--|--|
| <p>Key :</p> <ul style="list-style-type: none"> Redline Boundary Barking Riverside Boundary Habitat Creation/ Enhancement Measures Habitat Creation Opportunities Habitat Enhancement Opportunities Green Roof and Green Wall Opportunities | <ol style="list-style-type: none"> 1. Gascoigne Road Pumping Station 'Rough' 2. Mayes Brook and associated water courses 3. Extension of the Ripple Greenway & opening of culverted waterways 4. Provision of swales along east – west links 5. Provision of green roofs adjacent to the River Roding and designated sites and where new residential is proposed 6. Creation of Pocket Gardens throughout the site 7. Buzzard's-mouth Creek and Thames View Ditch 8. Creek Mouth Open Space 9. Ripple Nature Reserve 10. River Thames and tidal tributaries and River Roding |
|--|--|

1.8 Local Amenities and Community Infrastructure

There are existing local neighbourhood hubs, with convenience stores, cafés, restaurants, schools, play areas and so forth to both the north of Thames road in Thames View and south in the new Barking Riverside residential areas.

However as illustrated on the plan opposite very little of this kind of amenity provision within the RREA SIL area itself. This, coupled with the poor permeability of the area and unwelcoming street environment, means that there are very few convenient options for the local workforce to buy lunch, pick up stationary supplies or go to the gym, during the day. The area would clearly benefit from increased numbers of these amenities

There is one temporary school site at the East end of Thames road, currently operating as an SEN school, which is intended to remain for the foreseeable future. Nearby at no.47 Thames Road there is a hire-able community space 'The Warehouse', and a banqueting hall and several churches are operating out of industrial sheds along Thames Road. The SPD will ensure spaces for these needed activities are included.

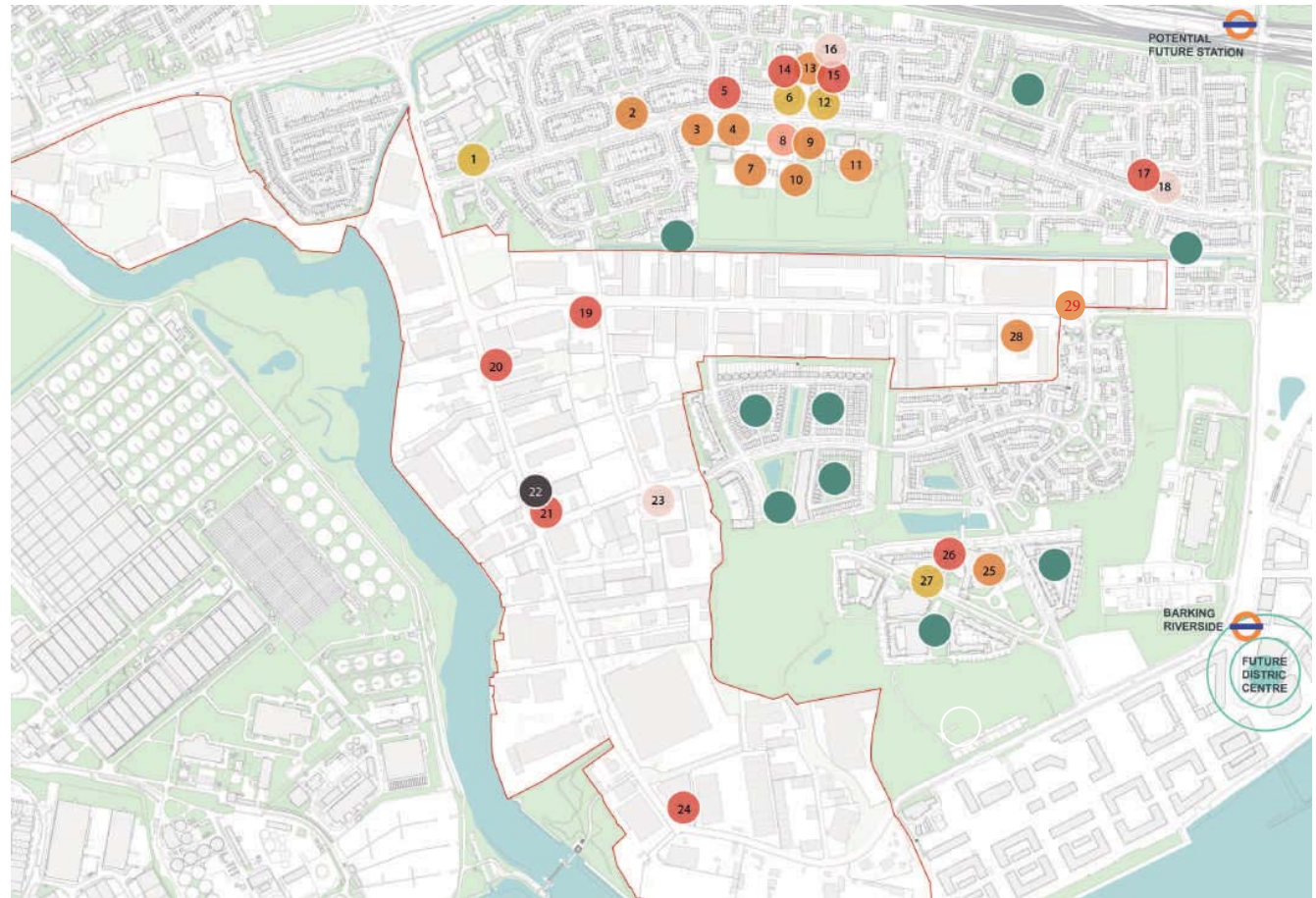


FIGURE 31: COMMUNITY INFRASTRUCTURE AND LOCAL AMENITIES

KEY

- Redline Boundary
- Essential Services
- Pubs/Restaurants/ Fastfood
- Medical
- Supermarket/ Convenience
- Community space/school
- Religion
- Play

- | | | | |
|--|---|----------------------------------|-----------------------------------|
| 1. Car Workshop | 9. Thames View Library and Sue Bramley Childrens Centre | 15. Monsoon Grill | 23. Masala Bazaar Cash and Carry |
| 2. Church | 10. Thames View Concrete Bowl Skate Park | 16. Costcutter | 24. River Takeaway |
| 3. Curzon Community Centre | 11. Thames View Infant School | 17. Royal Fish and Chips | 25. Riverlight Centre |
| 4. Thames View Community Hall | 12. Thames View Laundrette | 18. Chelmer Wines Off License | 26. Riverside Coffee Lounge |
| 5. The Lighterman Pub | 13. Thames View Muslim Association | 19. Brothers Cafe | 27. Britannia Pharmacy |
| 6. Post Office | 14. Atlantic Fish Bar | 20. Thames Cafe | 28. Riverside School |
| 7. Thames View Junior School | | 21. Daddies Cafe | 29. The Warehouse Community Space |
| 8. Britannia Pharmacy and Kalkat Doctors | | 22. Cornerstone Christian Centre | |

1.9 Key Constraints and Opportunities

The wider site area contains a unusual mix of industrial, post-industrial, riverine and residential landscapes, and consequently offers an unusual range of constraints and opportunities, illustrated on the plan opposite, which include:

- Good strategic road access: main point of road access into the site, via River Road or Renwick Road, from the two A13 junctions to the north.
- Poor public transport: limited local bus routes and poor PTAL - albeit this will be improved with the new Barking overground station in the near future, see section 1.4 on Transport.
- Poor permeability & few existing cycle routes - a key opportunity is to improve these.
- River frontages & flood risk: the western and southern sides of the site are bounded by the River Roding and the River Thames, without any road or footbridges. This also means the site is largely within flood risk zones, see section 1.10
- Protected Wharfs: there are a number of protected wharfs along the Roding and Thames edges, on which sites developments is constrained, see Appendices report on these for details.
- Beckton sewage works: large sewage processing plant across the River Roding to the southwest, producing significant odour contours as detailed in Air Quality section 1.11
- Agent of Change issues: there are a number of plots within the industrial SIL with so-called 'bad neighbour' uses, shown in brown, such as waste transfer, recycling, aggregates processing etc that generate significant noise, air pollution or smell meaning that they may present problems for new residential development adjacent. The largest and most significant of these tend to be clustered along the river edges.
- Pylons: 2 lines of large scale electricity pylons traverse the site from east to west, with associated easements.
- Plot ownership: of the hundreds of plots across the SIL only a few are controlled by LBBDD or partners and many of the remainder are in complex leasehold and freehold arrangements. This has implications for the masterplan delivery approach, as described in later sections.



Figure 32: Wharf Sites



Figure 33: Large Scale Pylons



Figure 34: Recycling and Open Use Yards



Figure 35: Beckton Sewage Works

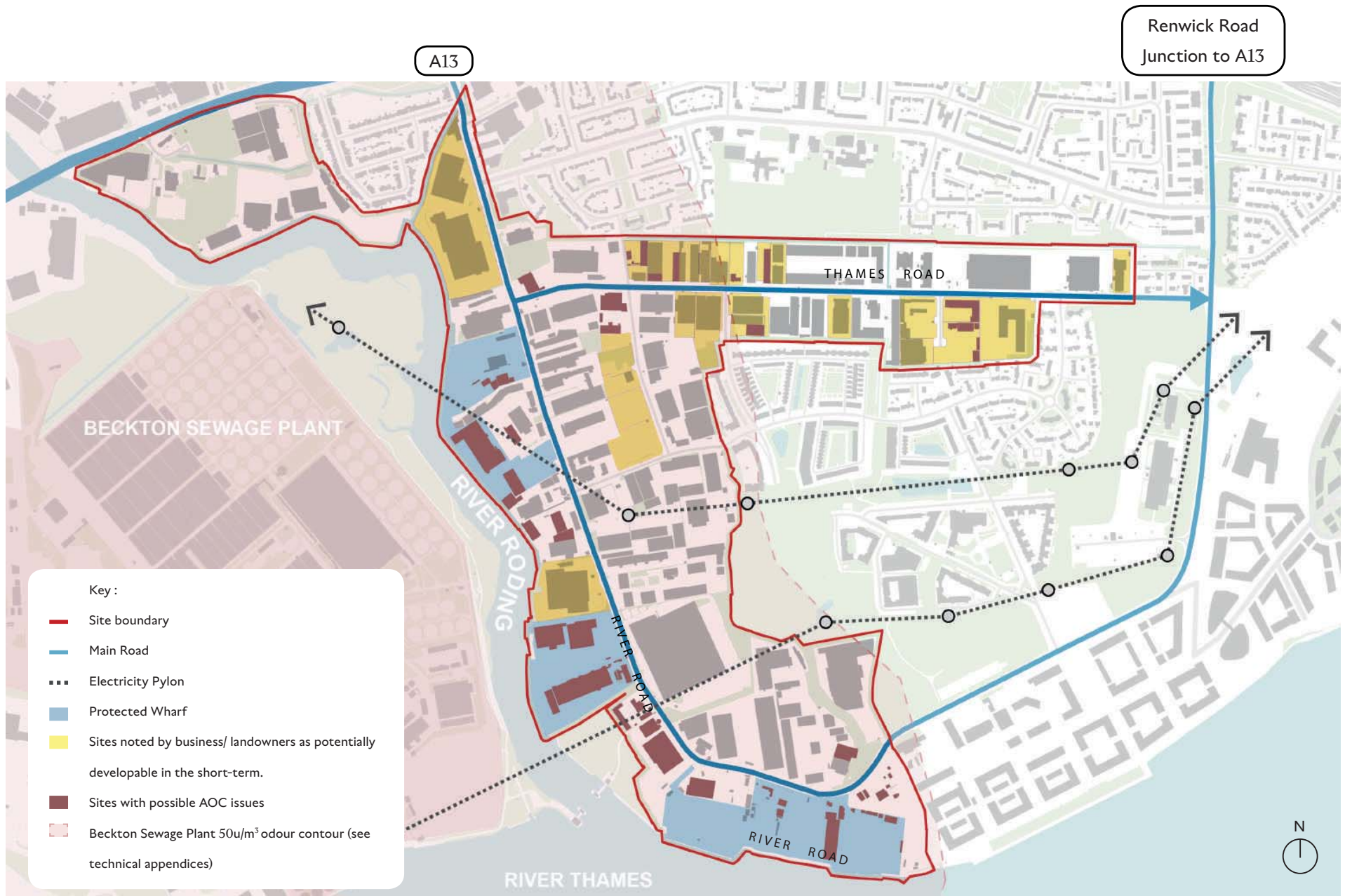


FIGURE 36: SITE CONSTRAINTS AND OPPORTUNITIES

1.10 Industrial Strategy and Evidence Base

The Borough has one of the largest quantities of industrial land in London yet one of the lowest job density and site coverage ratios given the significance of open storage, which suggests a capacity for intensification. A significant portion of the building stock was built post war and is now tertiary in nature. As London grows east there is clear potential to implement a strategy whereby the Borough's industrial areas can change to adapt to the needs of the future economy, retaining and modernising floorspace and releasing other land for housing.

BARKING AND DAGENHAM INDUSTRIAL STRATEGY(2020)

This SPD document has drawn upon both strategic and local evidence, namely the Barking and Dagenham Industrial Strategy (2020), which provides a coordinated Industrial Land Strategy for the whole of LBBD. The Barking and Dagenham Industrial Land Strategy provides an analysis of Barking and Dagenham's industrial land and buildings and notes that typically, there is an under-supply of modern buildings and spaces and that existing stock is generally old, the wrong specification and wrongly sized. In respect of the River Road Employment Area, the following is noted:

- The majority of buildings and sites are tertiary spaces, which generate inefficient uses, with some modern premises interspersed throughout the area.
- Some of the storage/warehousing units are obsolete and dilapidated and are prime for redevelopment.
- The overall area would benefit from a moderate amount of industrial release to enable a mix of uses and co-location, including residential.
- The proximity of public transport improvements at Castle Green and Barking Riverside suggests an eastern concentration of residential uses to link these areas.
- The arrival of new residents is likely to improve the remaining industrial area as a location for more modern, cleaner industrial uses.
- The area is a good industrial and logistics location with potential for intensification of such activities.
- This area is poised well to fill the gap of modern,

smaller premises for business.

A number of papers have been prepared previously to inform the local plan and this wider industrial land strategy which include:

1. Barking & Dagenham; Economic Development Study (NLP 2014)
2. Barking and Dagenham townscape and social economic characterisation study (Allies and Morrison Urban Practitioners June 2017)
3. Industrial Floorspace Capacity Assessment (GL Hearn dated 2017)
4. The Future for Our Employment Land (Hawkins Brown June 2018)
5. Industrial Intensification Report (WeMadeThat 2020)

As part of this preparation for this SPD, the Borough have also commissioned a commercial property report by Altus Group, included within the technical appendices. A summary of key items from this is as follows

- RREA is the second largest SIL in Barking and Dagenham and is capable of delivering a wide range industrial use classes and typologies,
- The River Road and Kingsbridge area, with good direct access to the A13, are appropriate locations for the identified strong and growing demand for larger scale modern buildings in the storage, distribution, and manufacturing sector.
- Large scale, low density, noisy, messy uses such as the aggregates and recycling yards are suitable for the wharf sites, and will find it hard to find other appropriate sites in the borough. These are best away from residential.
- Demand for service uses space (media production, training activities, maintenance services etc) is likely to grow, and can be suitable for multistorey buildings
- The centre of Thames Road has the potential to serve as an exemplar location for co-located industrial, residential, and alternative uses. Smaller, cleaner premises for business.
- The eastern end of Thames Road, with its ready access to the improving public transport options at Barking Riverside with the overground extension, is appropriate location for residential and will

contribute significantly to the borough's housing targets.

