

# London Borough of Barking and Dagenham

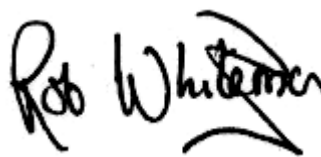
## Notice of Meeting

### ASSEMBLY

**Wednesday, 16 May 2007 - 7:00 pm**  
**Council Chamber, Town Hall, Barking**

To: Members of the Council of the London Borough of Barking and Dagenham

**Chair:** To be appointed  
**Deputy-Chair:** To be appointed



R. A. Whiteman  
Chief Executive

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#### AGENDA

**1. Appointment of Chair and Deputy Chair**

(a) Apologies for Absence

**2. Declaration of Members' Interest**

In accordance with the Council's Constitution, Members are asked to declare any personal or prejudicial 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 4 April 2007 (Pages 1 - 9)**

**4. Presentation by the Corporate Director of Customer Services on the 'Tell Us' initiative**

**5. Report of the Chief Executive: The Council's Statutory Officers (Pages 11 - 12)**

**6. Report of the Governance Working Party**

See supplementary agenda

**7. Report of the Corporate Director of Resources: Annual Review of the Council Constitution (Pages 13 - 24)**

**8. Report of the Corporate Director of Resources: Appointments to the Political Structure and Other Bodies 2007/2008**

See supplementary agenda

**9. Motions (Pages 25 - 26)**

To debate and vote on a motion submitted in accordance with Part B, Article 2, paragraph 15 of the Council Constitution.

**10. Report of the Executive - Recent Business (Pages 27 - 88)**

**11. Leader's Question Time**

**12. General Question Time**

**13. Final Report of the Adult Education 60+ Scrutiny Panel (Pages 89 - 97)**

**14. Annual Report of the Executive 2006/07 (Pages 99 - 100)**

**15. Annual Report of the Ceremonial Council 2006/2007 (Page 101)**

**16. Annual Report of the Scrutiny Management Board 2006/2007 (Pages 103 - 106)**

**17. Annual Report of the Development Control Board 2006/2007 (Page 107)**

**18. Annual Report of the Licensing and Regulatory Board 2006/2007 (Pages 109 - 110)**

**19. Annual Report of the Personnel Board 2006/2007 (Page 111)**

**20. Annual Report of the Standards Committee 2006/2007 (Pages 113 - 114)**

**21. Annual Report of the Audit Committee 2006/2007 (Pages 115 - 116)**

**22. Any other public items which the Chair decides are urgent**

**23. 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 Assembly, 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 legislation (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.

- 24. Any confidential or exempt items which the Chair decides are urgent**

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## **ASSEMBLY**

Wednesday, 4 April 2007  
(7:00 - 8:45 pm)

### **PRESENT**

Councillor J Davis (Chair)  
Councillor W F L Barns (Deputy Chair)

Councillor A Agrawal	Councillor J L Alexander
Councillor Mrs S J Baillie	Councillor R J Barnbrook
Councillor G J Bramley	Councillor R J Buckley
Councillor Ms E Carpenter	Councillor S Carroll
Councillor H J Collins	Councillor N Connelly
Councillor J R Denyer	Councillor R W Doncaster
Councillor C J Fairbrass	Councillor M A R Fani
Councillor Mrs K J Flint	Councillor S S Gill
Councillor D Hemmett	Councillor Mrs D Hunt
Councillor I S Jamu	Councillor S Kallar
Councillor Mrs C A Knight	Councillor Miss T A Lansdown
Councillor J E McDermott	Councillor M E McKenzie
Councillor Mrs P A Northover	Councillor W W Northover
Councillor E O Obasohan	Councillor B Poulton
Councillor Mrs J E Rawlinson	Councillor Mrs L A Reason
Councillor Mrs V Rush	Councillor L Rustem
Councillor L A Smith	Councillor Miss N E Smith
Councillor J Steed	Councillor Mrs P A Twomey
Councillor G M Vincent	Councillor L R Waker
Councillor P T Waker	Councillor Mrs M M West
Councillor J R White	

### **APOLOGIES FOR ABSENCE**

Councillor R W Bailey	Councillor Miss C L Doncaster
Councillor Mrs S A Doncaster	Councillor N S S Gill
Councillor J K Jarvis	Councillor R C Little
Councillor M A McCarthy	Councillor D A Tufts

#### **92. Minutes (28 February 2007)**

**Agreed.**

#### **93. Presentation on Docklands Light Railway by Richard de Cani, Head of Development and Planning, Docklands Light Railway**

Richard de Cani, Head of Development and Planning, Docklands Light Railway, gave a presentation on the progress of the proposed DLR extension to Dagenham Dock, highlighting the primary objectives for the scheme, key constraints and issues that need to be taken into account. He confirmed that DLR are looking at the possibility of an extension to Chequers Corner and Dagenham Heathway, as requested by the Council.

Members raised various points, including:

- Making the station at Dagenham Dock accessible to future leisure facilities in the area;
- Timescales for completion of the scheme;
- Expressed reservations about the need to extend the scheme to the Heathway as it is well served by other means of transport

which Mr de Cani responded to and the Chair thanked him for his presentation.

#### **94. Local Issue - 2005/2006 Joint Audit and Inspection Letter**

Janette Whitfield, Barking and Dagenham's Relationship Manager from the Audit Commission gave a presentation on the draft 2005/2006 Audit and Inspection Letter, the main messages for the Council being:

- Barking and Dagenham Council is performing well, as evidenced by the fact that it has been classified as three star (up from two star) in its current level of performance under the Comprehensive Performance Assessment (CPA);
- The Council's auditors issued an unqualified opinion on the Council's 2005/2006 accounts and an unqualified value for money conclusion; and
- Improvements in service areas have been recognised in recent inspection and review scores

Ms Whitfield also gave details of actions needed by the Council arising from this report.

In terms of the timing of the document, it was noted that it was slightly later than normal because of the activities around the CPA Inspection, as it was recommended that feedback from residents on their satisfaction levels and indicators produced by Mori be included. There will be a similar reporting timeframe for next year.

Councillor Barnbrook requested that he be sent a hard copy of the full audited accounts for Barking and Dagenham.

The Chair thanked Ms Whitfield for her presentation on behalf of the Assembly.

#### **95. Customer Care in Pupil and Family Support, Children's Services**

Anna Harskamp, Head of Pupil and Family Support, gave a presentation on customer care within her division, which delivers services to children and young people and those who live and work with them. Details were given of the service areas within pupil and family support, their priorities, within the context of community and Council priorities, performance relating to school admissions, complaints and attendance and teenage pregnancy.

Members raised issues relating to sex education for primary school children and teenage pregnancy which Ms Harskamp said she would take forward with her colleagues.

#### **96. Report of the Independent Remuneration Panel: Members' Allowances 2007/08**

Derek Johnson, Chair of the Independent Remuneration Panel, introduced the report, giving Members some background to the work of the Panel, and requested that the Assembly adopt the scheme.

Councillor Fairbrass thanked the Panel for their hard work. He also commented that he hoped the local media would now correct their statement that the increase to the basic allowance payable would be 6%, when in fact it will be 2.7%.

**Agreed** the Members' Allowance Scheme for 2007/08 as set out in Appendix A to the report to take effect from 1 April 2007, in accordance with the recommendations of the Independent Remuneration Panel.

#### **97. Report of the Executive - Recent Business**

**Agreed** to formally adopt the draft Statement of Principles policy document – Gambling Act 2005, as appended to the report.

#### **98. Motions**

##### **Motion 1 BME Meetings**

This motion was withdrawn because, within the framework of the existing Constitution, it is not a matter for decision of the Council Assembly but for officers of the Council.

##### **Motion 2 Closure of Residential Care Homes**

Received the following motion moved by Councillor Rustem and seconded by Councillor Barnbrook:

“That Brocklebank Lodge and Lakeside (sic.) residential care homes should not be closed.”

The following amendment to the motion was moved by Councillor Fairbrass and seconded by Councillor L Smith:

“That we await the completion of the review of residential accommodation.”

The amendment was put to the vote and by a majority vote was **agreed**.

**Agreed**, that we await the completion of the review of residential accommodation.

### **Motion 3 Bidding for Housing Stock**

Received the following motion moved by Councillor Buckley and seconded by Councillor Barnbrook:

“That the bidding system should exclude anyone outside the borough from bidding for the housing stock in Barking and Dagenham.”

The following amendment to the motion was moved by Councillor L Smith and seconded by Councillor Fairbrass:

“We adhere to our current policy that only persons resident in the borough and on our waiting list or who have a long standing local connection may bid for property.”

The amendment was put to the vote and by a majority vote was **agreed**.

**Agreed**, that we adhere to our current policy that only persons resident in the borough and on our waiting list or who have a long standing local connection may bid for property.

### **Motion 4 Introduction of Sarah’s Law**

Received the following motion moved by Councillor Mrs Knight and seconded by Councillor Barnbrook:

“That the council accept in principle and lead the way in introducing Sarah’s law in the borough.”

The following amendment to the motion was moved by Councillor Alexander and seconded by Councillor Fairbrass:

“That this is a matter for Parliament to decide, and that the motion is noted.”

The amendment was put to the vote and by a majority vote was **agreed**.

Councillor Connolly asked that his vote for Sarah’s Law and against the amendment be recorded.

**Agreed**, that this is a matter for Parliament to decide, and that the motion is noted.

### **Motion 5 Member Representation on Wards**

Received the following motion moved by Councillor Barnbrook and seconded by Councillor Buckley:

“That the council reject the notion of having ‘one member wards’ – relating to Chapter 3 of the local government white paper ‘Stronger and Prosperous communities’.”



The following amendment to the motion was moved by Councillor Fairbrass and seconded by Councillor L Smith:

“That this Assembly accepts the recommendation of the Governance Working Party (GWP) of 30 January 2007 confirmed by the GWP of 23 February. The recommendation of the GWP is that we oppose the introduction of one Member Wards. Members are asked to note that because of time limits constraints on the White Paper consultation this recommendation has already been sent to the appropriate body.”

The amendment was put to the vote and by a majority vote was **agreed**.

**Agreed**, that this Assembly accepts the recommendation of the Governance Working Party (GWP) of 30 January 2007 confirmed by the GWP of 23 February. The recommendation of the GWP is that we oppose the introduction of one Member Wards. Members are asked to note that because of time limits constraints on the White Paper consultation this recommendation has already been sent to the appropriate body.

#### 99. General Question Time

**Question:** Councillor Fairbrass said that Councillor Barnbrook has published the following during the last ten months:

- (1) That the Labour Party had organised an Africans for Essex campaign
- (2) That this Council has given preference to asylum seekers with reference to housing accommodation
- (3) That Westminster Council provides payments of up to £100,000, with a minimum of £50,000, for immigrants to purchase properties in this Borough.

Councillor Fairbrass went on to say:

The fact is that the Labour Party has **never** organised any such campaign

The fact is that this Council has **never** given preference to asylum seekers

The fact is that Westminster Council has **not** provided payments of up to £100,000, with a minimum of £50,000, for immigrants to purchase properties in Barking and Dagenham

These true facts have been clearly pointed out to Councillor Barnbrook in previous meetings of this Assembly. Will he now take this opportunity to withdraw his inaccurate statements?”

**Response:**

- (1) Councillor Barnbrook responded that he had no intention of apologising with reference to Councillor Fairbrass’ comments, either on the grants from Westminster Council or the ‘Africans for Essex’. In fact these questions should

be asked of Jon Cruddas MP, because on his own website he said that the census figures for 2001 are out of date and he has stated both to the media and on his website: "That in the last 3 years 5,000 white people have left his constituency to be replaced by 5,000 Africans".

Councillor Barnbrook went on to say they have never said that Barking & Dagenham Labour party had instigated a project 'Africans for Essex', however the Labour government has been in power since 1997 and the demographic change in Barking & Dagenham lays at a Labour government's controlled policy.

The term 'Africans for Essex' that they used in their literature was created by residents living in Village ward during their last by-election.

- (2) In response to Councillor Fairbrass' question on asylum-seekers being given preference; in the last 3 years the mass influx into the borough of asylum-seekers/immigrants from Eastern Europe is such a large amount in comparison to 5-10 years ago indicates that preference has been given to these new people. Councillor Barnbrook quoted from a recent press report '250 new homes a day are needed to house the influx of immigrants'. He suggested that the electorate of Barking & Dagenham be asked what has become of their plight over that of these new people moving into the borough.
- (3) Councillor Barnbrook concluded that literature relating to Westminster Council's £100,000 grants was not stating that people moving from Westminster to Barking & Dagenham had received £100,000 grants but by a report in the media that grants up to £100,000 would be available to residents of Westminster to move into the Thames Gateway development of which Barking & Dagenham is a part, with 15,000 new homes being built in this part of the development. They first heard of this scheme from a newspaper report from last year by Katherine Barney printed in the London Lite. You cannot always trust the media and she may have been lying but it's very unlikely.

**Question:** Councillor Rustem said that considering the Labour party is condemning the loss of life since WW11. As a result of military conflict. It must therefore be presumed that this Labour council therefore considers that no more lives of brave soldiers should be lost in either Iraq or Afghanistan as a result of this governments wretched cow-towing subservience to American foreign policy which has so far, according to BBC figures, resulted in 132 British soldiers killed in Iraq since 2003 with a further forty killed in Afghanistan since 2001. Undoubtedly such military actions at the behest of Blair on behalf of the U.S. played a large part in "**all those innocents...who have died**" in the 7/7 attack in 2005. Is it therefore the case that this council would support the view that is held by the vast majority of British people that UK troops in Iraq and Afghanistan should be brought home?

**Response:** Councillor Fairbrass said that he had a few comments to make before he answered the question. The Labour Party has not condemned the loss of life since WW2, what this Labour Council has done is to build a Peace and Memorial Garden. That garden commemorates all those innocents who died or suffered as the result of military conflict during WW2 and up to the present time, and also includes all victims of the recent terrorist attacks in London. It is also a memorial to over six million victims of the Holocaust. The garden was recently vandalised, that is what this Labour Council condemned.

With respect to the conflicts in Iraq and Afghanistan, Councillor Fairbrass said he would remind Councillor Rustem that in 1998 Al Quaida issued a Fatwa that said it was permissible to kill American civilians. On 9 September 2001 2,973 civilians were killed in New York, 67 of those victims were British. The second Gulf war started 18 months later in March 2003. As for Afghanistan, our military are there as part of a NATO force drawn from across Europe and the USA. They are there in support of a democratically elected Government.

A young soldier, 18 years old, was killed on Monday. He would have been 14/15 years old when the invasion of Iraq took place, so he must have had some idea of where he might be sent. He was a volunteer, a trained soldier doing his duty and I am sure we all regret his death. We wish all our troops well and hope for these conflicts soon to be over but our military are doing what they are trained to do. Guns are not toys, as some of us who have served in the armed forces can testify, they are used to kill.

Councillor Fairbrass went on to say that the House of Commons or political party meetings are the places to put this question, not this Council, so his answer to the question is no.

In conclusion, Councillor Fairbrass said he thought it was sickening that Councillor Rustem had the gall to mention 7/7. His was the party that published pictures of the bus bomb wreckage in a by-election leaflet. His was the party that made a disgusting attempt to exploit people's death and people's crippling injuries for votes.

**Question:** Councillor Buckley said that a recent article in the Times reported that Government both Centrally and Locally spend millions of pounds by employing consultants that have no little or no benefit for the job they are employed to do. With this in mind can the Council confirm the amount that it has cost them to employ Kendrich Ash to look into the transport services and what financial benefit it has provided.

**Response:** Councillor McKenzie responded that the Council is fully committed to ensuring value for money across all budgets and departments. This is especially the case when we choose to procure the services of consultants or private companies. The contract with Kendric Ash who, in his opinion, is doing a good job, is a performance related contract that ensures that if they do not achieve the agreed targets they simply do not get paid. The maximum the Council will pay Kendric Ash is £258,624 per annum for three years. It is important to note that this payment is strictly performance related and unless bankable efficiencies are gained (whilst maintaining the level of service) of this amount or more the payment will be reduced or stopped completely. Therefore, the net cost of the service to the Council is zero and if the current indications on performance are correct/maintained, the project will release significant bankable efficiencies that can be used in other vital areas to the benefit of residents of Barking and Dagenham.

**Question:** Councillor R Gill asked if the appropriate Executive Member could please comment on the controversial plans by Barking and Dagenham PCT to sell off part of the Barking Hospital land for housing in Longbridge Ward?

**Response:** Councillor Fairbrass flagged up that he had given a detailed response to a question about plans for Barking Hospital at the last Assembly meeting. He went on to say that, because of a shortage of capital funding, the Primary Care Trust is considering selling part of this site. He personally opposes this move and the Council will be taking a stand when they have had an opportunity to discuss the matter fully.

Councillor Fairbrass said that this land needs to be retained for future expansion as Barking and Dagenham is a growing Borough with new housing and a new population. The original Barking Hospital was built by public subscription by the people of Barking. He thought it was worth exploring whether a covenant exists, similar to the one for the Barking UEL site which restricted its use for educational purposes, that would restrict the use of the hospital site for medical purposes.

Consultation on the proposals end in June and Councillor Fairbrass urged Members to get their constituents to register their opposition by completing forms that are available at the Town Hall and sending them back. This must be done by public opinion as well as by the Council.

**Question:** Councillor Vincent asked if the Executive Member for Environment could please outline what actions the Council is proposing to tackle the current abuse of the non right turning in Salisbury Avenue at the junction of Upney Lane in Longbridge Ward.

**Response:** Councillor McKenzie thanked Councillor Vincent for raising the matter as it gave him an opportunity to inform the Assembly that the Council will be moving towards seeking authority to enforce against 'moving traffic offences' such as banned right turns and abuse of no-entry signs. There is a need for this to be ratified by the Council to commence the process and reports will be submitted in due course. Once the Council has this power it will be possible to utilise CCTV units to undertake enforcement.

At present responsibility for enforcement of the offences mentioned rests with the Police service and he understands that enforcement has been carried out against drivers making illegal manoeuvres. However, Councillor McKenzie concluded that when considering the problems in these sorts of locations we need to be careful that we do not replace one problem with another. Some drivers do not make the illegal right turn but instead turn left and undertake a u-turn further along Upney Lane, which is possibly more of a hazard.

**Question:** Councillor P Waker asked if the Executive Member for Community Safety could please comment on the crime figures for the Borough.

**Response:** Councillor Mrs Rush thanked the Member for his question and said she was delighted to report that, on the basis of the latest information from the Metropolitan Police for the year ending 18 March, Barking and Dagenham is expected to end the year with a reduction in crime of 5.9%. This compares very well with London as a whole, which is expecting a 6% reduction on the same basis. Further cause for celebration rests in the fact that this success has largely been achieved in the last six/seven months through strong partnership activity around crime.

There is still some work to do around residential burglary, which ends the year around 7.5% up on last year, but there again we are on the right track, having ended the year at that level from a point in July 2006 where we faced a 23% increase on the same period in the previous year. Theft from a motor vehicle is unchanged and remains at 24%. The Borough Commander is clear that any increase is a concern, especially for the victims of crime that it represents, but there is cause for considerable confidence that this impetus for reduction will continue in the months ahead.

In particular the Police are to be commended for their work on detections, which sees some particularly noteworthy successes: for example, 37% detection rate for domestic violence, compared to a target of 32% and a 23% performance last year, for what is our biggest crime of violence in the Borough.

On this basis the future looks bright for continued crime reduction in Barking and Dagenham. Councillor Mrs Rush said we have gone as a Borough from being the third worst in London to being the eighteenth best. We are now one of the top five most improved boroughs in London and she is proud to be part of a partnership that pulls out these types of successes.

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## THE ANNUAL ASSEMBLY

16 MAY 2007

### REPORT OF THE CHIEF EXECUTIVE

<b>Title: The Council's Statutory Officers</b>	<b>For Decision</b>
<p><b>Summary:</b></p> <p>There are a number of statutory and regulatory requirements to appoint certain officer roles within the Council. However, there are three specific posts, known collectively as the statutory officers, that the law stipulates must be approved by full council, which are charged with the corporate management and governance of the Council. These are: Head of Paid Service, Chief Financial Officer (known as the Section 151 Officer) and Monitoring Officer. These officers designate deputizing arrangements for the three roles.</p> <p>The Chief Executive, who is the Head of Paid Service, has arranged that John Tatam, and since last month Roger Luxton, deputize the Head of Paid Service role as the Deputy Chief Executive</p> <p>As allowed by regulations, the Chief Executive has also been the Chief Financial Officer over the past year, with Joe Chesterton, Divisional Director of Corporate Finance, deputising. In 2006/7 Muhammad Saleem, Divisional Director of Legal Services, was the Monitoring Officer with Robin Hanton, Group Legal Manager, deputising.</p> <p>This report recommends a change to the appointment of Chief Financial Officer and advises of changes to designated deputy positions in respect of the S151 and Monitoring Officer roles.</p> <p><b>Wards Affected:</b> None</p>	
<p><b>Implications:</b></p> <p><b>Financial:</b> None. The deputizing arrangements do not incur any additional remuneration.</p> <p><b>Legal:</b> The legal implications of this report are covered in the substantive sections.</p> <p><b>Risk Management:</b> The changes lessen any potential risk in that all six positions will be held at senior management (JNC) level.</p> <p><b>Social Inclusion and Diversity:</b> Not applicable</p> <p><b>Crime and Disorder:</b> Not applicable</p> <p><b>Options Appraisal:</b> Not applicable</p>	

<p><b>Recommendation(s)</b></p> <p>The Assembly are asked to:</p> <ol style="list-style-type: none"> <li>(1) appoint the Divisional Director of Corporate Finance, as the Chief Financial Officer with immediate effect,</li> <li>(2) note that the Chief Executive and Divisional Director of Legal Services remain as Head of Paid Service and Monitoring Officer respectively, and</li> <li>(3) note that the three statutory officers have designated the following officers to deputise in their absence: <ul style="list-style-type: none"> <li>• Roger Luxton, Corporate Director of Children’s Services and Deputy Chief Executive for the Head of Paid Service</li> <li>• Patrick Clackett, Head of Strategic Finance &amp; Audit, for the Chief Financial Officer</li> <li>• Nina Clark, Assistant Chief Executive (Democracy &amp; Partnerships) for the Monitoring Officer.</li> </ul> </li> </ol>		
<p><b>Reason</b></p> <p>To regularise the statutory positions following recent appointments and to recognise these important roles at Chief Officer and Head of Service Level.</p>		
<p><b>Contact Officer:</b> Rob Whiteman</p>	<p><b>Title:</b> Chief Executive</p>	<p><b>Contact Details:</b> Tel: 020 8227 2789 Fax: 020 8227 2279 E-mail: <a href="mailto:rob.whiteman@lbbd.gov.uk">rob.whiteman@lbbd.gov.uk</a></p>

**Consultees**

The Leader & Deputy Leader of the Council.