SECTORS & EMPLOYMENT

The Industrial Intensification Report (WeMadeThat 2020) notes that the total number of employees working in the RREA area is estimated at 3,600. Different locations are delivering different employment density, illustrated on page 21, with high employment densities are generally concentrated around business parks and typically within smaller units. Manufacturing, Wholesale and Transport & Storage remain dominant sectors, together constituting the majority of businesses in the area (61%), and there is a significant cluster of clothing and textiles manufacturers, retailers and wholesalers.

The report concludes that

- 'Goods handling' businesses are likely to continue to be an important sector for the local economy.
- Strong demand is reported at both the largest and smallest
- Ends of the spectrum, with varying spatial needs As such the overall area needs to continue to cater to a range of industrial uses and sizes of units
- Local regeneration proposals, in particular around Thames Road, will underpin demand in protected industrial areas
- Intensified industrial buildings can help to unlock both employment and housing capacity in an emerging policy context,

1.11 Business consultation and Engagement

This SPD has been informed by a series of consultation events with landowners and businesses operating in the area. The objectives of this consultation included: understanding what growth and development plans existing and new businesses have over the plan period; what infrastructure is needed to support business growth; and what businesses and landowners thought about emerging plans. Key findings are summarised

March 2020 (WMT Business Consultation with smaller occupiers)

A more modern fit-out, desired especially by businesses who have visiting clients, with better access for large vehicles than current premises.

- Most respondents would prefer buying to renting and value autonomy over their space is wanted.
- Strong demand in the area for small units circa 250 sqm, feedback that SME units are too large “5,000sqft is a tricky size here”
- Some concerns over operating from multi-level, from eg. goods handling businesses (wholesale, distribution, storage) who may be less suited to smaller multi-level spaces.

August 2020 (BeFirst Consultation website and letterdrop)

All businesses and landowners in the area were invited to review the emerging SPD proposals in August 2020. Feedback from businesses noted:

- “It will be great to develop this River location into an attractive, modern and chic hub, as many areas in London have already done”.
- Businesses are generally keen to grow and wish to deliver modern, fit for purpose buildings to secure their future. There is growing interest from businesses in the catering industry, linked to the relocation of the city markets to the former Barking Power Station.
- Businesses welcomed the ambitious plans for greening the area and improving links to public transport nodes.
- B2/B8 businesses welcomed the planned concentration of bigger plots/buildings along River Road for its access to the A13.

A.N.D Industrial Soft Marketing Research Consultation August 2020

- Many occupiers would value design of industrial building, as opposed to standard low quality sheds with no architectural design.
- Businesses wanted a plug and play solution and did not want to spend lots of resources fitting out a space.
- Businesses in the Barking area, felt that there were a lack of facilities for workers. A good café and business centre would be a welcome addition.
- Barking-based businesses hoped that developments would lead to a better environment across the estate and improve wider issues such as public realm, in particular pavements, enhanced facilities and better overall design.
- Several occupiers in Barking were freeholders and would prefer to buy rather than rent.
- Concern from some occupiers re. access from multi-storey buildings at busy points, and

what management would happen if businesses were anti-social, particularly on issues such as yard space and blocking delivery routes.

- Many businesses prioritised functionality and basic requirements over the enhanced level of facilities within shared building.
- Of those surveyed, approximately 50% would consider moving to a multi-storey industrial building.

In Summary there is enthusiasm for growth and change in the area, particularly around public realm and services. Feelings towards multi-level space were mixed, particularly from larger businesses. There is a continuing strong demand for larger. Traditional B2/B8 uses to remain, which we are accommodating in River Road, alongside growing demand for smaller, modern industrial workspace which we are going to be accommodating along Thames Road.

WOULD YOU CONSIDER MOVING TO BARKING

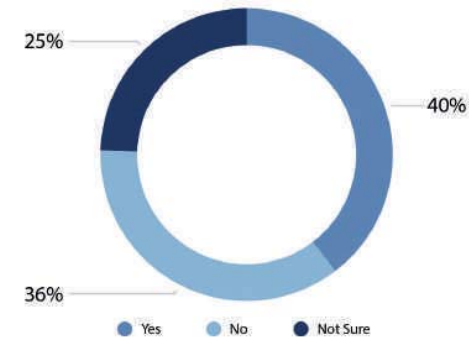


Figure 37: Survey Responses to A.N.D Soft Marketing Research

WOULD YOU CONSIDER A STACKED INDUSTRIAL PRODUCT

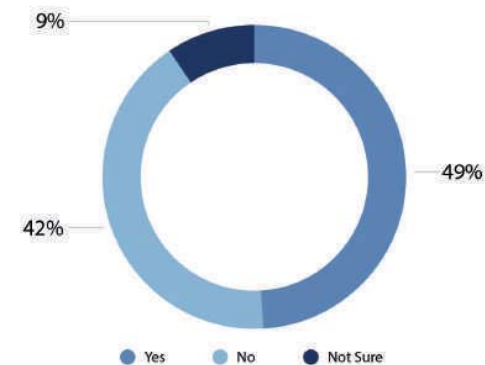


Figure 38: Survey Responses to A.N.D Soft Marketing Research

1.12 Thames Road: Plot Sizes and Development Approach

PLOT OWNERSHIP

Of the hundreds of plots across the TRRRA SIL only a few are controlled by LBBD or partners, and many of the remainder are in complex leasehold and freehold arrangements. As such, in terms of land acquisition and delivery strategy, the masterplan is intended to work as a flexible framework that will allow plots to be brought forwards either separately or in groups, by both private land owners and / or the Borough

BeFirst intend to develop sites they control quickly in order to kick start change in the area, and may purchase other plots in future, but it is not intended for the Borough to use Compulsory Purchase Orders to acquire land. Based on BeFirst's engagement with landowners along Thames Road over the last few years, there is an clear appetite to develop many of the plots, and once the process of transformation is started through catalyst plots, it is envisaged up to 50% of the remaining plots may follow over the next 5-10 years.

THAMES ROAD PLOT SIZES

As illustrated on the plan below, the sizes and proportions of plots varies significantly along the length of Thames road, with three typical types:

- Narrower 'Finger' plots, typically of around 30m wide x 90m deep, most of which are clustered at the western end of Thames road
- Squarer 'Courtyard' plots of around 60-90m wide x 90m deep, which form majority of plots
- A smaller number of 'Large' plots of 100-300m wide x 90m-120m deep

Appropriate block typologies, massing and access strategies will vary between these different plot types along Thames Road. Both the square and larger plots are suitable to accommodate urban courtyard block for either residential or co location uses. However even smaller plots are typically bigger than 2500sqm, with street frontage with direct access, and so are capable of being developed as good sized urban buildings without their neighbours being simultaneously developed.

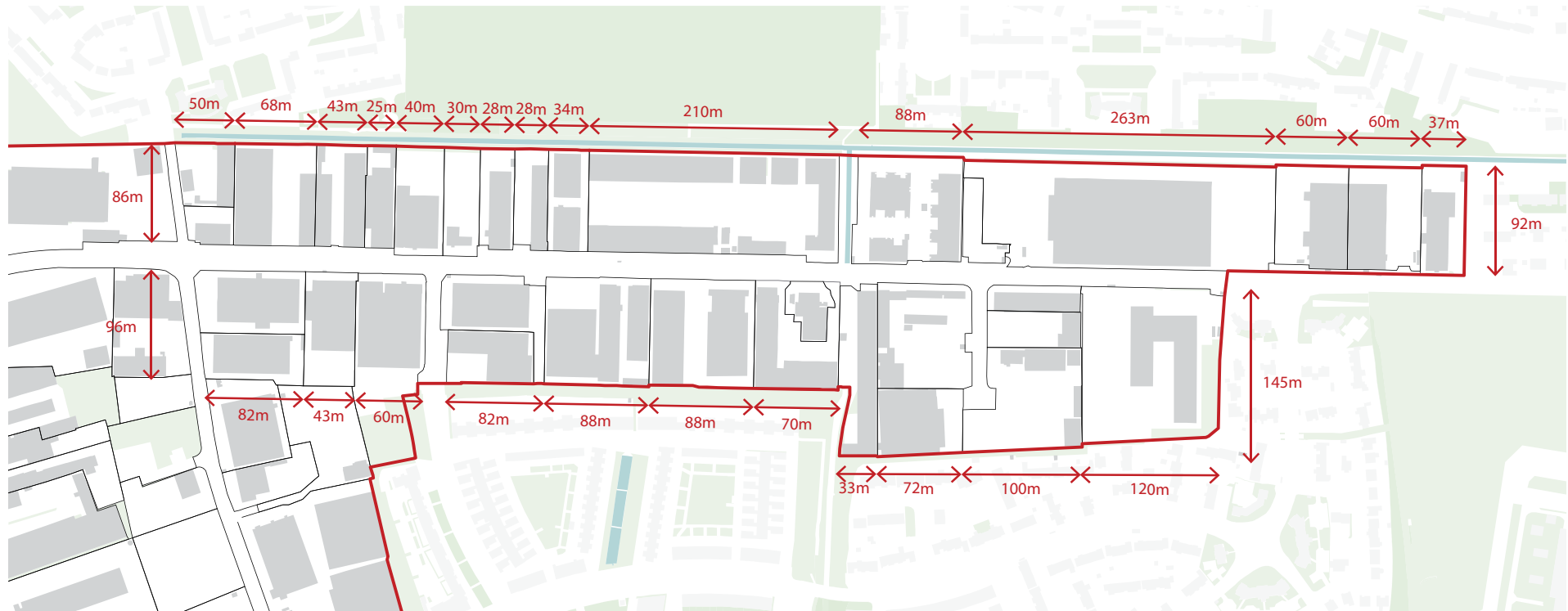


Figure 39: Plot Zoning Diagram

1.13 Flood Risk and EA Issues

The River Road Employment Area is almost entirely located within Flood Zone 3, within an area benefiting from flood defences as shown on the Flood Map for Planning, with the primary source of flood risk being the Roding, Thames and Mayes Brook. Full details of flood risk for the site and EA issues regarding safeguarded wharfs can be found in the technical appendices. However a summary of key issues is as follows:

- Any proposed developments within River Road Employment Area will require a site-specific Flood Risk Assessment to be undertaken at the planning stage, informed by consultation with key stakeholders including the Environment Agency, Lead Local Flood Authority and Local Authority Emergency Planning Department. Site specific assessments for future developments should consider the following:
- Full Masterplan Area: Any development should provide internal access to a place of safe refuge (e.g. first floor or above) which should be accompanied by a Flood Warning and Evacuation
- Plan, developed in consultation with LBBDs Emergency Planning Officer and the Emergency Services. Flood depths to be confirmed on a site-specific basis.
- Full Masterplan Area: Residential habitable space or more vulnerable uses should be avoided at ground floor and any sleeping accommodation should be located on the first floor or above.
- Residential dwellings may be acceptable at ground floor through the use of duplex units or raised ground floors, to be confirmed with the Environment Agency on a site by site basis.
- Full Masterplan Area - Basement dwellings/ vulnerable use would not comply with flood risk requirements. Less vulnerable basement development would need to demonstrate compliant, safe internal access to a level above the breach flood water level.
- Zones 1,2,5 & 6 - Mayes Brook flood extent may require further investigation/ modelling to ensure developments would not result in a loss of flood plain storage within the
- undefended fluvial Flood Zone 3a, with potential flooding expected within Area 1 and the north of Area 2.
- Zones 1,2 & 3 River frontage sites - current day standard of flood defences protection must be maintained with sufficient space to enable maintenance/ inspection to continue and to ensure future raising is not prohibited. Where plots are being developed, options to raise and set back flood defences should be explored, in consultation with the EA.
- Zones 2 & 3 Safeguarded Wharves - any development on safeguarded wharf sites should carefully consider the commercial demand for current waterborne freight, and opportunities to consolidate of existing uses alongside introduction of any new development use classes into the plot, in line with GLA & EA guidance.

The River Road Employment Area presents a number of significant opportunities to improve flood risk and water environment. These have informed the masterplan proposals and should be encouraged on development of individual plots or areas, and include the following:

- River Roding & Thames Path - An aspirational opportunity to create public access along river frontage, creating better links to neighbouring areas to the north and south, and connecting via green link corridors into RREA. Set back and naturalisation of tidal

watercourse frontage on these sites is encourages to enhance ecological value.

- Streetscape - Improvement of streetscape with urban greening and retrofitting of SuDS should be considered, to improve water quality discharging to River Thames whilst improving biodiversity and amenity value of the public realm space.
- Thames View Dyke - De-canalising of the Thames View Dyke into a naturalised channel could be incorporated into Zones 5, 6, and 7 to improve the public realm, with added opportunity for ecological enhancements and reducing flood risk. The Thames View Dyke connection to Buzzard Mouth Creek could also be significantly improved by de-culverting, bringing further blue/ green infrastructure to the area.
- Reducing LBBD Fluvial Flood Risk - The wider area would benefit from modelling work to better understand of the interaction between the River Roding, River Thames and Mayes Brook catchments to explore opportunities to reduce flood risk within the wider borough. Over pumping from Mayes Brook into the River Roding is likely to reduce the risk of flooding within LBBD, however would need to be investigated through further hydraulic modelling to ensure it does not increase flood risk within the River Roding catchment.
- Surface Water/ Sewer Improvements - the wider area would benefit from a strategic assessment of surface water and sewer flooding being carried out, to identify opportunities to provide strategic infrastructure improvements.

1.14 Air Quality and Odour and Acoustics

A desk top review of the air quality issues was undertaken to inform the masterplan for the RREA, described in detail in the technical appendices. This identifies key potential constraints to the Masterplan Area as follows:

- The site has Air Quality Management Area designation;
- Emissions from vehicles using the A13 to the north, likely to result in high annual mean NO₂ concentrations nearby
- Odour from the Beckton STW to the southwest.

AIR QUALITY

In the absence of air quality monitoring, data provided from the LAEI provides the best source of information regarding air quality in the Masterplan Area, which shows that annual mean NO₂ concentrations in the northernmost part of the Masterplan Area in particular were a potential constraint and therefore residential development should not be located here in the masterplan. The redevelopment of the Thames Rd area to include less industrial and more residential provides an opportunity to reduce transport and operations emissions from industrial uses here, which should have a beneficial effect on local air quality. The impact of any new residential development in terms of traffic emissions should be mitigated through a variety of measures including, the implementation of Travel Plans, Car Free status, provision of electric vehicle charging points, car clubs and encouraging the uptake of sustainable modes of transport and use of public transport etc.

ODOUR

A review of information regarding odour from Beckton Sewage Treatment Works (STW), including odour modelling and complaints data, has shown that few odour complaints have been made historically by existing local residents and whilst there is the potential for odour nuisance to occur across the Masterplan Area this will be greatest on the western side of the Masterplan Area. Consequently, the masterplan should seek to focus residential development to the eastern side of the RREA, along Thames Road, further away from Beckton STW. Beckton STW is extremely important to London's sewerage and is currently being upgraded as part of the Thames Tideway infrastructure project to cater for the forecast increase in sewer flows from future population growth, received from the Thames Tideway Tunnel and the Lee Tunnel. The 25km tunnel is due for completion in 2024. In preparation for this Beckton STW has had odour abatement works installed in 2014 at a cost of £67M to upgrade the primary sedimentation tanks with the installation of odour containment covers.

AGENT OF CHANGE

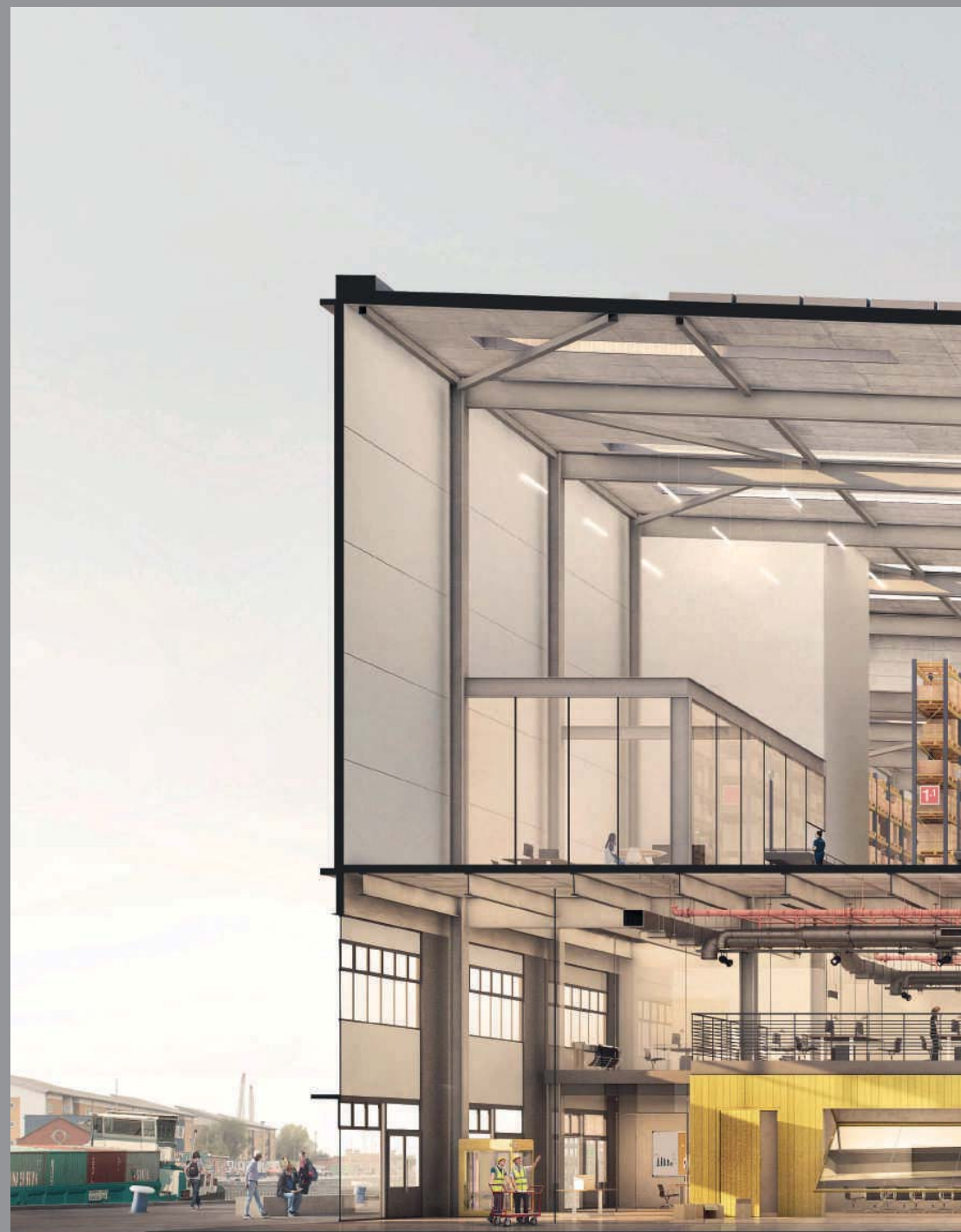
- Through the 'agent of change principal', the National Planning Policy Framework and the London Plan assign responsibility to developers to mitigate significant adverse effects on existing business, as a result of the introduction of new development. This is primarily to protect viability and potential growth of existing businesses from new nuisance complaints, including odour and noise. This means the following should apply to the masterplan, to address AOC issues.

- Location of new residential uses away from Beckton STW as above
- New industrial uses with potential to generate significant emissions to air should be located to the west, away from both existing and proposed residential dwellings.
- Cleaner industrial uses should be located in Thames Road, where they may be positioned near to proposed residential dwellings.
- Any new noise-sensitive development to be designed such that noise from nearby existing businesses are considered as part of the design.
- Strategic site layout of the masterplan should be designed to help provide acoustic separation for both existing sensitive receptors from new noise sources and new sensitive receptors from existing noise sources.
- It will help AOC issues if new industrial uses in the centre of Thames Road are proposed as planning class E (previously B1), meaning that less intensive (and less antisocially noisy) industrial uses should be directly adjacent to noise sensitive areas, and to provide buffering from the heavier/noisier industrial areas. This is a key approach within the design to manage noise at this early stage and subsequently guide compliance with Agent of Change and the new London Plan. This approach will help to reduce reliance on building sound insulation design to mitigate noise, which should be considered as the 'last-line-of-defence'.



Figure 40: Map showing odour concentration contours emanating from Beckton STW

2.0 River Road Employment Area Proposals



2.1 SPD Principles

The overall vision of the RREA SPD are to create a cohesive and sustainable mixed use district that allows the industrial working area to flourish and grow, delivers new homes for the borough and better stitches together the surrounding neighbourhoods. The guiding principles that will deliver this vision are outlined on these pages below.



Figure 41

PRINCIPLE 1

INTENSIFY INDUSTRIAL USE TO
RELEASE LAND

- Retain and increase the quantum of industrial/ employment floorspace through intensification
- Modernise the industrial base for the borough, provide a mix of sizes and types of unit to support a range of employment uses.
- Incorporate innovative typologies that intensify land use and optimise site potential, including multistorey industrial and co-located industrial and residential uses.



Figure 42

PRINCIPLE 2

DELIVER NEW HOMES

- Provide high quality, mixed tenure housing for local people and working Londoners
- Optimise use of available land to deliver maximum number of homes
- Incorporate a range of block typologies to suit the range of plots
- New massing to be designed to support improved streetscape



Figure 43

PRINCIPLE 3

CREATE A COHESIVE AND
SUSTAINABLE MIXED-USE COMMUNITY.

- New homes and new jobs to be near each other and stitched together
- Create a coherent, liveable and affordable mixed use neighbourhood
- Improve streetscape and active frontage to industrial and commercial plots
- Zoning and plot design to allow successful co-location.
- 'Bad neighbour' and agent of change issues to be mitigated.



Figure 44

PRINCIPLE 4

CONNECT LOCAL NEIGHBOURHOODS,
IMPROVE GREEN LINKS

- Promote north south connections across Thames Road to improve links between Barking Riverside and Thames View Estate / Castle Green.
- Improve connectivity from new train stations to existing and proposed residential neighbourhoods



Figure 45

PRINCIPLE 5
SUSTAINABLE TRAVEL & TRANSPORT

- Retain & improve vehicle servicing infrastructure to industrial plots
- Improve pedestrian and cyclist infrastructure
- Create a clear network of streets that support way-finding and prioritise pedestrian and cycle movement
- Support the functionality and character of industrial areas of the site with robust, hard-wearing and functional streets and spaces



Figure 46

PRINCIPLE 6
GREEN INFRASTRUCTURE & WORKING LANDSCAPE

- Create better links between existing green spaces and towards River
- Create additional pocket squares and gardens to support new mixed-use centre
- Improve Play provision, sports provision and running / walking trails
- Plant new trees and encourage vertical greening to moderate air quality and natural urban cooling and support 'plants for pollinators'
- Sustainable drainage systems
- Mimic site-specific ecology to inform new landscapes.



Figure 47

PRINCIPLE 7
ADAPTABILITY & FLEXIBILITY

- Allow plots to come forwards individually or grouped
- Provide flexible framework for growth rather than detailed design codes
- Support transformation slowly over time rather than all in one hit



Figure 48

PRINCIPLE 8
PLACEMAKING

- Create a legible identity and sense of place for Thames Road River Road area.
- Retain distinctive industrial character
- Strengthen riverside character
- Build on qualities of existing green 'post industrial' landscape to create character

2.2 Proposed Land Use and Character Areas

The proposed land zoning strategy for the masterplan is shown opposite on the facing page. Key moves that drive this are as follows

- Intensify Industrial floorspace in zone 5 in the centre of site, to release land for residential uses on Thames Road
- Thames Road re-zoned for co-location use and residential use, affording improved connectivity to existing residential areas to north and south of cross Thames Road
- This produces a gradation from heavy/ dirty industrial in the West through to cleaner/ lighter industrial and co location to residential in the East, helping to buffer and mitigate industrial traffic.
- Strengthen and create new pedestrian/ cycle routes N-S across Thames Road and the Ripple waterway to connect surrounding areas
- Co-location zone buffers residential area from industrial, creates distinct character areas with gradation along length of Thames Road
- Provide New / Improved green spaces along Thames Road
- Strengthen and create new green links E-W across River Road area, towards River Roding - supports future river edge walkway
- Retain protected wharfs and allow low density river edge uses to remain in position
- This Strategy is deliverable in phases

This zoning strategy will create 5 distinct character areas within the masterplan as follows



Figure 49



Figure 50



Figure 51

ZONES 1, 2 & 3 RIVER FRONTAGE

INDUSTRIAL

Industrial uses retained, with different frontages of the Rivers, A13 and River Road. Mainly Larger shed units. Some plots suitable for new large scale stacked industrial intensification. Protected wharfs retained for existing large scale, heavy goods, open yard uses such as batching, aggregates and recycling. In future as values increase it may be possible to develop wharf sites in Creekmouth for co-located industrial and residential use, linking to residential river front sites to the east.



Figure 52

ZONE 4 - STANDARD INDUSTRIAL

Standard industrial sheds, typically single storey estates of mid box and Big Box units. Generally there is better quality existing stock in this area. Some intensification likely to follow in later phases generally on northern plots.



Figure 53

ZONE 5 - INTENSIFIED INDUSTRIAL

CENTRE

Focus for intensification of industrial space throughstacked industrial developments, accomodating all units type including Big Box/ distribution, Mid Box, medium sized SME units, and flatted factory buildings. Some standard ground floor industrial retained.



Figure 54

ZONE 6 - CO-LOCATION ZONE

New mix of residential, industrial and commercial uses. Industrial to be smaller scale, cleaner type E uses complementary with housing. Co located, multistorey developments, with new connections to open spaces and neighbouring communities. A new neighbourhood centre is created, focused around the middle of Thames Road and the public space of the key north-south link at the east end of the colocation zone.



Figure 55

ZONE 7 - RESIDENTIAL & EDUCATION

New mainly residential zone, also incorporating education uses, community spaces, shops and other amenities. Focussed around Thames road and the key north-south route, with new connections to open spaces and neighbouring communities. Typically, multistorey development, with residential accommodation in both zone 6 & 7 likely to be predominantly apartments with accessible roof terraces and balconies. New schools may be freestanding or collocated in mixed use residential blocks.

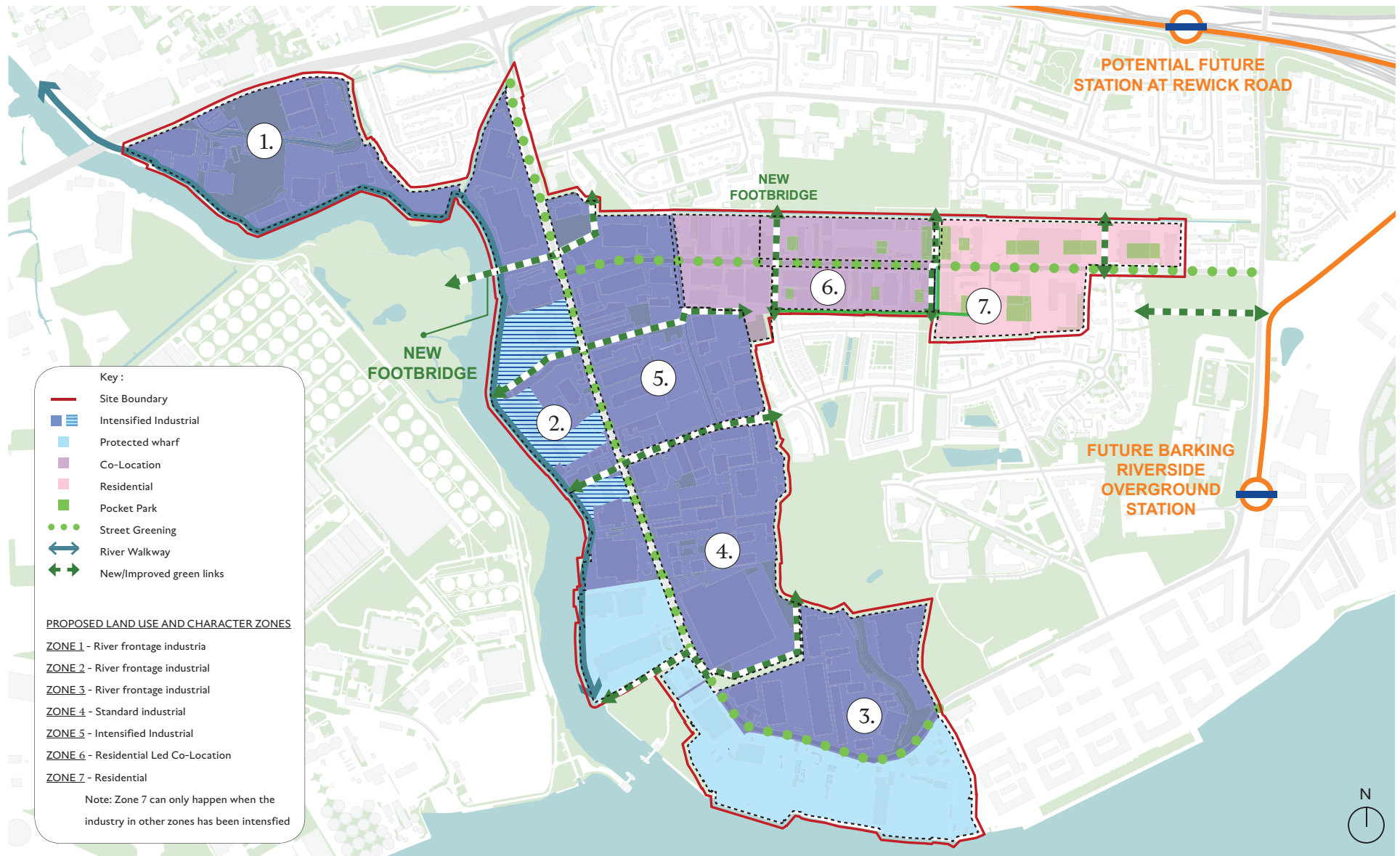


FIGURE 56: LAND USE AND CHARACTER AREAS PLAN

2.3 Industrial Floorspace Strategy and Phasing

During the masterplan feasibility stage, our floorspace and zoning schedule was used to model and quantitatively assess different land zoning and intensification scenarios, outputs from which are included within the appendices as the ‘Scenario Testing Design Development Pack’. The preferred outcome of this process is the industrial floorspace scenario shown here, which underpins the masterplan land zoning strategy, which essentially seeks to intensify industrial uses within the centre of site (shown in yellow) in order to release land for co-location uses in the centre of Thames Road (shown in purple) and residential use in the eastern part of Thames Road (shown in pink).