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



## THE ANNUAL ASSEMBLY

16 MAY 2007

### REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

<b>Title: Annual Review of the Council Constitution</b>	<b>For Decision</b>
<p><b>Summary:</b></p> <p>The agenda contains reports on the Governance review and Statutory Officers, which will result in some changes to the Constitution. Other changes requiring Assembly approval are shown on the attached schedule.</p> <p>The changes, once agreed, will be incorporated in a revised version of the Constitution which will be circulated to all Members of the Council, Corporate Directors and Heads of Service, and will replace the existing document. This will also include any administrative changes.</p> <p>The Constitution is also available on the Internet with a summary of its content.</p> <p><b>Wards Affected:</b> None</p>	
<p><b>Implications:</b></p> <p><b>Financial:</b> Although there are no specific implications for the Council the revisions include a number of changes to the Financial Rules set out in Part D of the Constitution as summarised in the schedule.</p> <p><b>Legal:</b> The Local Government Act 2000 requires Council's to produce, maintain and regularly review the Constitution document which sets out the rules, codes, protocols and schemes by which the Council operates.</p> <p><b>Risk Management:</b> Any delay in updating the Constitution puts at risk the functions and business of the Council being conducted in an effective, efficient and lawful manner.</p> <p><b>Social Inclusion and Diversity:</b> As this report does not concern a new or revised policy there were no specific or adverse impacts.</p> <p><b>Crime and Disorder:</b> None</p> <p><b>Options Appraisal:</b> Not applicable</p>	
<p><b>Recommendation:</b></p> <p>To agree the changes to the Constitution, based on acceptance of the other reports referred to and the amendments set out in the schedule.</p>	

<b>Contact Officer:</b> John Dawe	<b>Title:</b> Group Manager, Democratic Services	<b>Contact Details:</b> Tel: 020 8227 2135 Fax: 020 8227 2171 Minicom: 020 8227 2685 E-mail: <a href="mailto:john.dawe@lbbd.gov.uk">john.dawe@lbbd.gov.uk</a>
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### **Consultations:**

The following were consulted in the preparation of this report:

- Chief Executive
- Assistant Chief Executive (Democracy & Partnerships)
- Divisional Director of Legal Services

### **Background Papers Used in the Preparation of the Report:**

- Council Constitution

**Summary of Revisions to the  
Council Constitution  
May 2007**

<b>Article/Part</b>	<b>Page (Current Constitution)</b>	<b>Details</b>
Part A - Licensing and Regulatory Board Page	A8	<p><b>Delete existing sentence and insert:</b></p> <p>‘Those interested parties who have made relevant representations to an application will be allowed to address the Board’.</p>
Part B – Member Meetings General	B3	<p><b>Calendar and Timing of Meetings</b></p> <p><b>A new paragraph 5.4 to read as follows:</b> The proceedings of the Assembly may be concluded earlier with the agreement of the majority of the Members present. Any unfinished business will be referred to the next meeting.</p>
Part B - Article 2 (The Assembly)	B16	<p>Under the heading of <b>General Questions to include:</b></p> <p>‘That individual constituency issues cannot be considered’.</p>
Part B - Article 2 (The Assembly)	B16	<p><b>Inclusion of the following paragraph at 13.5:</b></p>

		<p>‘Subject to any discretion exercised by the Chair, there is no right for the Member who asked the question to ask a supplementary question nor is there provision for any debate on the issue. The exception to this is any case where, in the view of the Chair, the nature of comments made about an individual named Member of the Council warrants an opportunity of reply by that Member if he/she so wishes’.</p>
<p>Part B- Article 5B (Scrutiny Panels)</p>	<p>B33</p>	<p><b>Amend paragraph 2.4 as follows to ensure any related partnership issues are considered and that a partner / voluntary service representative is always included on the co-opted membership:</b></p> <p>‘2.4 Scrutiny Panels can co-opt non-councillors to join a Panel and are encouraged where possible that, alongside other external people who might be appropriate for the topic in question, a partner/voluntary service representative is always included on the co-opted membership. Such co-optees cannot have voting rights unless they are a statutory co-opted member for education related matters. Scrutiny Panels can also take evidence and advice from other persons or organisations, including representatives from the Barking and Dagenham Partnership, or partners, for example the Primary Care Trust (PCT), Metropolitan Police, Barking College and the voluntary, community and business sectors; in order to get a balanced picture of an issue’.</p>

Part B-Article 5D (the Call-In process)	B40	<p><b>Inclusion of the following new paragraph:</b></p> <p>‘All parties involved in presenting the Call-In and representing the Executive, including associated officers, will leave the room whilst the Scrutiny Management Board considers the Call-In, other than in relation to statutory officers’ rights to attend and advise all meetings’</p>
Part B- Article 6 (Policy Commissions)	B43	<p><b>Amend paragraph 3.3 as follows to ensure any related partnership issues are considered:</b></p> <p>‘3.3 Policy Commissions are also encouraged to include external (partner/voluntary/community/business sector) representatives during their developmental work and may co-opt non-councillors accordingly. Such co-optees cannot have voting rights. They may also take advice from other persons, organisations or partners in order to get a balanced picture of an issue’.</p>
Part B Article 12- Joint Arrangements and Partnerships	B74	<p><b>The Barking and Dagenham Partnership</b></p> <p><b>In order to clarify the definition delete from the second paragraph (3.2) until the end of this section and insert:</b></p> <p>‘The main purpose Barking and Dagenham Partnership is to provide the strategic direction</p>

<p>needed to drive through changes that will improve the quality of life and governance in Barking and Dagenham. This will only be achieved through effective joint-working and co-ordination with the Borough's public, voluntary, community and private sector stakeholders.</p>		
<p>The overall role of the Barking and Dagenham Partnership is to provide a forum for the key stakeholders in the Borough to facilitate and monitor the delivery of the Community Strategy 'Building Communities, Transforming Lives, and to influence and make decisions that assist in its implementation. This will mainly be the implementation of the Local Area Agreement for Barking and Dagenham.</p>		
<p>The Barking and Dagenham Partnership will meet twice yearly through conference style events that will aim to involve and bring together public, private, voluntary and community sectors in the borough. The conference will be by invitation only.</p>		
<p>The Local Public Service Board will lead on the main decisions of the Partnership and in particular, the implementation of the Local Area Agreement. There will be areas that members of this group have direct control over and also wider issues where they can use their networks and knowledge to have influence on decisions that affect the Borough.</p>		
<p>The key themed priorities identified in the Community Strategy will be championed through 5 Sub Groups that are based on the themed blocks of the Local</p>		

		<p>Area Agreement:</p> <ul style="list-style-type: none"> <li>• The Children's Trust</li> <li>• The Adult's Trust</li> <li>• Stronger and Safer Communities</li> <li>• Economic Development and Enterprise</li> <li>• Inclusion</li> </ul> <p>The Sub-Groups oversee the implementation of the Local Area Agreement Action Plans for their themed areas and meet quarterly. The Council acts as the Accountable Body'.</p>
<p>Part D – Financial Rules</p>	<p>D33 – D42</p>	<p><b>A number of changes to financial rules are proposed as follows:</b></p> <p>Change of Lead Officers to reflect corporate structure and current functions</p> <p>The limits of delegated authority have been revised and updated based on comparisons with other local authorities.</p> <p>Clarification of the distinction between a virement (relating to the current year only) and a permanent budget transfer (previously referred to as a permanent virement)</p> <p>Formalise the process of drawing resources from the contingency and places a limit on officer delegation to do so.</p>

		<p>Generally updated audit requirements to reflect the current Account and Audit Regulations and included the requirement on Chief Officers to maintain and manage risk.</p> <p>Issues of insurance are amended to make the link to the identification of risks through risk registers.</p> <p>Link the write-off process to the write-off strategy and formalises the requirement to comply with it.</p>
<p>Part D – Rules (Conferences Visits and Hospitality)</p>	<p>D46</p>	<p><b>New paragraph 2.3 and renumbering:</b></p> <p>‘2.3 The rules will also not apply in the case of special, personal invitations to the Leader of the Council to events which do not specifically fall into the categories in paragraph 2.1 above. In such cases the Leader of the Council reserves the right to judge whether or not the invitation should be accepted and, at his/her discretion, he/she may pass the invitation to another Member. Only travel expenses will be funded in such instances. A record will be kept by the Leader’s PA’.</p> <p><b>Amend paragraph 2.6 to read:</b></p> <p>‘With the exception of the Mayor’s spouse, partner, consort, attendance at events by spouses and partners is generally not allowed. However, it is recognised that there may be exceptional occasions when such attendance is appropriate’.</p>



Part E – Codes and Protocols	E1	<p><b><u>Imminent New Model Code of Conduct</u></b>  The Government plans to introduce a revised Model Code of Conduct for Councillors. This has been the subject of wide-spread consultation including the Council's Standards Committee. The new Code will create a requirement for a review of the Council's Codes and Protocols. There is an intention of an early implementation of the compliance and governance changes required. The revised Code is expected to be published in May 2007.</p>
Part E – Codes and Protocols	E1-E84	<p><b>Delete</b> various references to the Leader of the Council's consent and replace with the Chief Executive in order to ensure political neutrality of decisions</p>
Part E- Codes and Protocols (Party Group Meetings)	E35	<p><b>Insert new sentence at 4<sup>th</sup> paragraph as follows:</b>  'Employees' attendance at Group Meetings will take place in the presence of London Borough of Barking and Dagenham Members only'.</p>
Part E – Codes and Protocols	E37/E45/E65	<p><b>General contact with employees (E37)</b>  Wording in relation to references to general enquiries to ensure the Council's customer services standards are adhered to.</p>