The industrial intensification strategy is proposed in 3 phases of notionally a decade each, illustrated here, with an increasing amount of total industrial floorspace being provided within each phase, to be achieved through the development of industrial plots in the centre of the site as new multistorey industrial buildings (plots shown in yellow). In order to achieve the plot development ratios required on the intensified industrial plots to support this overall strategy, multistorey industrial typologies will be required. There are various different types of these buildings which provide different types of industrial space, as illustrated in the examples below and in standard industry guidelines such as the Mayor’s ‘Industrial Intensification Primer’. Each type would typically achieve varying plot development ratios, ranging from around 100% for stacked ‘big box’, to 150% for stacked ‘SME’, to up to 250% for multi storey ‘flatted factory’, as compared to a typical 35-45% plot development ratio for modern single storey industrial developments. These multi-storey typologies are relatively new within the UK and currently seen as relatively risky by the majority of private investors, but are a fast growing sector that seems likely to become much more commonplace in the next 5-10 years.

Each of these phases would have an equivalent phased landscape infrastructure strategy, described in section 2.4.

MODERN LOW RISE

Single storey new build light industrial estate



Figure 57: SEGRO Park Dagenham - Plot 3 (2023)

BIG BOX

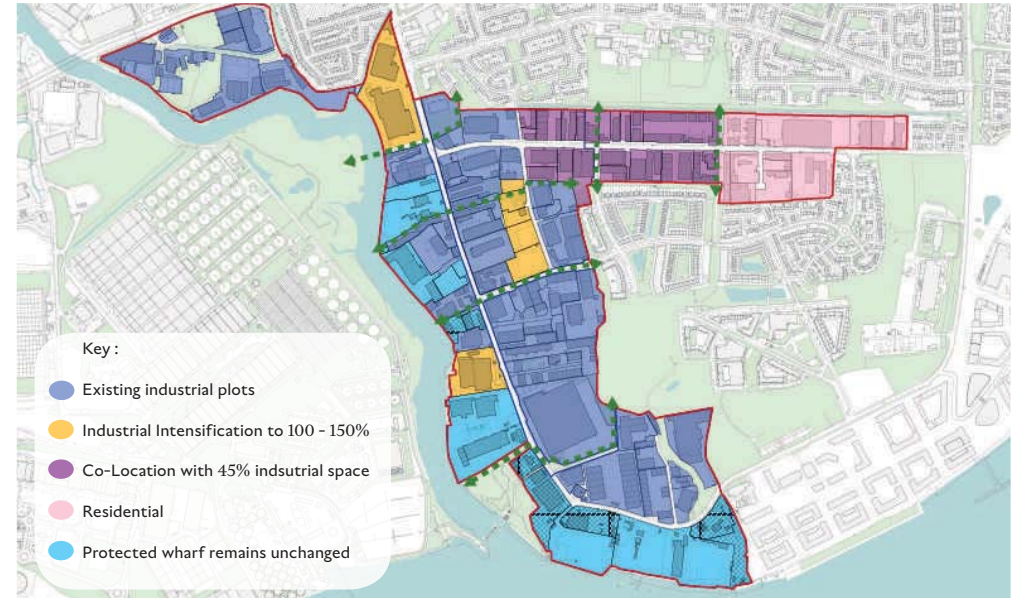
Multistorey/Distribution, with HGV ramps/raised decks



Figure 58: X2 Hatton Cross(2008), Heathrow

FIGURE 59: PHASE 1 - 2020-2030

INDUSTRIAL FLOOR SPACE = 350,000 SQM GIA “NO NET LOSS”

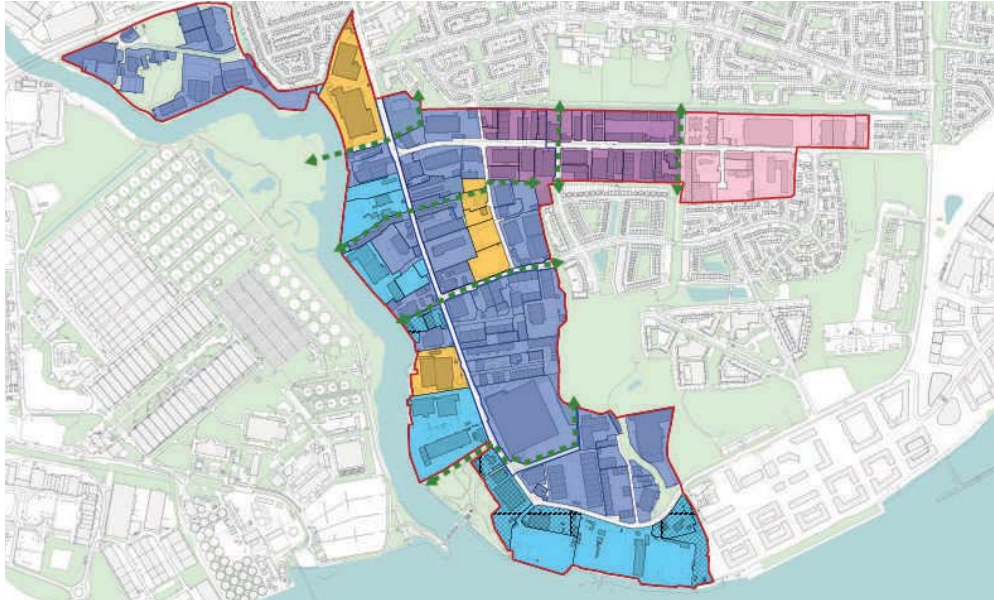


- The most significant phase to achieve, delivers ‘No Net Loss’ figure of circa 350,000sqm industrial floorspace.
- The straightforward phase to deliver, in that strategy requires only sites already owned by BeFirst in zones 1, 2 and 5 to be developed as stacked industrial.
- This scenario assumes these stacked industrial sites are developed at 100-150% plot ratio, and would deliver a mix of different sizes/types of industrial units to include Big Box, SME and flatted factory.
- Centre of Thames Road developed as Colocation at 45% industrial plot ratio
- West of Thames Road becomes residential zone, with no industrial floorspace
- Key public realm improvements delivered to support initial transformation of area.
- New Barking Riverside station comes online.

Zone	Total Existing Site Area (m ²)	Total Existing Industrial Site Area GEA (m ²)	Total Existing Industrial Floor Area GEA (m ²)	Total Proposed Industrial Floor Area GIA (m ²)	Total Proposed Residential Floor Area GIA (m ²)	Target Plot Ratio of Industrial (overall)
1	73744	62827	25249	25131	0	40%
2	184212	184212	77123	132653	0	58%
3	183133	179438	51391	53831	0	30%
4	121936	121936	53889	54871	0	45%
5a	129835	129835	47634	131133	0	50%
5b	38636	38636	18393	17000	50413	44%
6a	61723	61723	39255	27158	129343	44%
6b	85192	70330	35693	0	123827	0%
Total	878410	848937	348627	349752	303582	41%

FIGURE 60: :PHASE 2 - 2030-2040

INDUSTRIAL FLOOR SPACE =440,000 SQM GIA “INTERMEDIATE”

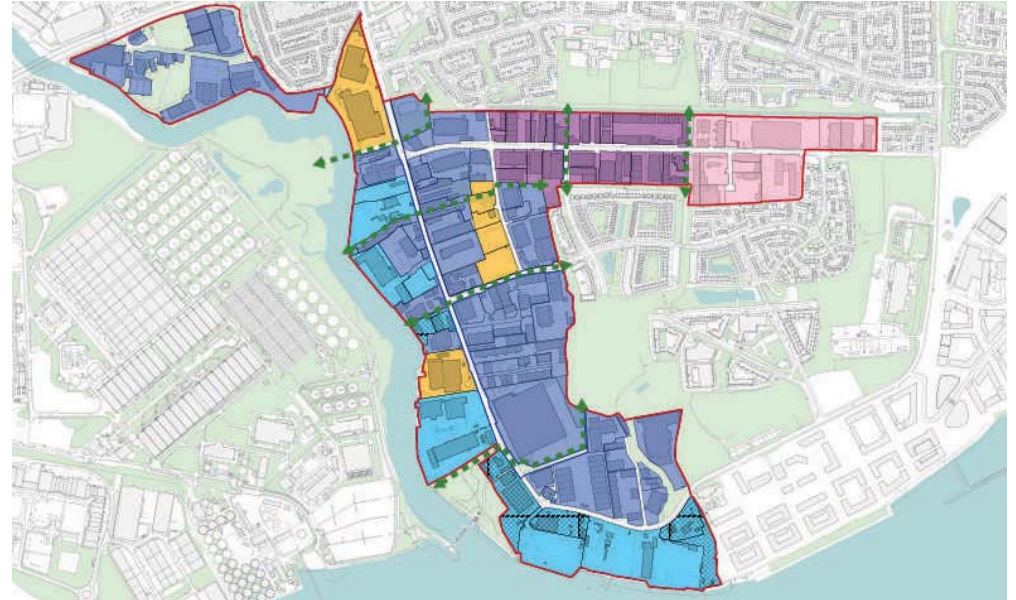


- Delivers increased area of circa 440,000sqm industrial floorspace, as more sites within central zone 5 are developed as stacked industrial
- Delivery strategy requires sites not currently owned by BeFirst to be developed as stacked industrial. Anticipated to happen organically as the London market for these types of development matures and the area improves
- New residential and colocation zones now fully established, supporting commercial growth in the area.
- This scenario assumes these stacked industrial sites are developed at 100-150% plot ratio, and would deliver a mix of different sizes/types of industrial units to include Big Box, SME and flatted factory.

Zone	Total Existing Site Area (m ²)	Total Existing Industrial Site Area GEA (m ²)	Total Proposed Industrial Floor Area GIA (m ²)	Total Proposed Residential Floor Area GIA (m ²)	Target Plot Ratio of Industrial (overall)
1	73744	62827	25131	0	40%
2	184212	184212	132633	0	72%
3	183133	179438	53831	0	30%
4	121936	121936	54871	0	45%
5a	129835	129835	131133	0	101%
5b	38636	38636	17000	50413	44%
6a	61723	61723	27158	129343	44%
6b	85192	70330	0	123827	0%
Total	878410	848937	441757	303582	52%

FIGURE 61: PHASE - 2040-2050

INDUSTRIAL FLOOR SPACE = 560,000 SQM GIA “0.65 GLA TARGET”



- Delivers increased area of circa 560,000sqm industrial floorspace, achieving the GLA aspirational 0.65 ratio for the whole SIL, as the long term vision for the area.
- All sites within central zone 5 and some adjacent sites in zones 1, 2 and 4 developed as stacked industrial.
- Anticipated that London market for these types of intensification development now well established and SIL area very significantly transformed.
- This scenario assumes these stacked industrial sites are developed at 100-150% plot ratio, and would deliver a mix of different sizes/types of industrial units to include Big Box, SME and flatted factory.

Zone	Total Existing Site Area (m ²)	Total Existing Industrial Site Area GEA (m ²)	Total Proposed Industrial Floor Area GIA (m ²)	Total Proposed Residential Floor Area GIA (m ²)	Target Plot Ratio of Industrial (overall)
1	73744	62827	55288	0	88%
2	184212	184212	130791	0	71%
3	183133	179438	53831	0	30%
4	121936	121936	97549	0	80%
5a	129835	129835	181769	0	140%
5b	38636	38636	17000	50413	44%
6a	61723	61723	27158	129343	44%
6b	85192	70330	0	123827	0%
Total	878410	848937	563385	303582	66%

2.4 Landscape and Ecology

Landscape vision principles for the masterplan are as follows:



Figure 62

CONNECTIVITY

- Create a well-connected neighbourhood which promotes walking and cycling through the delivery of a network of Green Links and pedestrian-friendly streets, to connect users with public green spaces, strategic cycle routes, and key destinations
- Links should prioritise pedestrians and cyclists to promote, sustainable transport, reduce pollution and protect wildlife.



Figure 63

BIODIVERSITY AND ECOLOGY

- Protect and enhance sites of ecological importance and deliver new biodiverse landscapes. Green Links to act as wildlife corridors between existing habitats.
- Sufficient planted buffers should be created between routes and habitat areas, Lighting design should mitigate any adverse effects on wildlife
- Habitats and species that support the LBBD Biodiversity Action Plan should be prioritised.
- Where feasible, developments should incorporate biodiverse green roofs and living walls.



Figure 64

BLUE INFRASTRUCTURE AND SUDS

- Existing watercourses, tributaries and ditches should be protected and enhanced, and should inform the layout Green Links where possible.
- Where feasible developments should prioritise Sustainable Drainage Systems (SuDS) in landscaped areas.
- Where existing watercourses or ditches are culverted or buried, opportunities should be sought to naturalise these through de-culverting and 'daylighting'.

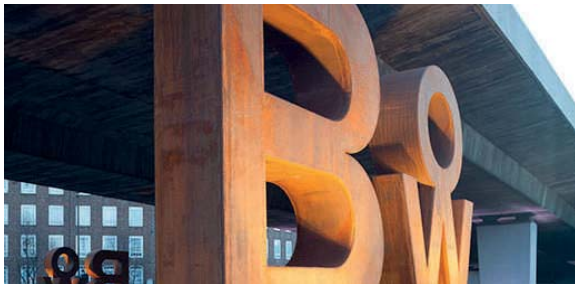


Figure 65

LANDSCAPE CHARACTER

- The landscape to promote a strong sense of place, building on the site's history and industrial character in the use of materials, furniture, signage and public art; a robust, functional materiality and scale enough to 'stand up' to the industrial setting.
- The site's history is bound with water, to be emphasised through the incorporation of water features, public art and interpretive signage.
- Soft landscape should be naturalistic, biodiverse and compliment the industrial built form



Figure 66

AMENITY

- The masterplan should deliver public spaces that are attractive, safe and provide opportunity for a variety of uses for a wide demographic of users.
- Amenity spaces should be well overlooked and predominantly green in character.
- Play and playable space should be provided in line with Local Authority requirements.



Figure 67

PHASING AND DELIVERY

- Landscape infrastructure should be prioritised within early phasing and delivery to signify change
- Elements within Council ownership should be prioritised and fast-tracked where feasible and be aligned with forthcoming development.
- Meanwhile uses and temporary landscapes to be considered to provide enhancement and community interaction during construction.