		<p><b>Additional bullet point under the paragraph worded:</b></p> <p>‘Equally, Members should avoid bringing influence to bear on an employee to take any action which is:</p> <ul style="list-style-type: none"> <li>• Related to commercial transactions’.</li> </ul> <p><b>An amendment to the last sentence in the penultimate paragraph to read:</b></p> <p>‘Members should not, therefore, invite external visitors such as party officials or workers, or commercial representatives, to such meetings’.</p> <p><b>Documents and information-accessibility and confidentiality (E45)</b></p> <p><b>Employee resources (E65)</b></p> <p>General wording in relation to references to casework and general enquiries to ensure the Council’s customer services standards are adhered to.</p>
<p>Part E – Code and Protocols (Guide for Members Use of Council Resources)</p>	<p>E66</p>	<p><b>Amendment to the 3<sup>rd</sup> paragraph to read:</b></p> <p>‘Premises for ward surgeries should be arranged by members but Council funds are available to pay standard rates for those surgeries located within the boundaries of LBBD’.</p>

<p>Part E – Code and Protocols (Guide for Members Use of Council Resources)</p>	<p>E68</p>	<p><b>Under the category of stationery, postage, photocopier and other equipment:</b></p> <p>‘You are advised not to:</p> <ul style="list-style-type: none"> <li>• Use any designatory letters after your name in line with Council custom and practice’.</li> </ul>
<p>Part E - Codes and Protocols (Guide for Members using Council Resources)</p>	<p>E69</p>	<p><b>Delete in the 2<sup>nd</sup> paragraph under the heading of Transport:</b></p> <p>‘If you are eligible for a Blue Badge and are unable to make use of your own transport, you may apply for special assistance’, <b>and insert:</b></p> <p>‘If you are eligible for a Blue Badge, or are otherwise unable to make use of your own transport due to a medical condition or incapacity (such as a broken leg), or in any other exceptional circumstances, you may apply to the Chief Executive who in consultation with the Leader of the Council will consider special assistance.</p> <p><b>Reword</b> the 4<sup>th</sup> paragraph as follows:</p> <p>‘In addition the Chief Executive, in consultation with the Leader of the Council will agree transport to be provided for travel to and from a civic function arranged by another local authority or public body, or to an awards ceremony or similar’.</p>

<p>Part E- Codes and Protocols</p>	<p>E85 (new)</p>	<p><b>Proposed Protocol re Communications for Council Members</b></p> <p>'It is the policy of Barking &amp; Dagenham Council to be open, honest and accurate in dealing with the media at all times. Our press and marketing activity supports and promotes the wide range of activities Executive Members and Council Officers undertake as they work on behalf of residents to build communities and transform lives.</p> <p>All elected members of the Council, whatever political party, have a duty both to the Council and to residents to ensure that in commenting on the policies and work of the Council, they make every effort to ensure that everything they say, whether verbally or written (for example in leaflets), is factually correct. Although Members are entitled to comment on Council policies, they must not knowingly explain Council policies in factually incorrect terms.</p> <p>Inaccurately explaining Council policies can result in tension in the community and damage the reputation of the Council and its work on behalf of all residents that live in the borough.</p> <p>Failure to follow this Protocol could lead to a Member being in breach of the Members' Code of Conduct. Breaches of the Code will be referred to the Standards Board for England'</p>
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## Motion

### **Barking Hospital Site**

To be moved by Councillor Fairbrass

“This Assembly welcomes the Primary Care Trust’s plan to provide extra health care services at the Barking Hospital site.

We are pleased that £5m has been allocated towards the estimated £7-8m cost of these improvements but we oppose the suggestion that land at the site should be sold to fund the shortfall of £2-3m.

We urge the appropriate Authorities, who in the recent past have acknowledged that this Borough’s health services have been under funded for many years, to finance the shortfall, and in view of our growing population retain the land for the future development of the NHS in this Borough.”

## **Extract from the Council's Constitution**

### **ARTICLE 2 THE ASSEMBLY**

- 15. Procedure for Motions on issues directly affecting the Borough**
- 15.1 Motions must be delivered to the Chief Executive not later than 4.00pm on the Wednesday two weeks before the meeting.
- 15.2 They will be listed on the agenda in the order in which they are received
- 15.3 Motions must be about matters for which the Council has a responsibility or which directly affect the borough.
- 15.4 Amendments to motions should be presented in writing to the Chief Executive not later than 12 noon on the Friday before the meeting. Amendments proposed after this time may only be considered with the consent of the Chair.
- 15.5 A Member may alter or withdraw their motion or amendment at any time.
- 15.6 Order/rules of debate:
- 1 Except with the Chair's consent, the debate on each motion shall last no longer than 10 minutes and no speech shall exceed 2 minutes.
  - 2 The mover will move the motion and explain its purpose.
  - 3 The seconder will then second the motion.
  - 4 The Chair will then invite other Members to speak on the motion and put forward any amendments.
  - 5 Once all Members who wish to speak have done so, or the time limit has elapsed, the Chair will allow the mover a right of reply.
  - 6 At the end of the debate, any amendments will be voted on in the order in which they were proposed.
  - 7 If an amendment is carried, the motion as amended becomes the substantive motion to which any further amendments are moved.
  - 8 After an amendment has been carried, the Chair will read out the amended motion before accepting any further amendments, or if there are none, put it to the vote.

**THE ANNUAL ASSEMBLY**

**16 MAY 2007**

**REPORT OF THE EXECUTIVE**

<b>Title: The Executive - Recent Business</b>		<b>For Decision</b>
<p><b>Summary</b></p> <p>This report sets out recommendations made by the Executive at its meeting on 24 April 2007.</p> <p><b>Housing Strategy 2007 - 2010</b></p> <p>The Executive received a report detailing the Council's ambitions for housing in Barking and Dagenham, assessing needs, highlighting the key issues, determining priorities and outlining the broad direction of travel for housing in the Borough. The strategy is holistic and encompasses all tenures and all residents.</p> <p><b>Recommendation / Reason</b></p> <p>The Assembly is recommended to agree the Barking and Dagenham Housing Strategy for 2007 / 2010.</p>		
<p><b>Contact:</b> Amanda Thompson</p>	<p>Democratic Services Officer</p>	<p>Tel: 020 8227 3103 Fax: 020 8227 2171 Minicom: 020 8227 2685 E-mail: <a href="mailto:Amanda.Thompson@lbbd.gov.uk">Amanda.Thompson@lbbd.gov.uk</a></p>

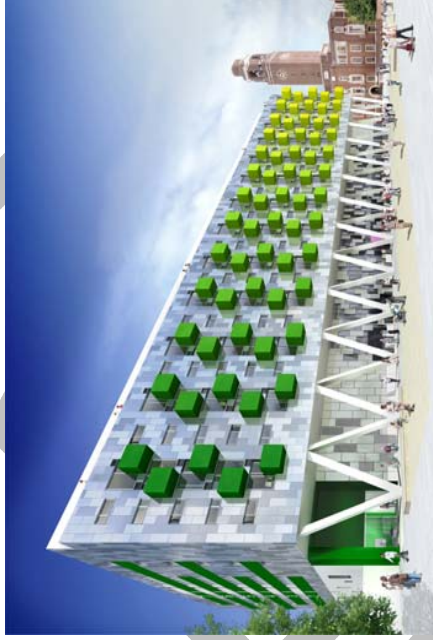
**Background papers used in the preparation of this report:**

Minutes, agenda and public reports for the Executive meeting held on 24 April 2007.

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# Housing Strategy 2007-10



## Foreword

### ***“Together we will build communities and transform lives...”***

The Barking and Dagenham Housing Strategy sets the future strategic direction for the borough's housing over the next three years. This strategy will affect the future of our borough over a much longer period, and the provision of high quality housing for all is a vital part of achieving the Council's vision for the Borough in 2020.

Good quality affordable housing is the core component of sustainable communities, and is part of much wider relationships with the community including employment, education, health, leisure and transport, all these must be considered if we are to achieve our aims.

Barking and Dagenham is undergoing a transformation, with ambitious regeneration programmes that provide a valuable opportunity for real change. The borough is at the heart of the Government's plans for the Thames Gateway, and the regeneration of Barking Town Centre is ongoing. The 2012 Olympic Games in London will provide a further catalyst for the borough's development.

There are considerable challenges ahead in delivering the housing that the borough needs. We see our challenges as opportunities to promote positive change, and to enable us to truly build an exemplar thriving and sustainable community of the future.

Councillor Charles Fairbrass,  
Leader of the Council

## Contents

	Page Number
1. Introduction	3
2. Strategic Context	4
2.1 Strategic Priorities	10
2.2 Partnership Working	11
2.3 Consultation	13
2.4 Equalities Impact	14
2.5 Analysis of Housing Need and Market	21
2.6 Resources and Performance Management	23
3. The Housing Strategy	24
3.1 Priorities	28
3.2 Priority One: Sustainable Communities and Community Cohesion	32
3.3 Priority Two: Decent Homes and Safer Communities	37
3.4 Priority Three: Promoting Choice and Independence	39
3.5 Priority Four: Design, Energy Efficiency and Climate Change	41
3.6 Priority Five: Affordable Housing	46
3.7 Priority Six: Private Sector Housing	47
4. Delivery Arrangements	56
4.1 Monitoring and Evaluation	57
4.2 Implementation Plan 2007-10	
Glossary	
Contacts List	

## 1. Introduction

### 1.1 Introduction

Our Housing Strategy has three broad themes which are fundamental for achieving our aims. We will build mixed and balanced developments that promote and sustain communities. High quality housing should meet the expectations of residents beyond the Government's **Decent Homes Standard**. Affordable housing must meet the borough's housing need and benefit local people. Our strategy explores the inherent synergies between these themes, and sets strategic direction across all housing tenures. This approach is critical if we are to achieve truly sustainable communities.