FIGURE 68: LANDSCAPE INFRASTRUCTURE VISION PLAN

2.5 Landscape Infrastructure Phasing

Improvements to Landscape and public realm are also envisaged to be delivered in a phased approach, with the most urgent or simpler items first, and the longer term, more complex or aspirational elements to follow in future years.

Placement of new green links, features and spaces are shown in the preferred locations to suit the overall spatial vision of the masterplan, however it is understood that in delivery some of these may have to move or flex to suit local design conditions, plot availability, sequence of development and other constraints that become apparent over time. The intention is that the masterplan is not reliant on any one individual move but that the quality and permeability of the area will build incrementally as these are added over the next 20-30 years.

Proposals for each landscape phase are as listed here beneath each plan:



FIGURE 69: LANDSCAPE INFRASTRUCTURE: PHASE ONE

- ① Enhancements to Thames Road: removed/reduced on-street parking, designated cycle lanes, improved footways and surfacing, street trees / greening
- ② New north-south green links and streets: promote north-south connectivity between Thames View, Ripple Greenway, Thames Road and Barking Riverside, prioritising pedestrian and cyclists. New footbridges over the 'Thames View Ditch'
- ③ Enhancements to River Road (northern section): removed/reduced on-street parking, designated cycle lanes, improved footways and surfacing, street trees / greening
- ④ Enhancements to Long Reach Road / Creek Road / Crossness Road: reduced on-street parking, designated cycle lanes, improved footways,, street trees / greening
- ⑤ Public route and access to the River Roding at the Welbeck Wharf development site. Potential public amenity space with river views
- ⑥ Public route and access to the River Roding at the early-phase development site. Potential public amenity space with river views
- ⑦ New public green spaces brought forward as part of residential and co-location development plots. Provision of amenity, play, biodiversity and SuDS where appropriate
- ⑧ East-west link offering alternative to route Thames Road with pedestrian/cycle priority. Biodiversity enhancements to existing planted buffer to the north of Barking Riverside

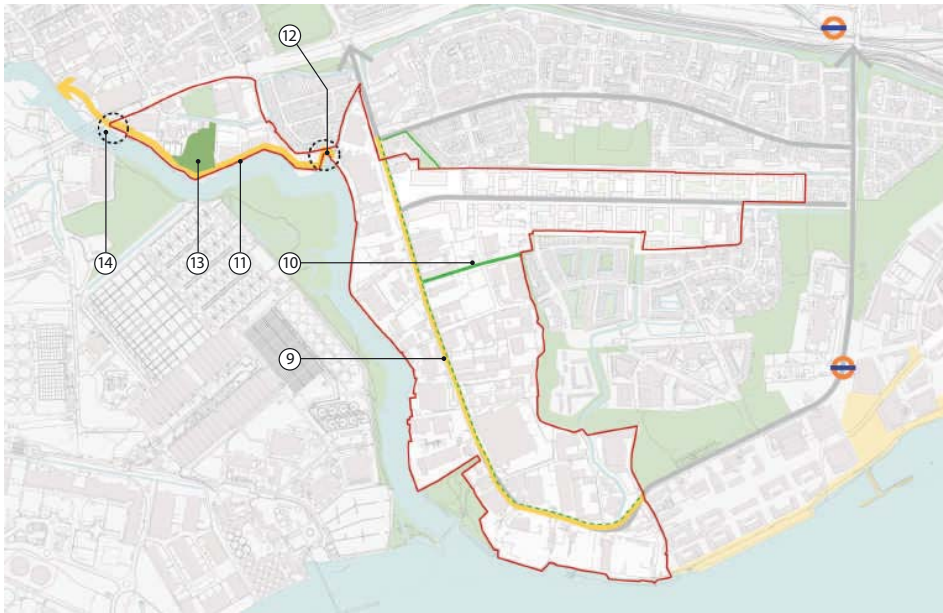


FIGURE 70: LANDSCAPE INFRASTRUCTURE: PHASE TWO

- ⑨ Enhancements to River Road (Central and Southern sections): removed/reduced on-street parking, designated cycle lanes, improved footways and surfacing, street trees / greening
- ⑩ New east-west green link connecting River Road to Lawes Way
- ⑪ Riverside Walk (northern section): a publicly accessible river walk connecting Thames Road / River Road to Barking Town Centre, linking with the existing riverside walk west of the A13 underpass
- ⑫ New Footbridge over the Mayes Brook, connecting to Riverside Walk (North) and Welbeck Wharf site
- ⑬ Protect, enhance and expand Gascoigne Road Pumping Station SINC. Ecological and habitat enhancements with improved maintenance. Potential for southern / expanded tip to provide public green space along riverside walk with south-facing aspect
- ⑭ Improved access, public realm, lighting and way-finding to the A13 underpass, linking to existing riverside walk to the west

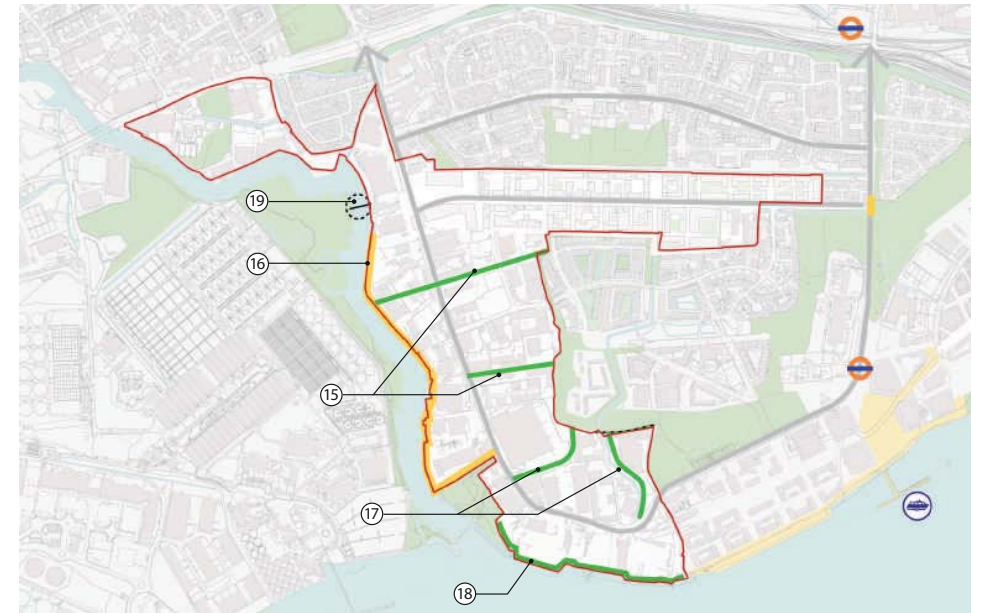


FIGURE 71: LANDSCAPE INFRASTRUCTURE: PHASE THREE

- ⑮ East-west green links connecting Barking Riverside green spaces and Buzzard's Mouth Creek SINC to the River Roding. Wildlife corridor and pedestrian/cycle route.
- ⑯ Riverside Walk (central section): a publicly accessible river walk connecting Thames Road / River Road to Barking Town Centre, linking riverside walk sections delivered in earlier phases
- ⑰ North-south green links connecting Barking Riverside green spaces to River Road. Ecological enhancements to Buzzard's Mouth Creek SINC. Wildlife corridors and pedestrian/cycle route
- ⑱ Ecological enhancements to the riverside edge at Creekmouth. Potential to create continual pedestrian / cycle link between Barking Riverside waterfront, River Roding Walk and Barking town centre
- ⑲ New footbridge across the River Roding, providing access to Beckton Creekside Nature Reserve and areas / facilities to the southern edge of the Roding

2.6 Transport and Movement

One of the key aims of the masterplan in the short and longer term is to improve permeability, connectivity and legibility, particularly for sustainable transport modes. North-South links in particular are proposed to be improved as described in the landscape infrastructure strategy. These are proposed to be primarily pedestrian and cycle priority, and will give better connectivity between Thames View, Thames Road and Barking Riverside. Thames View forms a local district centre to the north, whilst Barking Riverside to the south will form a major new destination with London Overground Rail station, retail, parks, leisure amenities and access to the River Thames. Thames Road will form a key link between these destinations, whilst forming a new piece of neighbourhood in its own right. Alongside River Road and Renwick Road, Thames Road provides a main vehicle artery through the area, acting as a servicing road for industrial plots with a high level of HGV activity. The masterplan proposes to strike a balance between such industrial servicing requirements and an improved pedestrian / cycling experience that is more in-keeping with a residential neighbourhood. This is described in more detail in section 5.

The creation of more sustainable living and working opportunities are reflected in the Mayor's Transport Strategy 2018 through seven key transport principles of Good Growth. Detail on how the RREA masterplan aims to deliver these is given in the transport note in the technical appendices, a summary of key strategic moves is as follows:

- **Cycle Routes:** Cycle lanes are to be introduced on River Road and Thames Road. These designated cycle lanes should link with existing cycle lanes on Renwick Road to the east, and potential future cycle lanes on River Road to the west. In addition to segregated cycle lanes, informal designated cycle links will be encouraged along streets and green links, providing alternative routes throughout the area away from busy roads. An existing TfL Cycleway connecting Barking to Ilford is located along a section of Thames Road between the Ripple Greenway bridge and Marine Drive. The masterplan movement framework should be delivered to align with this strategically important Cycleway route.
- **Street Greening:** Currently there is very limited street greening. Street trees are proposed to be provided within public highway land where constraints allow on Thames Road, River Road, Creek Road and Longreach Road. Where

not feasible within public highway, street greening and street trees should be provided as part of plot development to improve air quality and visual amenity.

- **Road Widths:** Carriageway widths are to be reduced from circa 9.5m width to circa 7.3m on Thames Road and River Road to support the street greening and reallocation of highway space towards more active modes. The junction between Thames Road / Renwick Road is to be improved to promote better east-west movement between Thames Road and Pylon Park (to be delivered as part of Barking Riverside)
- **Car Parking:** On street parking is proposed to be removed or greatly reduced on Thames Road, River Road, Creek Road and Longreach Road with the use of new Controlled Parking Zones where required.
- **New Residential developments** are to be principally 'Car-lite', with a maximum provision of c 0.3 spaces per dwelling inclusive of accessible parking. Car parking for industrial developments should adhere to the Intend to Publish London Plan and provide within plot.
- **To support the transition** from the existing car-heavy condition to a greener future, a temporary multi storey car park is proposed to be located on a council owned site on Thames Road.
- **Accessible Design:** Accessible car and cycle parking is to be provided in accordance with ITP London Plan requirements. Cycle parking facilities and access will be designed in accordance with the London Cycle Design Standards. All new elements of the masterplan will be wheelchair accessible at ground level, with lifts providing connections to all other floors.
- **Efficient Freight:** Anticipated servicing and delivery vehicles have been accounted for in the design of sites and infrastructure along River Road and Thames Road whilst on-plot space will ensure that appropriate space and facilities have been provided for freight. Retention of all Safeguarded Wharves within the area will ensure that freight by river is maximised. In any case a detailed Delivery and Servicing Plan will be produced for each individual site as it comes forward.