We are determined to create communities and places where people choose to live. The importance of the provision of the transport and social infrastructure including schools, health and leisure facilities and employment opportunities is integral to our approach. We are committed to ensuring that our housing strategy will benefit the needs and enhance the lives of our community. Our previous **Housing Strategy** and **Housing Revenue Account (HRA) Business Plan 2003-6** both received the "Fit-for-Purpose" assessment from **Government Office for London (GOL)**. In our work to making the borough's vision a reality, we will now build further on the many achievements delivered through the preceding strategy. Our achievements include:

- Progression of Thames Gateway plans
- Over 900 affordable homes over 3 years
- Design excellence and greater sustainability
- Greater choice through intermediate housing
- Homelessness Strategy and Prevention
- Launch of Choice Based Lettings
- Housing Futures Project to achieve decent homes
- Private Sector Housing Area Renewal
- New homes for Supporting People clients
- External funding and wider knowledge base

We have established our strategic direction by identifying priorities through a rigorous strategy development process. We have used this approach to maximise the benefits for the community in using our resources. The strategy first considers the strategic context of our plans in terms of our requirements, and how we can best meet these with the needs of our community. The strategy development process identified six critical housing strategy priorities that reflect our three broad themes. The priorities are:

- **Sustainable Communities and Community Cohesion**
- **Decent Homes and Safer Communities**
- **Promoting Choice and Independence**
- **Design, Energy Efficiency and Climate Change**
- **Affordable Housing**
- **Private Sector Housing**

### Housing Strategy Themes

Creating Balanced and Sustainable Communities  
Decent Homes For All – Beyond 2010  
Rising to the Challenge of Affordable Housing

Full analysis and rationale for these priorities is set in the main strategy section and a detailed Implementation Plan for their delivery is provided. Key targets for the Housing Strategy are:

- 50% affordable housing on new developments where feasible
- Achieve Decent Homes Target for social housing by 2010
- New accommodation to meet housing needs of Supporting People client groups
- Adopt the Government and Mayor's targets on renewables and energy efficiency
- 425 new sustainable affordable homes per year
- Develop a Private Sector Housing Strategy

A summary of the Housing Strategy 2007-10 can be obtained from the London Borough of Barking and Dagenham (LBBDD) website at [www.barking-dagenham.gov.uk](http://www.barking-dagenham.gov.uk).

## **2. Strategic Context**

### **2.1 Strategic Priorities**

A sound knowledge of our strategic context is essential, as it provides the Council with an excellent understanding of the various issues that must be considered. In seeking to deliver our agenda and maximise our resources, there are various strategic priorities which we address. These range from the local community, through a sub-regional and regional level to the national scale, and these all help to inform and guide our housing strategy priorities.

#### **Local Community Priorities**

The Council has adopted seven Community Priorities in its commitment to serving the community. The Housing Strategy delivers all of these holistically, with a strong focus on improving health, housing and social care and regenerating the local economy.

- Raising general pride in the Borough
- Promoting equal opportunities and celebrating diversity
- Developing rights and responsibilities with the local community
- Improving health, housing and social care
- Making Barking and Dagenham cleaner, greener and safer
- Better education and learning for all
- Regenerating the local economy

**Strategic Corporate Priorities for Action 2005-10**

The Council has developed Strategic Corporate Priorities for Action to deliver the local Community Priorities and achieve the borough’s Vision. The priorities reflect the Council’s approach to balanced service planning, where successful performance is based on five main components including community benefits, customer satisfaction, value for money, high quality service performance and investment in its staff.

- Work In Partnership to Deliver the Community Priorities
- Put the Customer at the Heart of our Services
- Deliver Value For Money Services
- Deliver High Quality Services
- Value and Invest in our Employees

Three Council Priorities have been established to ensure a cross-cutting approach in delivering the Community Priorities from 2005-10. These are:

- Delivering outstanding customer service – putting local people at the heart of everything we do
- Improving performance across the board – so local people receive the best possible services which are responsive to their needs and represent value for money
- Regenerating the borough – creating a thriving and sustainable local economy where skilled and informed local people can live and work with pride

**Strategic Integration and Community Impacts**

The strategy development process has ensured that we meet strategic integration with the needs of our community, by meeting the Community Priorities. The following table provides examples of how our housing strategy meets these priorities. Further details are provided in section three.

<b>Community Priority</b>	<b>How the Housing Strategy Meets The Priority</b>
Raising general pride in the Borough	High quality sustainable housing to meet present needs of community Resident involvement in consultation including design – awards have been won for developments
Promoting equal opportunities and celebrating diversity	Balanced and sustainable communities with mixed tenure will provide greater community cohesion More housing for Supporting People client groups, for example Foyer scheme for young people Equalities and Diversity Impact Assessment of Housing Strategy
Developing rights and responsibilities with the local community	Excellent housing will improve quality of life and provide more opportunities Promotion of choice and independence through housing policies, including intermedialte housing Work towards tackling volume crime, Anti-Social Behaviour and domestic violence

Improving health, housing and social care	New housing built to design out crime including Secured by Design standard Well designed communities and improved housing to promote healthier lifestyles New properties built to Lifetime Homes standard, with 10% wheelchair accessible housing More housing for Supporting People client groups, for example Foyer scheme for young people Floating support for vulnerable people
Making Barking and Dagenham cleaner, greener and safer	Provision of open space in well thought out mixed developments Increased sustainability through improved housing design, including Secured by Design initiative Work towards tackling crime including Anti-Social Behaviour and domestic violence
Better education and learning for all	Increased internal space standards and more larger family homes will promote learning through availability of private space Foyer scheme for young people Education of community regarding housing options
Regenerating the local economy	Replacement of outmoded housing through estate renewal schemes Strategic Development Sites including Thames Gateway Regeneration of Barking Town Centre and other neighbourhoods Mixed use housing development Wider range of housing including aspirational homes and more intermediate housing

### Sub-Regional Priorities

The borough's economic development and services are affected strongly by the wider sub-region whilst housing markets operate across and beyond borough boundaries. A sub-regional approach to housing is outlined by the Government in Sustainable communities: building for the future. The borough is a member of the **East London Housing Partnership (ELHP)**, which includes eight East London boroughs. The ELHP has produced an **East London Sub-Region Housing Strategy 2005-10** which identifies the following priorities:

- New Housing Supply and Meeting Housing Needs
- Private Sector Renewal
- Supported Housing
- Choice and Mobility
- Tackling Homelessness
- Tackling Racial Harassment
- Procurement

The borough is also a member of the Thames Gateway London Partnership (TGLP), which aims to ensure resources are available for successful delivery of the Thames Gateway.

## Regional Priorities

Barking and Dagenham is one of thirty three London boroughs. The borough's location offers great opportunities for employment and has excellent transport links. In 2005 the **Capital Homes London Housing Strategy 2005-16** was published and identified a number of regional priorities.

The **Mayor of London** develops policies through the **Greater London Authority (GLA)**, which is a strategic government for London with responsibilities including planning, transport and economic development. In July 2006 an announcement was made by Government that the Mayor's powers were to be increased in a number of areas, including housing. A **Housing Strategy for London** will now be produced by the Mayor, and there will be some change of emphasis from the Capital Homes strategy. The new strategy will focus on seven key policy areas. These areas are set out below and must be taken into account by London boroughs in developing housing strategies. Specific housing implications are covered in greater detail in section three.

- Putting people first
- Building more homes
- Building the right homes in the right places
- Designing places where people want to live
- Reviewing intermediate housing
- Promoting choice and mobility
- Tackling climate change

## National Priorities

The Government's Department for Communities and Local Government (DCLG) sets priorities for housing which local authorities must deliver. In 2003 **Sustainable Communities: building for the future** was published, marking a step change in the approach to housing delivery and focusing on the wider aspect of sustainable communities. The main priorities arising from this document are summarised below.

- Ensure that all social tenants have a decent home by 2010 and to improve conditions for vulnerable people in private accommodation
- A step change in housing supply to tackle the housing shortage, especially in London and the South East
- Development of new Growth Areas
- Delivery through reform of planning system, a new regional approach to housing policy, and sub-regional approach to housing issues

Barking & Dagenham is situated in the Thames Gateway, which is one of four national Growth Areas identified in Sustainable Communities. The other proposed Growth Areas are Milton Keynes/South Midlands, Ashford and London-Stansted-Cambridge.



In 2004 Creating Sustainable Communities in London was published. This five year plan establishes how sustainable communities will be delivered in London. The Government's commitment to sustainable communities was developed further with the publication of **Sustainable Communities: Homes For All and Sustainable Communities: People, Places and Prosperity** in 2005. The former sets out how decent homes and greater housing opportunities can be delivered at an affordable level for everyone, whilst the latter focuses on creating neighbourhoods where people wish to live and work.

**From Decent Homes to Sustainable Communities** was issued in June 2006. This discussion paper sought views on certain policy areas including resourcing through public sector investment and assets and the delivery of affordable housing. In October 2006 the **Strong and Prosperous Communities** White Paper was released. This intends to enable local government to develop sustainable communities through greater freedoms and powers.

### **Council Departments**

The Housing Strategy division works closely over all five Council departments in order to deliver the Community Priorities.

### **Adult and Community Services**

Strong links with the Adult and Community Services department have been forged. The department promotes the independence and well-being of adults and older people. It also co-ordinates work on community safety, community cohesion, neighbourhood management, as well as heritage and libraries. The Adult Trust will adopt seven strategic outcomes that reflect the agenda set out in the Government's Department of Health (DoH) 'Our Health, Our Care, Our Say' White Paper. The division liaises closely with the department and the Primary Care Trust (PCT) in meeting the specific needs of vulnerable people. We also work with the Police and The Probation Service in meeting specialised needs, and our work in these areas is developing further. A draft Older People Housing Strategy has been developed and its priorities are reflected in this strategy. This also feeds into the Older People's Strategy for Barking and Dagenham 2006.

### **Children's Services**

The department is responsible for strategic planning and co-ordination of services for children and young people aged 0-19. The division has close links with Children's Services to ensure that Young People are able to access high quality housing. Housing Strategy has helped to inform the development of the Children and Young People's Plan 2006 to 2009 to deliver the Government's Every Child Matters vision. A Housing Strategy Action Plan for Children and Young People has also been produced and is reflected in this strategy. Young people are supported in their transitional phase, including those who are particularly vulnerable through leaving custody or who are at risk of offending. Housing also works closely with the department to ensure that housing growth is accounted for in the planning of future educational needs, and that high quality housing has a positive impact on future attainment.

## Customer Services

Customer Services brings together all the main front-line teams and is committed to ensuring excellent accessible and responsive local services for the community. The department has developed a draft strategy for delivering outstanding customer service with **Done In One – A Customer Service Strategy for Barking and Dagenham**.

The department includes Housing Services which is responsible for the management and investment of the Council's housing stock and finances through the Housing Revenue Account (HRA), and the Housing Futures Project which was established in response to the Government's Decent Homes Standard. Community Safety is of great importance to the borough and funding has secured improvements through concierge schemes and lighting. A street warden service has also been supported. The division includes Homelessness and Housing Advice. The successful introduction of the More Choice In Lettings (MCIL) choice-based lettings system in 2005 provided residents with greater choice and fairness in accessing housing socially rented housing. There are six Community Housing Partnerships (CHPs). Through a partnership of tenants, leaseholders, freeholders and Councillors, CHP boards have the power to make decisions for improving various aspects of the service.

The department also co-ordinates improvements to the borough's Private Sector Housing, covering a wide range of services including financial assistance, advice and enforcement. A full Private Sector Housing Strategy is to be developed later this year.

## Regeneration

The Regeneration department works in partnership with stakeholders including Council departments, external organisations and local communities, and is developing a comprehensive Regeneration Strategy for securing the social, physical, environmental and economic regeneration of the borough.



Barking Town Centre Proposed Redevelopment

The Housing Strategy division is based in the Regeneration department, and works closely with other departments to ensure that policies are co-ordinated in delivering the borough Vision. There is close working with the Spatial Regeneration division to maximise the quality and design of new housing, and to ensure that new developments are sustainable and suitably located. We are helping to inform the development of the borough's emerging Local Development Framework (LDF), which will eventually replace the current adopted Unitary Development Plan (UDP). The borough is now in the process of consulting on its preferred options. Our division has the following teams which reflect its main responsibilities. Sub-regional working is an integral part of the division's work, with contributions to key projects.

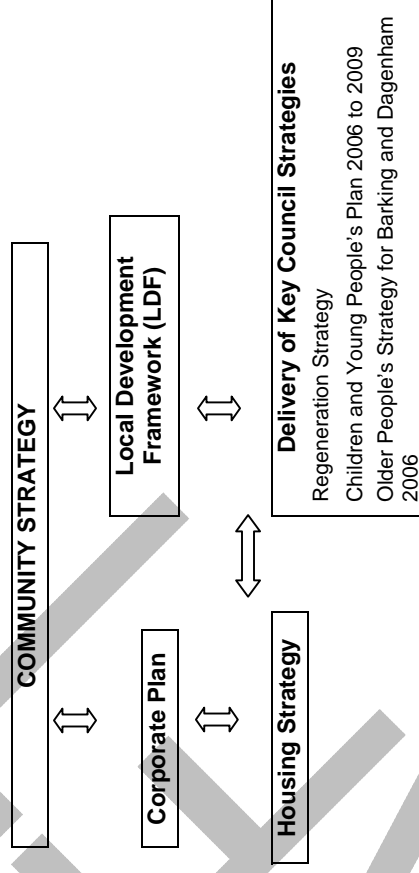
Housing Development and Partnerships - The team enables new affordable housing opportunities through partnership with Registered Social Landlords (RSLs). The team seeks to maximise funding sources and opportunities to deliver the affordable housing programme for meet the community's needs and aspirations.

Housing Regeneration - This team works in partnership to deliver the regeneration of the borough. Area based projects are helping to deliver improvements and make the most of the borough's regeneration opportunities.

Housing Strategy - The focus of this team is to undertake research into housing needs and conditions, co-ordinate production of the Housing Strategy and ensure conformity with other Council policies and strategies.

**Resources**

The Resources Department leads and supports the Council in the development of efficient and effective services for the local community, and the division works closely with the department in supporting these objectives. The Council's annual Corporate Plan sets out the Community Priorities and how we are working towards achieving them. The adjacent diagram summarises the relationship of the Housing Strategy with the key borough strategies.



**2.2 Partnership Working**

A holistic approach is essential for achieving the borough's aims and developing sustainable communities. This can only be achieved through effective partnership working with our stakeholders. The importance of partnerships has long been recognised, and many achievements have been gained through partnership working. The Council wishes to strengthen its partnerships further and develop new ones where appropriate. This chapter summarises the partnerships in which housing are closely involved in.

**Barking and Dagenham Local Strategic Partnership (LSP)**

The borough's LSP provides direction at a strategic level for delivering improvements for local people and involves a cross-section of public, private, voluntary and community organisations. The Housing Strategy contributes to the borough's Community Strategy. This is monitored by the LSP and reinforces the delivery of the Community Priorities by co-ordinating services. The LSP also enables and delivering the borough's Local Area Agreement (LAA), setting a commitment to achievement and partnership working over 2006-9. Housing makes a vital contribution to the Healthier Communities and Older People section of the LAA.

**Health Partnerships**

Joint working with the Barking and Dagenham Primary Care Trust (PCT) is critical for achieving the borough Vision. The PCT contributes to the LSP and works closely with Council departments in developing and implementing strategies.

**Supporting People**

Housing plays an important part in delivering the national Supporting People programme. This programme aims to provide a better quality of life for vulnerable people, by helping them to live more independently and keep their homes through housing-related support. The Supporting People Strategy 2005-10 provides strategic direction for its various client groups. The synergies between Housing and the various client groups are explored in more detail in later chapters.

We also contribute to **Valuing People**. This is a national programme for people with learning disabilities which has assisted in the development of the Housing Strategy for People with Learning Disabilities 2005-8.

### **Crime and Disorder Reduction Partnership (CDRP)**

The CDRP works to promote community safety. Housing closely supports the delivery of the Crime and Disorder Strategy 2005-8 and also contributes to the borough's Domestic Violence Strategy 2006-9. There is also close working with the Drug and Alcohol Action Team (DAAT). This multi-agency partnership is responsible for delivering the National Drugs Strategy – Tackling Drugs to Build a Better Britain at a local level. Housing Services are committed to tackling Anti-Social Behaviour (ASB), and the Anti-Social Behaviour Strategy 2006-7 has been developed in response to this. All new housing developments are built to design out crime, including the requirement to meet the Secured by Design standard.

### **Sub-Regional Partnerships**

The sub-regional priorities section (page 6) demonstrated the importance of the sub-regional ELHP and TGLP partnerships for the borough's development. Further details are provided in subsequent chapters.

### **Development Partnerships**

The Council's strong financial position as a debt free authority has enabled it to support programmes for refurbishment and additional affordable housing opportunities through partnerships with RSLs. The Council is looking to maximise other funding sources and opportunities to deliver programmes and meet the community's needs and aspirations. In support of this aim we have established an RSL Forum which has sub-groups on development and nominations and management issues. There are nine preferred RSL partners and the forum provides opportunities for sharing expertise, policy development and monitoring performance. The Council's work with English Partnerships is pivotal in informing our strategy and development plans, and for securing our future delivery.

## **2.3 Consultation**

The strategic context provides a baseline for informing strategy development. Partnership working can assist in promoting delivery, through enabling access to alternative sources of funding and via the sharing of information. The Council must decide its housing strategy priorities from its available resources, whilst meeting and balancing national, regional, sub-regional and local needs.

Consultation is vital for deciding how we should establish our policies against our needs and resources. We have therefore consulted extensively with all our stakeholders including our partners in setting our priorities.

A wide cross-selection of external and internal stakeholders has been involved in the consultation process. Initial consultation commenced with a Housing Strategy Conference in 2005. Attendees included a broad selection of housing and regeneration related stakeholders, internal officers and resident representatives. A Housing Strategy Working Group reviewed the strategic context and emerging priorities. This involved a wide range of stakeholders including GOL, resident representation and internal officers. A Housing Strategy Stakeholder Event in October 2006 provided further discussion and an update of developments and changes in policy since previous consultation. An article was also placed in the borough's Citizen Magazine which gave all residents a chance to comment on the proposals. The consultation process has played an important role in influencing the development of the strategy, and a number of recurring themes were identified which were particularly influential. A summary of how the strategy has changed through consultation is provided in the following table.

<b>Consultation event</b>	<b>Key issues raised</b>	<b>How they have influenced the strategy</b>
Housing Strategy Conference	<p>Delivery of the right type of housing in the Thames Gateway and the need to ensure sustainable communities</p> <p>Improving the quality and range of housing for Supporting People client groups</p> <p>Recognition of the impact of housing on health</p> <p>The need to tackle homelessness</p> <p>Reducing crime through development design by involving the community</p> <p>Need to ensure a neighbourhood approach to delivering decent homes</p> <p>Creating sustainable communities</p>	<p>These issues were incorporated as areas to develop further in the strategy; Sustainable Communities and Community Cohesion identified as a Housing Strategy Priority</p>
Housing Strategy Working Group	<p>Meeting Supporting People client groups needs</p> <p>Cross-tenure working in reducing non-decent homes</p> <p>Consider capacity for construction of future homes</p> <p>Ensure our plans meet educational requirements</p> <p>Deliver Thames Gateway and address concerns over density levels</p> <p>New homes to be fully accessible and suitably sized</p> <p>Ensure affordable housing issues are addressed and provision includes people on middle incomes</p> <p>Review method of consultation with "hard to reach" groups</p> <p>Need to strengthen community safety links, residents would like community safety as a strategy objective</p>	<p>New housing provision for Supporting People client groups</p> <p>Integration with surrounding areas will be considered</p> <p>Issue of capacity addressed in setting future housing targets</p> <p>New homes are being designed with greater sustainability with more private space</p> <p>Development of appropriate density policy in LDF to reflect London Plan levels and provide efficient use of land</p> <p>We will review provision of space and accessibility; we will also provide more family sized homes</p> <p>Analysis of affordable housing provision issues; we will seek to provide accommodation for a range of income groups</p> <p>We will review how we consult with "hard to reach" groups</p>
Housing Strategy Stakeholder Event		<p>Strengthening of community safety targets and incorporation of Safer Communities as a Housing Strategy Priority</p>

	<p>Future resourcing of the Decent Homes Target Ensure strategic approach to private sector renewal Concerns about internal space</p> <p>Review housing options for older people</p> <p>Address transience and related factors such as Buy to Let, and ensure new communities are sustainable</p> <p>Explore more innovative options for affordable housing</p> <p>Address environmental issues in developing new housing</p>	<p>Decent Homes incorporated as a Housing Strategy Priority Private Sector Housing designated as a Housing Strategy Priority We will review provision of space and consider Super-Flexible Housing</p> <p>Designation of Choice and Independence as a Housing Strategy Priority; we will review housing options for older people</p> <p>Will look to address, for example development agreement restrictions with regard to bulk sales; we will work to create balanced and sustainable communities with the right social infrastructure</p> <p>Affordable Housing designated as a Housing Strategy Priority; we will explore innovative solutions for affordable housing</p> <p>Designation of Design, Energy Efficiency and Climate Change as a Housing Strategy Priority</p> <p>We will seek to provide larger properties and explore other solutions</p>
LSP/Children's Trust	<p>Address housing needs of foster carers through larger homes with more bedrooms</p> <p>Concerns about internal space</p>	<p>We will review provision of space and consider Super-Flexible Housing</p>
CHP boards	<p>Need for family sized accommodation</p> <p>Concerns about internal space</p>	<p>We will provide more family sized homes</p> <p>We will review provision of space and consider Super-Flexible Housing</p>
VSSP	<p>Concerns about internal space</p>	<p>We will review provision of space and consider Super-Flexible Housing</p>

## 2.4 Equalities Impact

Equalities and Diversity are central to the work of the Council and this is reflected through the Community Priorities. Good progress has been made in mainstreaming Equalities and Diversity, where the Council will explicitly address and include it at every stage in policy, planning, service delivery and review processes.