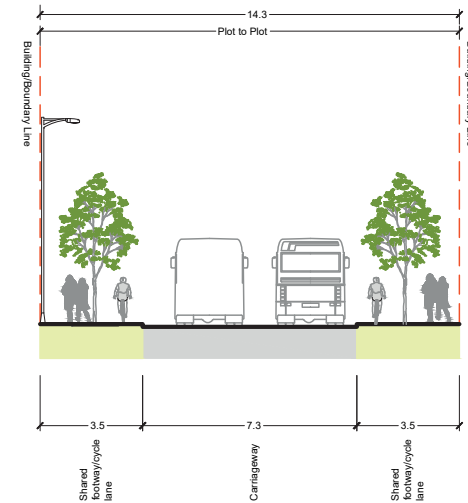


Figure 72: Thames Road: Future Improvements

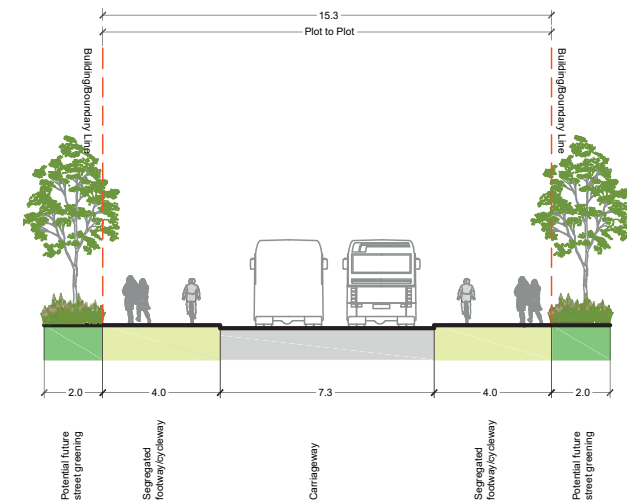


Figure 73: River Road: Proposed Section

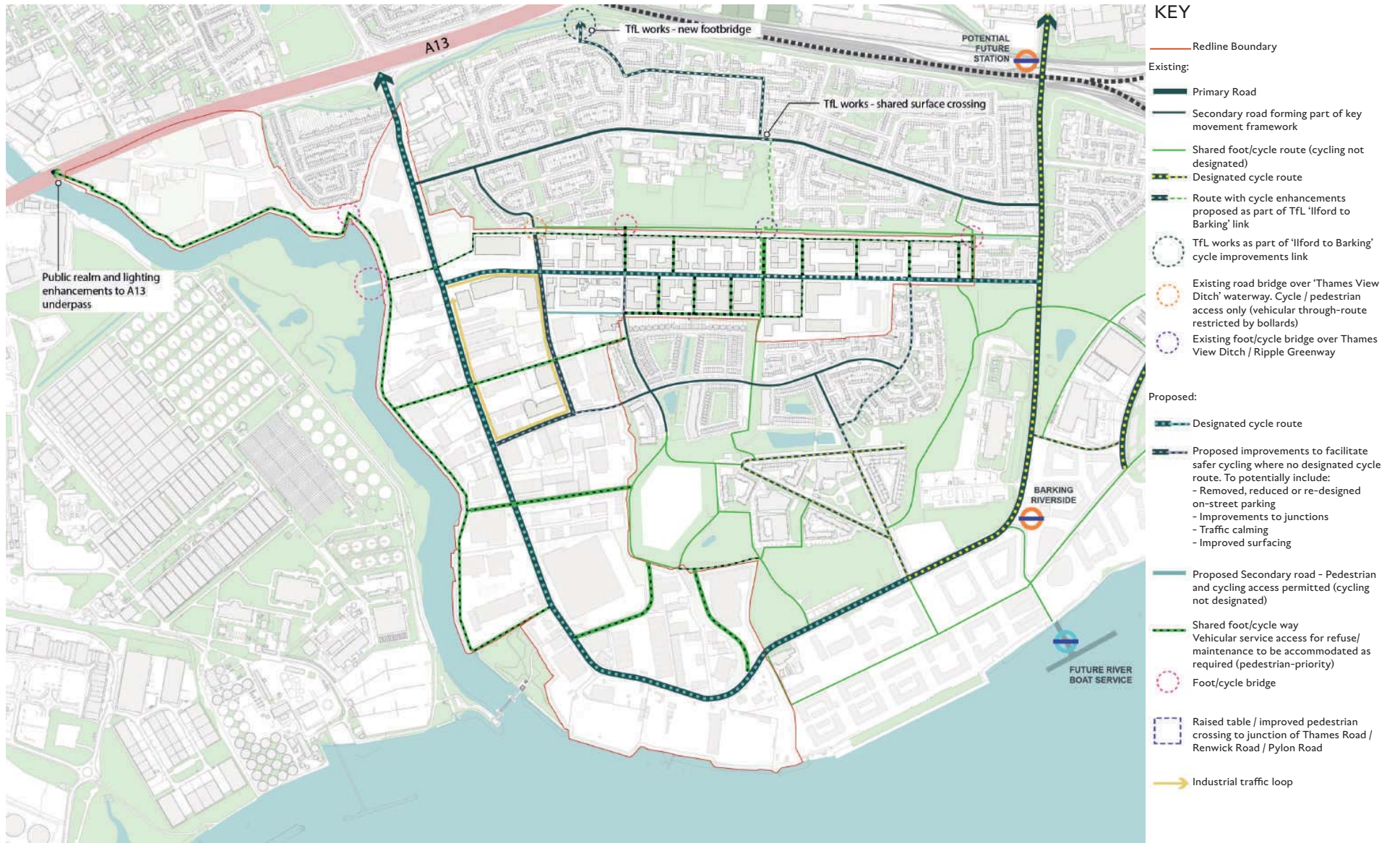


FIGURE 74: MOVEMENT: EXISTING, PROPOSED, AND FUTURE OPPORTUNITIES

3.0 Thames Road Master Plan Proposals

3.1 Thames Road Zoning and Character Areas

The area proposed to undergo the most radical, wholesale transformation within the RREA is Thames Road itself, and as such this third chapter of the SPD report focusses on a more detailed masterplan strategy for Thames Road and the blocks immediately adjacent. Thames Road will remain the main service artery to serve this central section of the masterplan, and the move towards ultimately making its eastern end purely residential and the western end purely industrial will result in 3 distinct Character Areas along Thames Road, each of approximately 500-600m long. The three Character Areas will comprise, a new intensified industrial zone adjacent to River Road; a central section of co-located industrial and residential use, and a purely residential area towards Renwick Road in the east.

The character of the central section of Thames Road with the proposed co-location of residential and industrial space was viewed as potentially quite challenging, with the need to define the type of industrial space offer; organize and manage vehicular and pedestrian flows and establish the main infrastructure moves. Key to this, and to the resulting character of this section of Thames Road is the nature of the industrial offer, in terms of space provided and the level of servicing required.

The total quantum of existing industrial floorspace to be provided in the central Thames Road section is c.58,000m². In order to intensify and co-locate to approach this target area, the industrial space needs to be accommodated over 2 levels. Two main options for the central co-location section emerged and were studied in detail; the first was led by the type of industrial offer which followed the lines of the current B2 general industrial offer and user group, which requires heavier vehicle servicing and access with large support yards. The second option was led more by the requirements of the residential uses to make a viable residential neighbourhood and moved away from B2 to provide more cleaner B1 type space (new Use Class E) with lighter servicing requirements and lighter vehicle servicing and access.

Plot testing and logistics studies demonstrated that it would be extremely difficult to create a credible residential neighbourhood without a move towards cleaner industrial uses more compatible with residential use. It would also prevent Thames Road having cycle ways and improved greening due to the dominance of HGV traffic and large open yard areas required by B2 Use Class for general industrial uses. The urban scale and grain of the unit sizes in the B2 Use Class is also larger, and not totally compatible with being on more than one level. The quantum of industrial space required would demand much of the ground floor area, putting pressure on residential amenity space and compromising the location of residential entrances.

The masterplan therefore recommends adopting an industrial strategy more compatible with residential uses for the central co-location zone on Thames Road, and proposes changing the scale and nature of the existing industrial space to cater for mainly B1-type cleaner uses throughout, which under the new Use Class Order will be covered by Class E, Commercial, Business and Service, which will sit better alongside residential uses. The reduction in space appropriate for B2/B8 industrial/warehouse uses on Thames Road will over time be re-allocated to other zones within the SIL area so that overall these uses are still adequately provided for. In order to allow some flexibility in the residential infrastructure and allow for pocket parks and

other residential based amenity spaces, the masterplan zoning also allows for a slight reduction in industrial space in this central co-located section from the existing c.58,000m² to c.44,000 sqm, and this c.14,000 sqm difference will be made up in the more intensely developed central industrial sections of the masterplan, to deliver no net loss overall.

This transition to cleaner industrial and residential co-location will be implemented incrementally and evolve over time, starting with an immediate improvement in controlled carparking and a move away from HGV's in the short-medium term (5-10 years) to smaller vehicles in the medium longer term (10-20 years). The move to cleaner industrial uses will allow a transformation in character along Thames Road; lighter, van-based servicing with smaller service yards will enable the carriageway width to be reduced, to allow the introduction of designated cycleways and street greening. The eventual character will be closer to that of a mixed-use urban neighbourhood such as say Clerkenwell or Hackney, with residential entrances interspersed with other street fronting activities such as studios, shops and making spaces.

The new courtyard spaces within co-location and residential blocks will have the ability to act as shared general street spaces with enhanced landscaping and greening, improving permeability and presenting views deeper into blocks. There will be clear but subtle transition zones between each Character Area, expressed in the architecture and reinforced by the landscape crossing points, so that there is a rich evolution of the building types along the journey down Thames Road; from a purely employment district at River Road, through a mixed-use employment and residential area, into a purely residential neighbourhood connecting with Renwick Road.

COMMUNITY INFRASTRUCTURE

The following community infrastructure spaces are proposed to be provided within the Thames Road masterplan area:

- Existing City Farm school site, currently in use as SEN school, retained as education use
- New school sites (potentially 1x3FE primary school and 1x10FE secondary school) to be located in eastern end of residential zone, on north side Thames Road close to existing footbridge link to Ripple Green space, to allow safe and easy access to this as play space. Sites and numbers not yet defined.
- New shops, dentists, gyms, nurseries, offices etc to be accommodated within smaller commercial units facing onto Thames Road and key north south public routes.
- New temporary Multi Storey Car Park on LBBB owned site south of Thames Rd, serving business and residential needs.
- Existing community space 'The Warehouse' retained and rehoused within same plot, as part of redeveloped mixed use block.
- Existing churches currently operating out of industrial units to re-accommodated in new spaces, if feasible, as part of mixed-use blocks within co-location zone. Ideally these hall spaces should be shared and double up for hireable community uses when not in active use by church.


The new masterplan zoning creates 3 distinct character areas along the length of Thames road, as shown on the illustrative plan below. Note that all plans in this part of the report are illustrative only and show a possible layout to illustrate the principles of the masterplan, rather than a fixed design proposal for any given plot.

1. INTENSIFIED INDUSTRIAL ZONE 

At the west end of Thames road, from the junction with River road to the junction with Creek road. This zone houses taller, multi-storey industrial buildings, with heights up to 20-40m where appropriate, with varied typologies aimed at providing a balance of smaller, medium and large industrial units to suit different users.

2. CO-LOCATION ZONE 

In the centre of Thames road, with a mixture of residential and industrial uses combined either within single blocks, or side by side and incorporating both podium and shared yard landscaping strategies to suit plot constraints. Industrial uses will typically be cleaner, class E type, with smaller unit sizes, to suit co-location, and arranged over ground and first floors to achieve floorspace requirements on each plot. This zone also houses a temporary multi-storey car park.

3. RESIDENTIAL ZONE 

At the east end of Thames road. Blocks of primarily residential use with some commercial and community spaces at ground/first floor, with green landscaped amenity. This zone would also accommodate any new schools required for the new neighbourhood - final sites and numbers for new schools are not yet fixed, but may include one 3FE primary school and one 10FE secondary school in addition to the existing City Farm SEN school site.

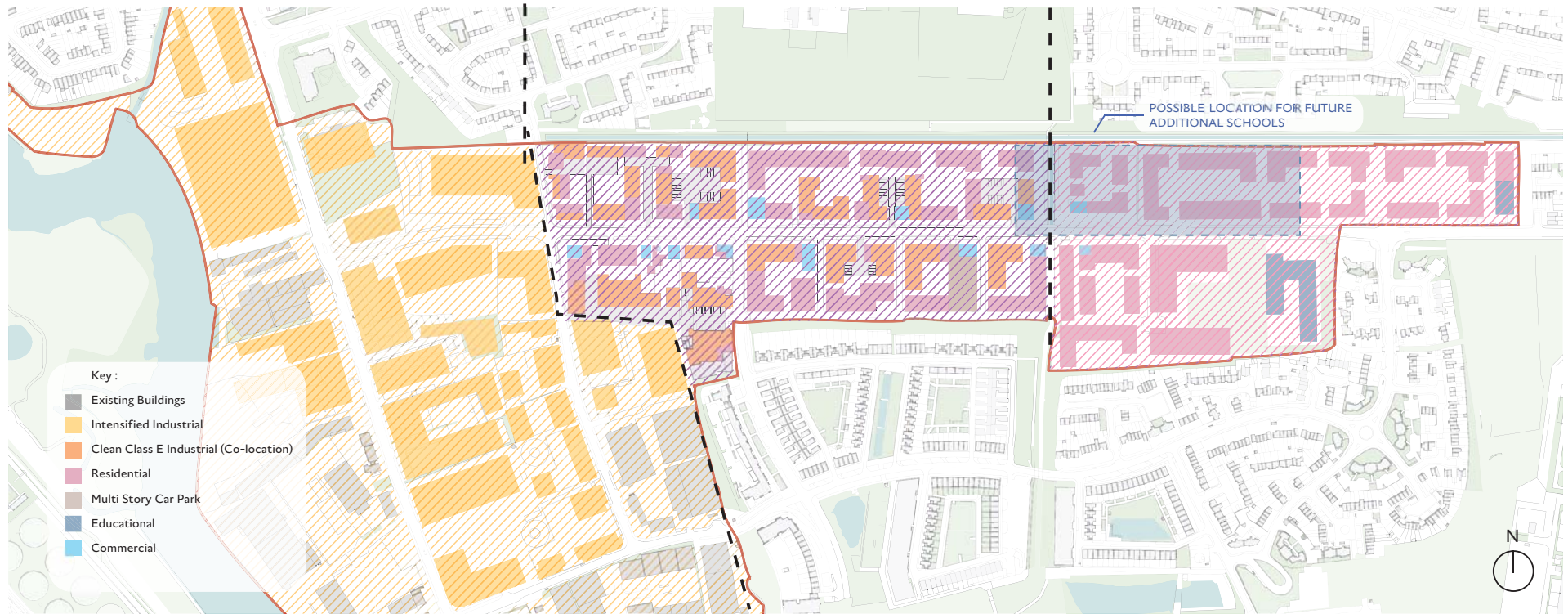


FIGURE 75: THAMES ROAD ZONING AND CHARACTER AREAS DIAGRAM

3.2 Routes and Active Frontages

In order to support the transformation of the character of Thames Road, the masterplan aims to maximise active frontage on key routes, and the following design guidance should be applied to plots being developed:

- All new developments should have active frontage with high quality facades onto Thames Road itself, and onto other main public routes such as the key north-south links across the Ripple. This also applies to central blocks in the co-location zone, on north side of Thames Road, where the northern facades facing onto the Ripple Green Space should be active and of high quality addressing the large green space.
- This active frontage should provide interest, animation and overlooking and should include windows, pedestrian entrances, commercial and industrial ‘front of house’ spaces, good quality signage. This applies primarily to ground and first floors, but also to floors above in terms of quality, windows, animation of facades
- Within the co-location section developments are encouraged to have a variety of uses fronting onto Thames Road, including residential, commercial and industrial.
- Both collocation and residential block designs are encouraged to minimise servicing elements (eg vehicular yards, parking, service entrances, refuse stores etc) on Thames road and locate these onto side streets or within blocks.
- It is acknowledged some co-location plots may require limited commercial servicing bays on Thames road to maintain separation of commercial vehicles and residential landscape.
- Building facades on Thames road should typically be set back 3-4m from back of pavement as per the existing condition. This frontage zone should be open to Thames Road, so that security line is provided by building frontage rather than fencing. It should be landscaped to a high quality, and where possible incorporate features such as trees or soft planting to provide street greening, permeable surface to support suds, small public spaces with benches to sit or pause, cycle parking, disabled/taxi drop off bays and/or limited commercial loading bays, if required.

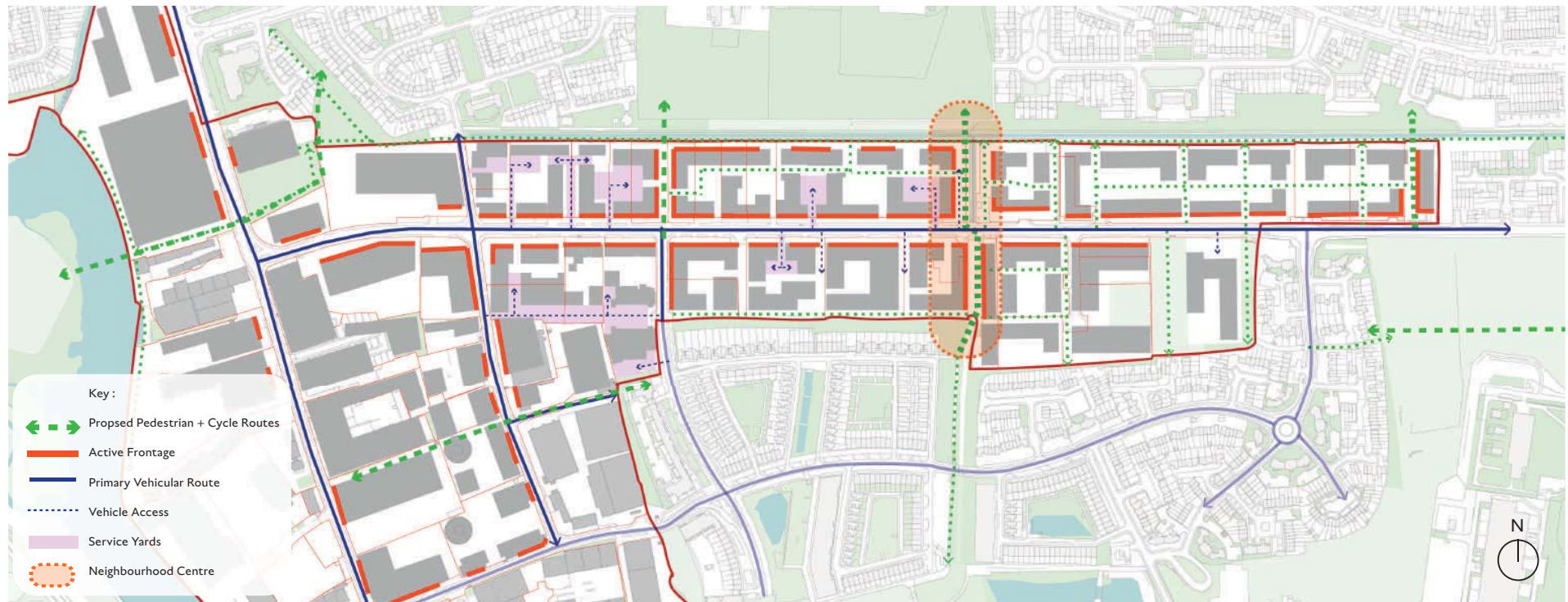


FIGURE 76: ACTIVE FRONTAGES AND KEY ROUTES DIAGRAM

3.3 Servicing and Routes



FIGURE 77: ACCESS AND SERVICING DIAGRAM

KEY

- Redline Boundary
- | | | |
|---|---|---|
| <p>Existing:</p> <ul style="list-style-type: none"> — Primary Road — Secondary road forming part of key movement framework — Shared foot/cycle route (cycling not designated) — Designated cycle route - - - Route with cycle enhancements proposed as part of TfL 'Ilford to Barking' link TfL works as part of 'Ilford to Barking' cycle improvements link Existing road bridge over 'Thames View Ditch' waterway. Cycle / pedestrian access only (vehicular through-route restricted by bollards) Existing foot/cycle bridge over Thames View Ditch / Ripple Greenway | <p>Proposed:</p> <ul style="list-style-type: none"> — Designated cycle route — Proposed improvements to facilitate safer cycling where no designated cycle route. To potentially include: <ul style="list-style-type: none"> - Removed, reduced or re-designed on-street parking - Improvements to junctions - Traffic calming - Improved surfacing — Proposed Secondary road - Pedestrian and cycling access permitted (cycling not designated) — Shared foot/cycle way with Vehicular service access for refuse/maintenance to be accommodated as required (pedestrian-priority) Foot/cycle bridge | <ul style="list-style-type: none"> Raised table / improved pedestrian crossing to junction of Thames Road / Renwick Road / Pylon Road → Industrial traffic loop |
|---|---|---|

3.4 Landscape, Public Realm and Streetscape

The landscape proposals for the Thames Road seek to transform the area through improved connectivity, street greening and provision of improved public realm. The current condition of Thames Road is poor, with very limited public realm and restricted connectivity due to large expanses of privately-owned land.