**Equalities and Diversity Impact Assessments** are a key tool in ensuring that our services are accessible to all groups regardless of their race, ethnic origin, gender, age, disability, sexuality, faith/religion and any other area that may prevent equality of opportunity. An Impact Assessment has informed the development of this strategy. Equality and Diversity groups were involved in the Housing Strategy consultation as required by the Equalities and Diversity Impact Assessment process, and we are reviewing our approach to consulting with “hard to reach” groups.

The council has adopted the **Race Equality Scheme**, and is working towards level 4 of the Equality Standard which relates to the effective monitoring of housing services provided for equality groups. In 2007 we will undertake a review of Equality and Diversity Impact Assessments of our policies and services, to ensure that we include all groups in our assessment.

Given the emerging needs of new communities settling in Barking and Dagenham, there remains a strong case to address the relevance and accessibility of existing provision. A **Black and Minority Ethnic (BME) Housing Strategy** has been developed, which aims to bring about improvements in the social and economic well being of black and minority ethnic communities in Barking and Dagenham. In 2007, the Council in partnership with other local authorities across London are undertaking an accommodation needs survey for Gypsies and Travellers, which will provide useful information in meeting the accommodation needs and future demand for Gypsies and Travellers.

## 2.5 Analysis of Housing Need and Housing Markets

This section provides an outline of the evidence base and key indicators. A full Housing Needs Survey report was completed in 2005, and this was helpful in providing more recent evidence of the borough's housing need. Some extracts of key data are provided. Section three contains detailed analysis as to how our available resources should be used most effectively in meeting our housing strategy needs and priorities.

### Borough Profile and Housing Needs

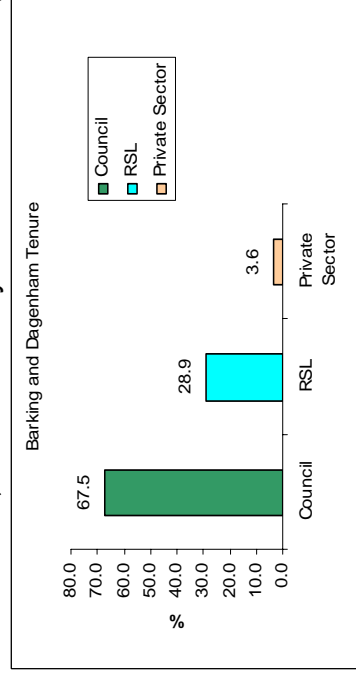
The population of the borough is 163,944 residents (Census 2001). The population is set to grow by 30,000 people by 2016 according to the (GLA) 2005 Population Projections (this takes into account the new housing development planned in the Thames Gateway). There are 69,179 dwellings in the borough, of which 19,966 are local authority owned, 2,494 are RSL and 46,719 are private sector. This is as recorded by the annual Housing Investment Programme (HIP) in 2006. The private sector definition includes private rented, owner occupied and shared ownership homes.

	Average Property Price
December 2005	£216,588
December 2006	£226,623

Source: Land Registry

The borough has a high percentage of social housing. This is reflected by the Census 2001 where the borough had the 4<sup>th</sup> highest percentage of Council accommodation, and the 8<sup>th</sup> highest percentage of Council and RSL accommodation combined for London. The borough also had the 9<sup>th</sup> highest total of both Council and RSL accommodation for London from subsequent HIP data in 2005.

Barking and Dagenham property prices are amongst the lowest in London, as recorded by the Land Registry House Price Index. This data showed an overall average price of £226,623 as at December 2006, compared to £216,588 as at December 2005. The average property price for London was reported at £305,247 at January 2007 in the Evening Standard.



Source: Housing Investment Programme 2006

In 2002, 22% of the population of Barking and Dagenham was under 16, which compared to 18% and 19% respectively for the London and England averages. The Borough has the second highest percentage of its population under the age of 18 in London at 10.91% (Census 2001) whilst 67% of looked after children were placed outside the borough in 2005.

Census 2001 data shows that there are 30,390 people living in the borough aged over 60, which represents 18.5% of the total population of Barking and Dagenham. This compares to a London average of 16.4% and the England average of 20.8%. The percentage of older people in the borough and is set to rise. The older population of Great Britain has grown steadily in the last 20 years and by 2031 the number of people over the age of 85 is likely to have increased by 79% (Housing LIN Factsheet 7, 2004).

The number of frail elderly will continue to increase locally. The Housing Needs Survey 2005 revealed that 22.6% of borough households contain older persons only (66.3% of these are in the private sector).

Barking and Dagenham is increasingly ethnically diverse. The BME population in the borough represents 14.8% of the total population, with a high representation in the Barking area, specifically 45.62% in Abbey and 31.73% in Gascoigne wards. The Housing Needs Survey 2005 also revealed that Black and Asian households are disproportionately living in private rented accommodation, particularly in areas which are more likely to be overcrowded. The population of BME people in the borough is expected to grow to almost a third of the population over the next twenty years.

In terms of health the Census 2001 shows that the borough ranks 1<sup>st</sup> out of all London boroughs in the percentage of the population with limiting long-term illness, and for the percentage of people that provide unpaid care for 50 or more hours of the week. 10.7% of the population describe their health as 'not good', which is the 2<sup>nd</sup> highest percentage in London.

The borough is also ranked 1<sup>st</sup> in London in the percentage of people with no qualifications in the Census 2001. 62.3% of the population were recorded in employment, below the London average of 69.1% (Annual Population Survey 2005). A median income of just over £26,000 for borough residents was determined from 2006 Paycheck data. The borough recorded a figure of 11.5% of the population categorised as Not in Education, Employment or Training (NEET) at 30<sup>th</sup> November 2006, which met the GOL target of 11.6%. This compares to an East London average of 8%.

Size required	Need	Supply	TOTAL	Size as % of total need
1 bed	1015	300	715	36.8%
2 bed	1168	439	729	37.5%
3 bed	548	219	329	16.9%
4+ bed	182	11	171	8.8%
TOTAL	2913	969	1944	100%

Housing Needs Survey Data 2005 – Net annual need for affordable housing by size

The Housing Needs Survey 2005 gave a breakdown of housing need by required property sizes. A recent analysis of Council Housing Register data in June 2006 was undertaken. This showed a relatively similar picture, although almost 50% of applicants were single people



Size required	Need	Size as % of total need
1 bed	4097	50.2%
2 bed	2197	26.9%
3 bed	1748	21.4%
4+ bed	120	1.5%
TOTAL	8162	100%

Housing Register Data 2006 – Need for affordable housing by size

50% of applicants were single people compared to the Housing Needs Survey figure of around 35%. This shows the changing nature of housing applications, as Housing Needs Survey is net annual need based on a sample data. The Housing Register data also shows a higher number requiring 3+ bedrooms.

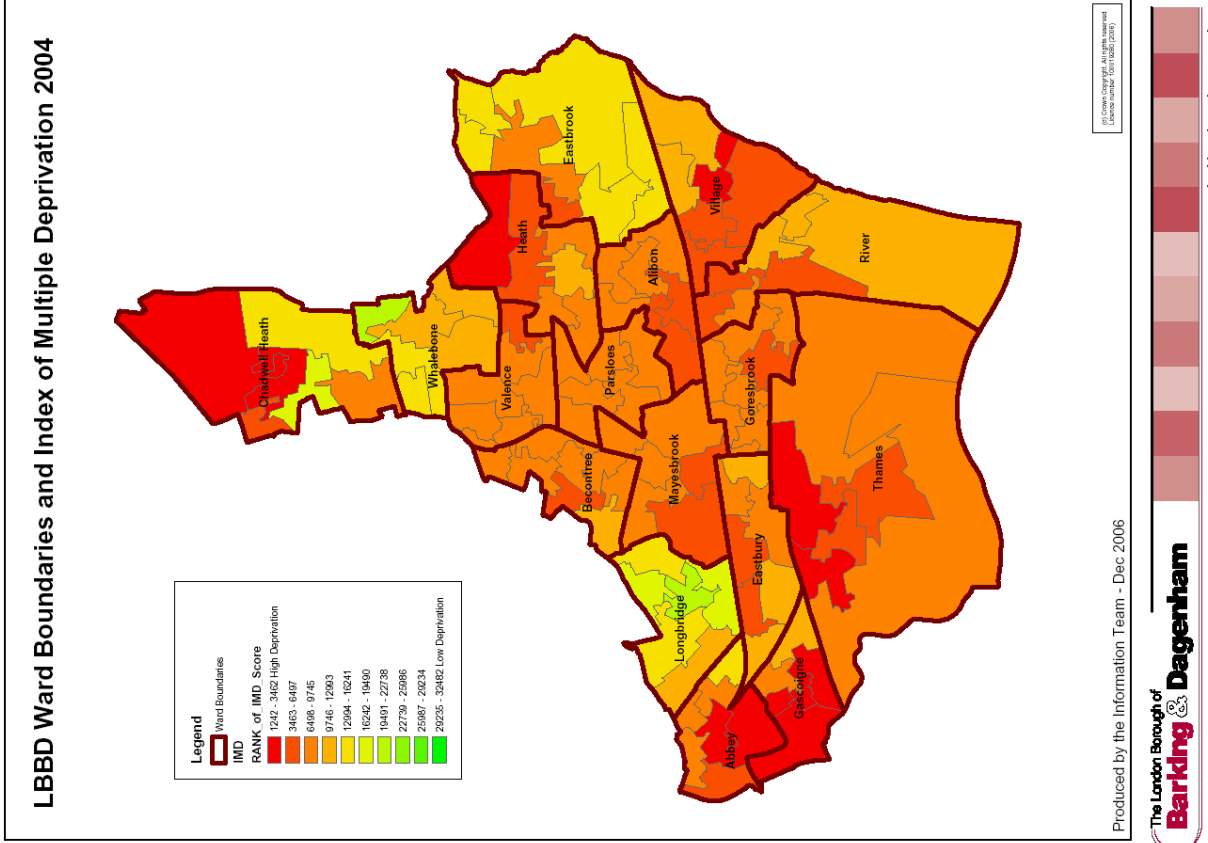
The **Index of Multiple Deprivation (IMD) 2004** places the borough as the 42<sup>nd</sup> most deprived district in England, and the eleventh most deprived in London. The map shows the Rank of IMD score within the borough.

Further maps show the distribution of the Council HRA properties, and the estate renewal schemes identified by the Housing Futures Project. It is apparent how the areas of high deprivation relate to areas with high concentrations of social housing.