The Ripple Greenway to the north of Thames Road and Buzzard’s Mouth Creek to the south provide vital access to green space and play provision. The masterplan public realm proposals seek to link these positive assets as part of a wider movement strategy, with new or improved North-South routes across the Ripple waterway and south to the green corridor, to improve pedestrian and cycling connectivity between Thames View, Thames Road and Barking Riverside. These routes will be enhanced by linear avenues of trees, other planting and rain gardens where feasible to encourage pedestrian links amongst plots whilst providing street greening and SuDS.

New developments should incorporate provide new public realm and amenity spaces for residents and workers, and allow east west permeability, to create a series of connected landscape and garden spaces set amongst plot courtyards. These amenity spaces should be primarily green in character, particularly in the western residential zone, with abundant naturalistic planting and natural play features set within the landscape for a variety of age ranges. In the central colocation zone, as well as this green space, some courtyards will need to service industrial, commercial and residential premises together, and in these case are encouraged to be shared surface yards combining more hard landscape and vehicles along with pedestrian routes. Where required and feasible, opportunities for SuDS should be incorporated within all plots, which may include swales or detention basins which occasionally store stormwater but also provide usable area in order to maximise both amenity space and SuDS capacity.

Public realm and landscape amenity spaces should be publicly accessible to improve connectivity, encourage resident interaction and sense of community. All public spaces should be well-overlooked with positive frontage and good natural surveillance. Improved street lighting and street furniture and signage should be considered to support the general transformative upgrade of Thames Road as a public space, further enhanced by improved pavement surfaces and cycleways. The landscape plan below illustrates how this may look in the future fully transformed state, but does not prescribe design for any given plot.

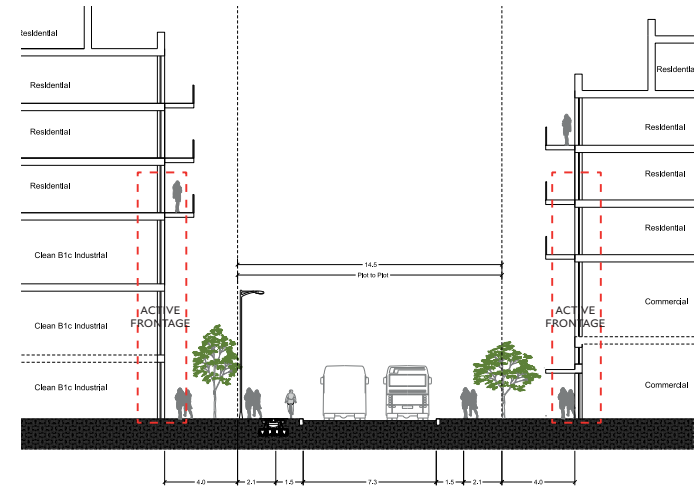


Figure 78: Thames Road Illustrative Street Section in colocation zone



FIGURE 79: THAMES ROAD ILLUSTRATIVE LANDSCAPE PLAN

3.5 Illustrative Masterplan - Cross Section

The masterplan seeks to improve the Character of Thames Road through the control of on-street parking, introduction of traffic calming and cycle ways, urban greening, improved active frontages, and improved street lighting, street furniture, and landscape. The central section of Thames Road provides a genuine mixed-use community of workers and residents, with residential entrances interspersed with active workspace frontages facing onto the street, and residential accommodation sitting over this 2 storey base of employment space.

However Thames Road will remain a busy vehicular route, and so the masterplan aims to create a secondary layer of quieter, pedestrianised routes and spaces set back within the block depth, parallel to the main road. Courtyards within blocks can be shared or designated as single use industrial or residential, depending on the particular plot. On some of the larger plots it will be possible to have a wide range of space use in the ground floor public realm areas including pocket parks; on some of the smaller sites it will be more restricted but the general condition is that once off Thames Road the public realm is permeable and attractive to pedestrian and cycle movement, and that a minimum of 45% plot ratio is given over to employment space.

At the northern end of the Thames Road cross section the masterplan takes advantage of the existing green amenity space of the Rippleway, with potential for a high quality, landscaped pedestrian zone adjacent to the waterway. Similarly at the southern end, new residential blocks will face onto a new public landscaped route alongside the existing green embankment, connecting through at both ends into Barking Riverside landscaping. In both locations the residential accommodation can be brought down to ground level, and there is the possibility to introduce maisonette or mews type accommodation. New blocks will be set well back from existing residential buildings and typically buffered by trees, landscape and level changes, and as such can be quite tall without adverse impact on neighbours

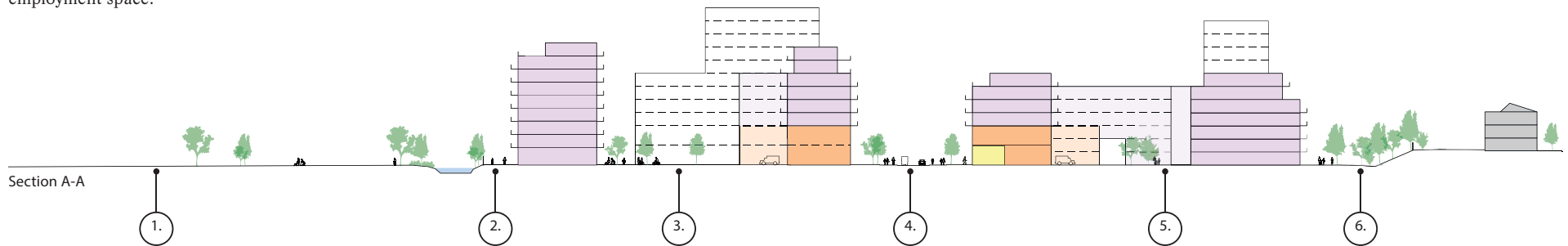


Figure 80: Section AA Diagram

- 1. Open public green space north of the Ripple waterway
- 2. New pedestrian route south of Ripple waterway
- 3. Residential street zone and shared vehicle/ pedestrian courtyard within block
- 4. Thames Road with improved landscaping / active frontages/ cycle and pedestrian routes
- 5. Residential courtyard block
- 6. New residential street next to green bank



Figure 81: Green Space North of Ripple Waterway



Figure 82: Hackney Wick

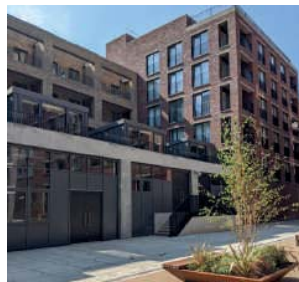


Figure 83: Fish Island, Hackney Wick



Figure 84: Clerkenwell



Figure 85: Coin Street



Figure 86: Residential Street

3.6 Block Typologies

There are various different established block typologies for both co-location and residential/mixed-use blocks which are appropriate for the area, and which are likely to suit different sizes and shapes of plot. Examples of each typology are shown here, by way of illustration. As well as all of the normal design considerations for developments, Agent of Change issues should be paid particular consideration as a key issue specific to this area. This means for example that any new noise-sensitive developments (such as residential uses) should not introduce undue restrictions on the viability and potential growth of existing noise-generating businesses. As such the following recommendations are made to support this:

- Block layout planning proposed co-location plots exploits the commercial parts to provide screening and separation of residential parts from noisier industrial elements and nearby road traffic.
- Proposed outdoor amenity areas, particularly those which will be within the co-location zone or immediately adjacent to industrial neighbours should be designed to benefit from screening from buildings. In some instances the use landscaped podiums to cover vehicle yards or provide buffering from existing uses, and to provide residential amenity, may be appropriate.
- Detailed surveys of noise and vibration from existing businesses in the locality should be undertaken at the earliest opportunity to identify risks and inform a suitably robust design development. This exercise should be undertaken in collaboration with existing businesses wherever possible, in order to ease the planning process.
- Alternative ventilation strategies such as MVHR or the inclusion of acoustic glazing for noise-sensitive receptors is likely to be required in some instances, but should be considered as a 'last line of defence' option and not as primary mitigation strategy, to comply with relevant planning policy including Agent of Change.

RESIDENTIAL FINGER PLOTS

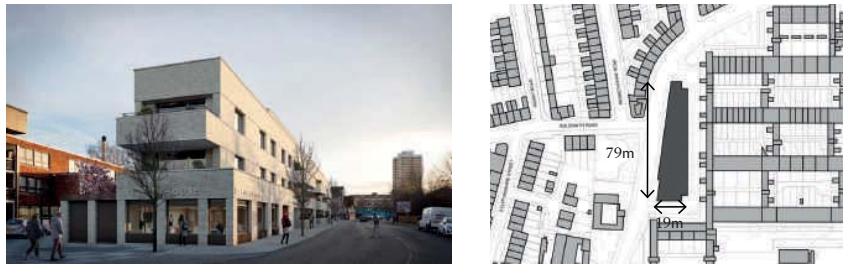


Figure 87 and 88: Meeting House Lane, Peckham, Photo and Plan Diagram

RESIDENTIAL COURTYARD BLOCKS



Figure 89 and 90: Kings Crescent Estate, Stoke Newington Photo and Plan Diagram



Figure 91 and 92: 351, Caledonian Road, Barnsbury, Photo and Plan Diagram

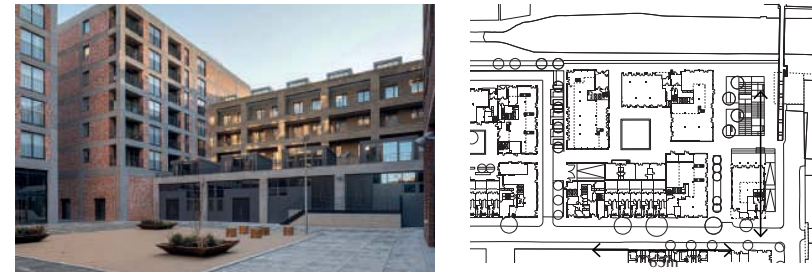


Figure 93 and 94: Fish Island Village, Stratford Photo and Plan Diagram

- Various typologies suitable for narrow plots 30-40m wide, including linear blocks, small towers, terraces and mews
- Typically linear access road for servicing, fire, refuse etc down one long side of block, with smaller set back from boundary on other side
- Likely to suit lower massing typically, with potential taller elements to front or rear of plot, to avoid overshadowing / daylight issues to adjacent plots

- Well suited to typical 90m x 90m square plots or larger plots along Thames Road
- Can deliver very good densities at 6-7 storeys without need for taller elements.
- Active frontage possible onto all 4 sides, although typically focussed on Thames Rd frontage with side streets being narrower & somewhat more service oriented
- Internal courtyards may be either green landscaped amenity, harder shared surface, or combination of both.
- Openings through or between blocks used to create secondary public routes for pedestrians
- On some of the larger plots ground floor public realm areas may include pocket parks

CO-LOCATION, SHARED YARD / STREET SERVICING



Figure 95 and 96: Fish Island, Stratford, Photo and Plan Diagram

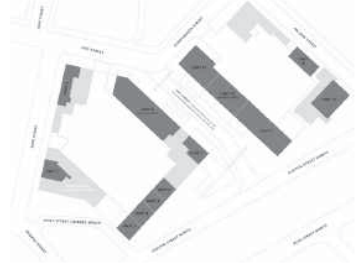


Figure 99 and 100: Caxton Works, Photo and Plan Diagram

- Suitable for both narrower plots and larger / courtyard plots
- Cleaner Class E Industrial workspace on ground and first floors with residential stacked above or alongside
- Servicing to industrial via loading bays on streets or open ground floor shared yards with goods lifts to upper levels.
- Courtyards acting as shared surface, combining industrial servicing alongside some residential parking / amenity / green space
- Openings through or between blocks used to create secondary public routes for pedestrians

CO-LOCATION, COVERED YARD / PODIUM

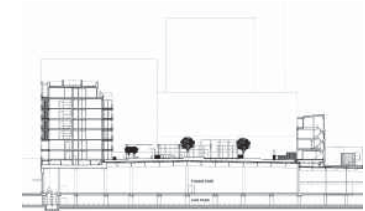


Figure 97 and 98: Hallsville Quarter, Canning Town, Photo and Section Diagram

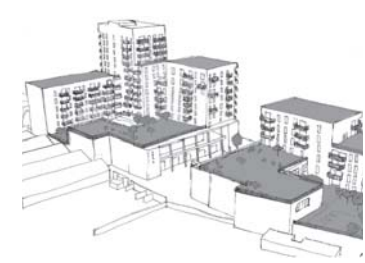


Figure 101 and 102: 12 Thames Road, Barking, Photo and Section Axo

- More suited to larger, deeper plots such as 12 Thames Rd
- Industrial space on ground & first floor, serviced directly via loading bays onto ground floor vehicle yards, with residential accommodation provided
- Residential amenity provided fully or partially on landscaped podium, which can cover vehicle yards
- More separation of yards so more scope to accommodate noisier/vehicular serviced industrial.
- Higher infrastructure costs of podium deck, with deep structure to span yards without compromising turning circles, and support landscape above.

3.7 Intermediate Condition and Character Precedents

The Masterplan has been designed to allow for incremental change over time and envisages three 10 year time periods from 2020 to 2050 for complete implementation to take place. There are complex land ownerships and a variety of other constraints such as protected wharfs, and potential Agent of Change issues that will need careful navigation. Some of the masterplan area is characterized by large blocks, with a mix of large-footprint industrial buildings (warehouses, manufacturing facilities, etc.) and large paved areas. The river front areas include marine loading and moorage facilities. They also include large areas devoted to yards, and consist mainly of a hard scape of buildings and paved site area, although some of the riverbank areas are vegetated. The masterplan has tried to make sense of this mix of scale and function, and is designed to work flexibly with the existing conditions, introducing transitional change through mixed-use elements and residential uses where appropriate and intensifying, the existing industrial use in other areas.

Existing urban areas such as the DogPatch in San Francisco, the Pearl District in Portland, or Hackney Wick in London that provide good examples of slow incremental urban change and regeneration, where existing uses remain alongside new development and where catalyst infrastructure, such as the improvement of roads and services, initiates the framework for change in the public realm whilst working around those sites that will be slow to change. These districts are generally located in close proximity to industrial areas, to which their street systems are closely integrated, a characteristic that also defines the Thames Road masterplan area.

The Masterplan aims to establish guidelines to allow this to happen, and begins to define the physical character of the place by establishing a clear block structure, plot pattern and street form, proposed street and neighbourhood character, and appropriate scale of building. Importantly it defines the building type and use for each zone. It defines the key elements of street design, the configuration of elements within the street such as roadways, pavements, cycleways, street trees and landscaping which all play a key role in how places are seen and experienced. Within these guides it acknowledges that sites will be developed at different rates with a range of different ownerships all bringing forward different designers and proposals. The plan below illustrates a potential intermediate condition where approximately 50% of Thames Rd is developed.

This approach is the opposite of single vision masterplanning, being designed to celebrate and make the most of collision and juxtaposition in urban form, to allow for flexibility and changes of direction and to respond to economic and social drivers that will inevitably evolve over time. The introduction of meanwhile uses or the short-term conversion of redundant spaces to community uses adds to the sense of slow transformation over time, and enables the district to experiment and finds its own identity at its own pace.

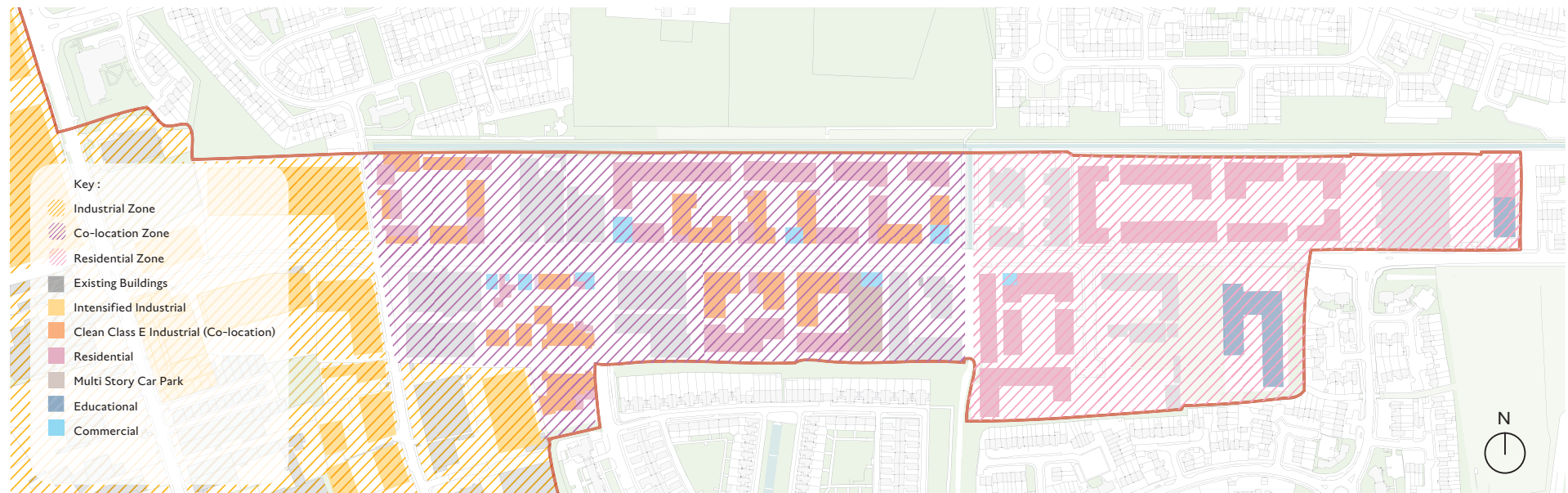


FIGURE 103: ILLUSTRATIVE PLAN SHOWING INTERMEDIATE CONDITION

DOGPATCH, SAN FRANCISCO



Figure 104, 105 and 106: Images of Dogpatch, San Francisco

- Long straight roads for primary vehicle servicing, layering of uses back from 3rd street
- Industrial land undergoing slow & uneven transformation
- Combination of large scale industrial / residential / retail / logistics uses, new clean businesses (Uber), pedestrian friendly zones
- Imperfect and changing, part of area's appeal
- Combination of retained existing buildings and new build

BATTERSEA DESIGN & TECH QUARTER, LONDON



Figure 107, 108 and 109: Images of Battersea

- Designated SIL area
- Mixture of uses and typologies - sheds, arches, multistorey industrial
- Planned transformation to cleaner industrial/ tech uses
- Varied and tighter street gain, overlapping pedestrian and vehicle servicing

CLERKENWELL ROAD, LONDON



Figure 110, 111 and 112: Images of Clerkenwell

- Varied building heights and styles
- Mix of building uses - commercial/ office and residential above
- Active frontages along length
- Lots of traffic

FISH ISLAND VILLAGE, LONDON



Figure 113, 114 and 115: Images of Fish Island

- Mixed Use courtyard blocks
- Residential above clean industrial / commercial workspaces below
- Hard shared surfaces/ yards, pedestrianised canal edge
- Mix of pedestrians and vehicles in public spaces
- 6-8 storey datum provides cohesion and density

3.8 Height and Massing

Controlling heights and massing along Thames Road is considered less critical than improving the public realm, streetscape and ground plane, given that a reasonable degree of density is desirable to generate residential unit numbers and activity within the new district, and that good massing will to some extent follow naturally as a consequence of design parameters and constraints being applied individual plots by design teams as the area develops over time. The following massing design guidelines are proposed within the Thames Road area, shown as an example final condition on the illustrative massing plan below. It is envisaged that the result of these rules being applied is a gradual increase in height and density in the area over time, that may be uneven or piecemeal. Once fully developed, Thames Road should display a fairly consistent datum height, but is likely to contain moments of considerable variety in height, form and appearance between adjacent blocks, in the manner of the precedent areas such as Clerkenwell illustrated in section 3.6.

- General height datum of 6-7 storeys is appropriate and generally blocks should aim for this as a maximum height. However there is scope for well-designed taller elements within plots of 10-14 storeys, to support commercial viability & increase density, where this can be justified in townscape terms such as to mark significant corners, on key north south cross routes, nearer to taller industrial plots at west end of road
- The northern edges of central plots north of Thames Road should address, overlook & provide positive frontage to Ripple Green space. Heights of 7-9 are storeys appropriate here
- Where perimeters of plots meets existing 2-4 storey residential buildings, stepped massing and set backs should be incorporated in plot design to avoid 'cliff edges'
- Frontages on Thames road should be set back 3-4m from the rear edge of pavement to generate a typical façade to facade distance across Thames road of around 22-23m.
- The north face of buildings on central plots to north of Thames road, opposite the open Ripple Green space, should be set back min 7-8m from plot boundary to allow public pedestrian & cycle access route, and scope for servicing vehicles, along this edge adjacent to the Ripple waterway.
- The south face of buildings on central plots to south of Thames road, be set back min 7-8m from plot boundary to allow public pedestrian & cycle access route, and scope for servicing vehicles, along this edge adjacent to the green corridor/embankment
- Applying an average height of 5 storeys to all buildings in this illustrative block layout generates approx 200,000sqm GIA of residential floorspace. This equates to approx 3000 new residential units, using net:gross of 0.75 and assuming average unit size 80sqm NLA. This equates to an overall mean average residential density for the co-location and residential zones of approximately 160 units/ha

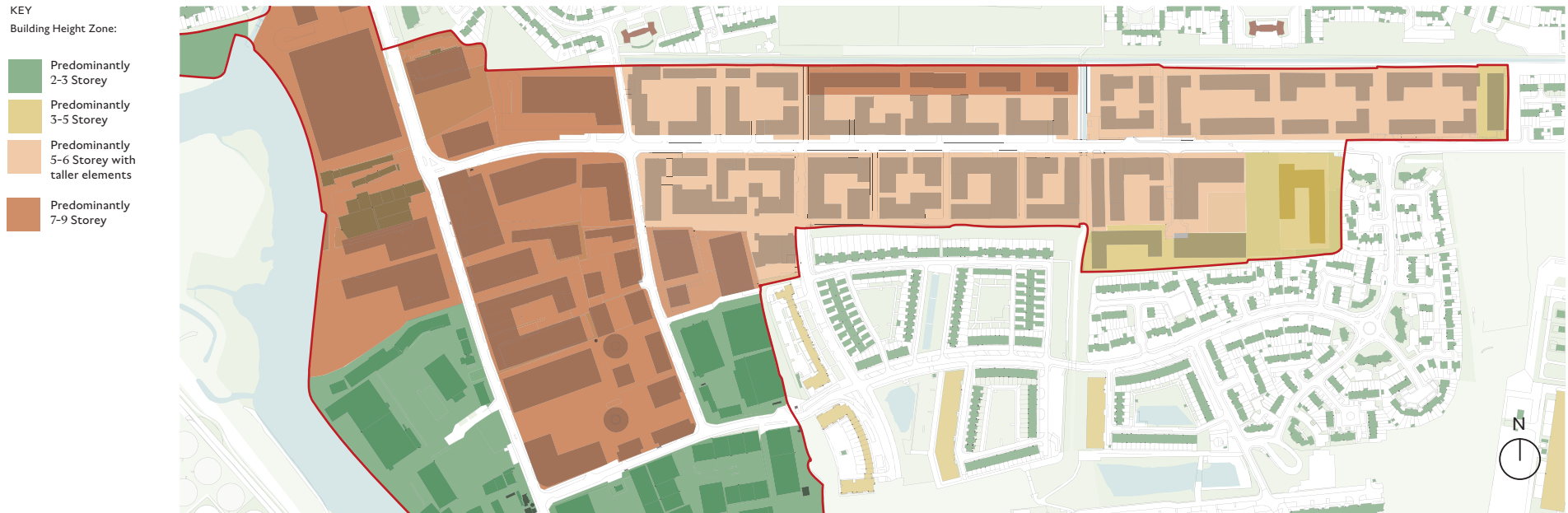
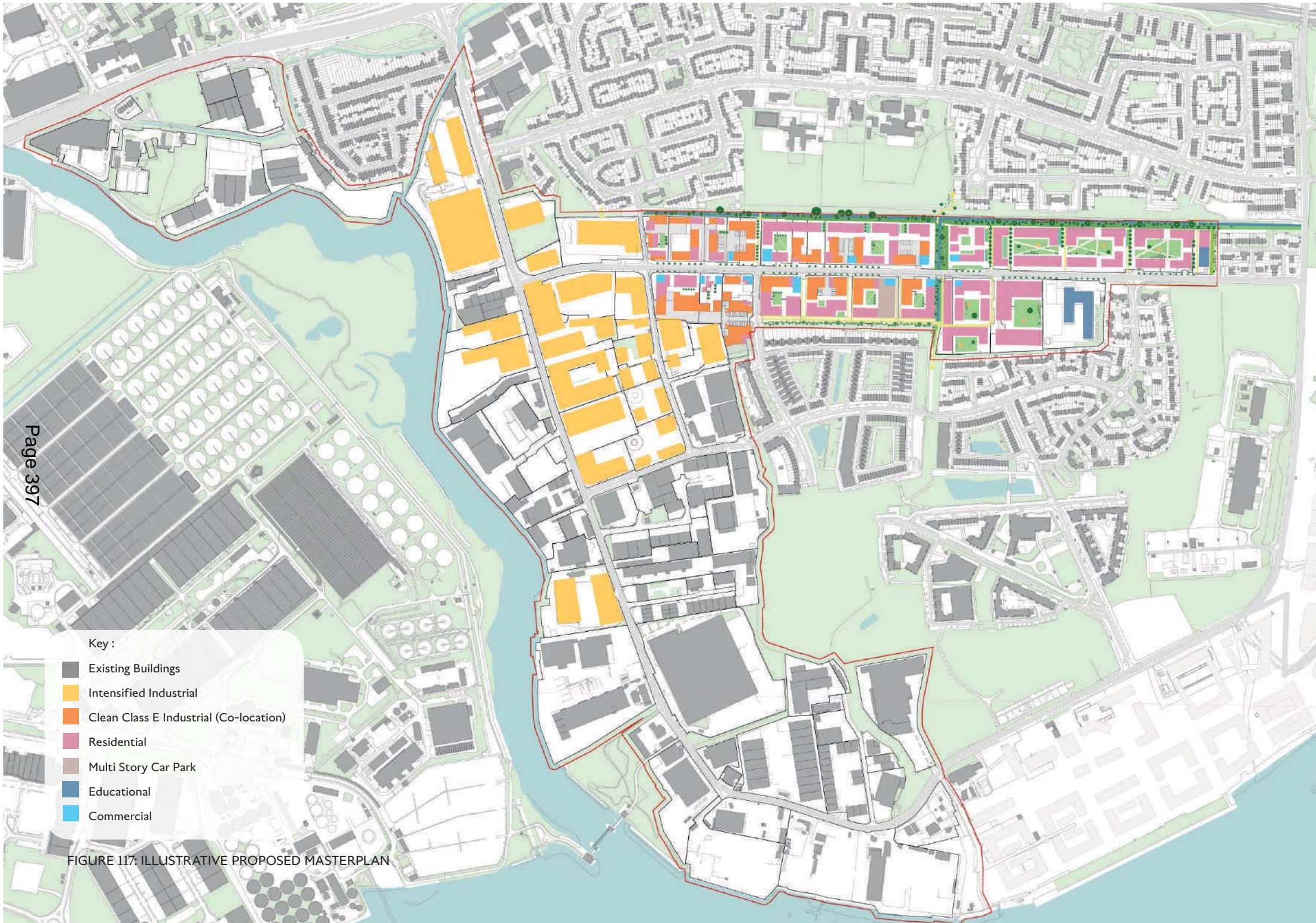


FIGURE 116: ILLUSTRATIVE PROPOSED HEIGHTS PLAN

- Key :
- Existing Buildings
 - Intensified Industrial
 - Clean Class E Industrial (Co-location)
 - Residential
 - Multi Story Car Park
 - Educational
 - Commercial

FIGURE 117: ILLUSTRATIVE PROPOSED MASTERPLAN



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