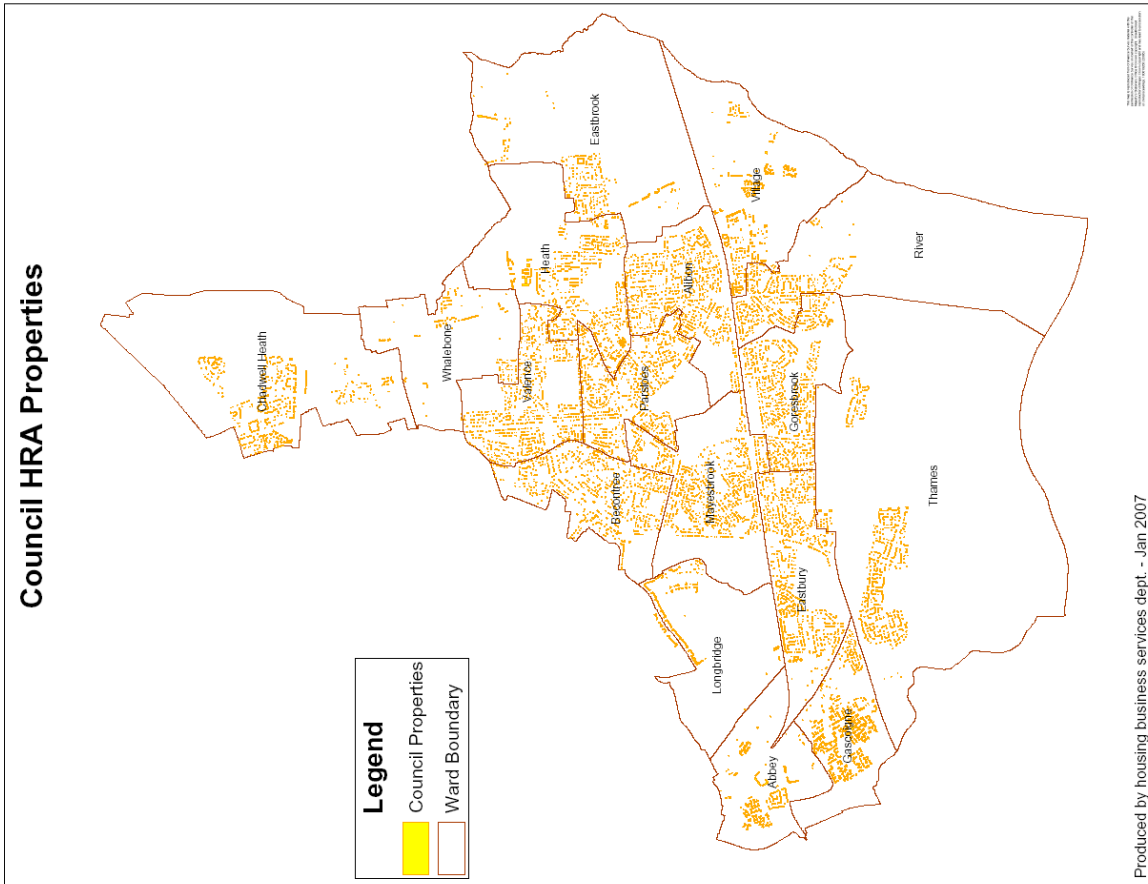
The Housing Needs Survey 2005 identified 7.0% of borough households as overcrowded. The Council's own housing has the highest number of overcrowded households, and there is also a need to address overcrowding in the private rented sector.

17.2% of all households were also found to have special needs from the survey, which is above the national average of 11-13%. The predominant group was physically disabled households followed by frail elderly. There is a disproportionate level of people with physical disability, representing 24% of the population of the borough. In 2004 there were 324 people with HIV in Barking & Dagenham, 77% of whom were Black African. This figure accounted for 8% of the total number of adults living with HIV in North East London (North East London, Annual Public Health Report, 2004).

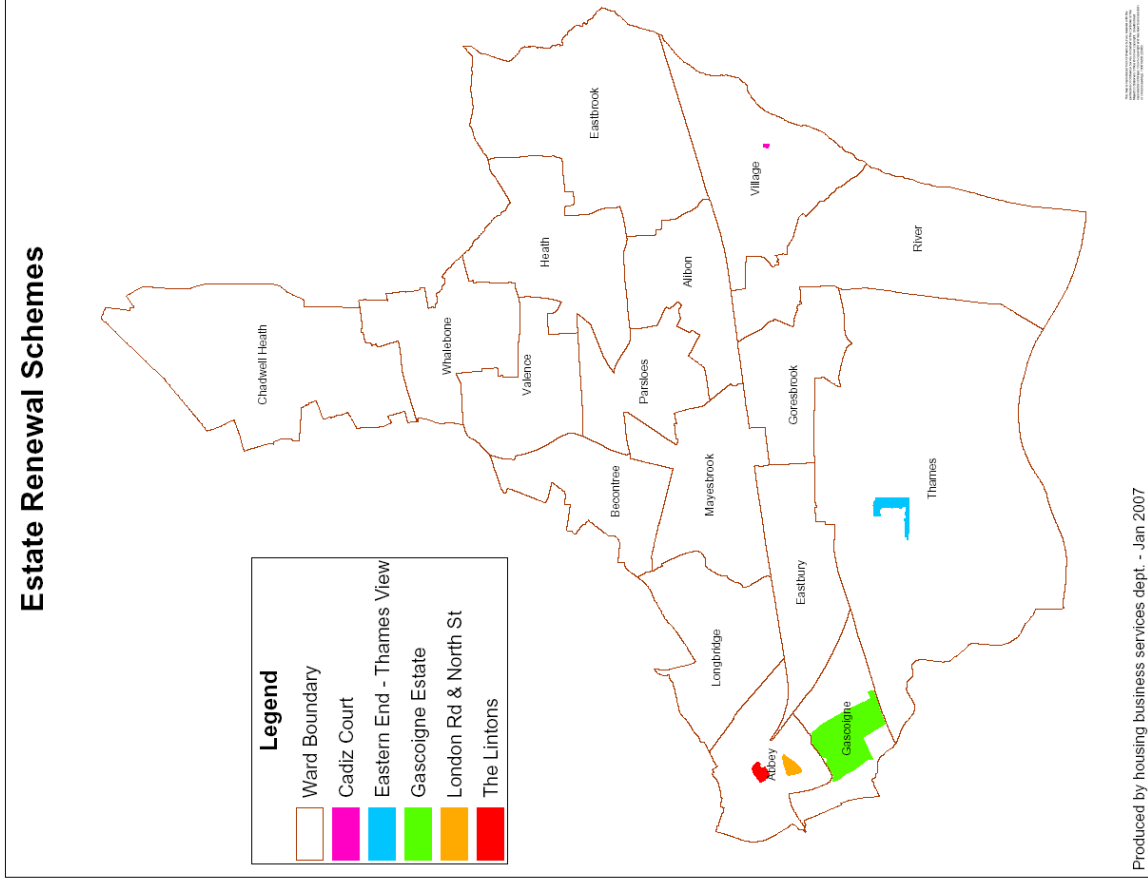
There are 907 asylum seekers and refugees in Barking and Dagenham as at September 2006, of which 217 are unaccompanied asylum seeking children. The trend indicates a slight increase in the population of asylum seekers families and there are emerging needs for these young people around suitable in-borough placements for fostering, housing and support for care leavers.



## Council HRA Properties



## Estate Renewal Schemes



## Homelessness

Significant improvement has been made in the Council's performance on tackling homelessness, and this is reflected by the performance against statutory Best Value Performance Indicators (BVPs). There is also a move towards homelessness prevention and reduction in temporary accommodation. Bed and Breakfast (B&B) accommodation is now only used in emergencies. There has been a marked reduction in the length of stay in both B&B and hostels for households who are unintentionally homeless and in priority need as measured by BVPI (BV183).

Homelessness BVPI	2004-5	2005-6
BV183 Length of Stay in Temporary Accommodation (a) Bed and Breakfast (weeks)	3.73	0.63
(b) Hostel (weeks)	5.49	0.95
BV202 Number of people sleeping rough on a single night within the authority	Less than 5	1
BV203 Percentage change in the average number of families placed in temporary accommodation	Qualified	-3.12%
BV213 number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice resolved their situation (per 1000 households)	New Performance Indicator	5.56
BV214 Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years	New Performance Indicator	0%

P 20 0 4 8

Our record shows a decline in statutory homelessness, however there has been an overall rise in application for housing from non-priority groups and vulnerable young people in the last year. There has been an increase in the number of homeless household and single vulnerable people living in temporary accommodation in Barking and Dagenham, with young people representing 25% of people living in temporary accommodation. Extra funding has been obtained from invest to save through the capital programme for £150,000, and £80,000 DCLG funding has been contributed for the rent deposit scheme.

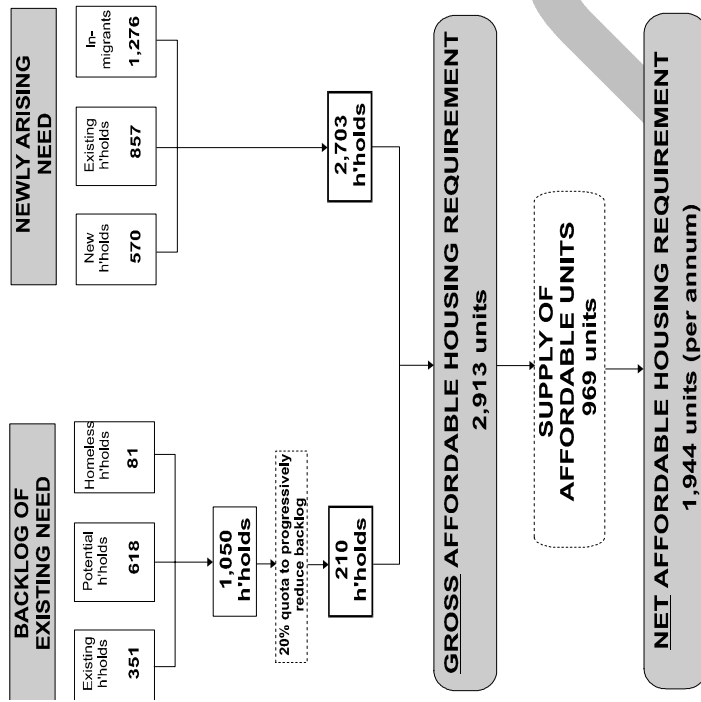
## Housing Conditions

A Stock Condition Survey was carried out for the local authority stock in 2004. The proportion of the Council's stock that is non-decent has fallen to 46.7% in 2005-6. Private sector housing continues to raise the proportion of the percentage of vulnerable households living in decent homes.

**SAP (Standard Assessment Procedure)** is the Government's recommended system for energy rating of dwellings. The average SAP rating of the Council's housing is measured by a BVPI (BV63) and was recorded as 66 in 2005-6. The average SAP rating of the Private Sector housing is 55.

The RSL Forum is requesting that RSLs provide information on their progress towards decent homes. Many RSL properties have higher standards of housing conditions as they were built more recently.

## Housing Market Assessment



Source: Fordham Research Ltd. Housing Needs Survey 2005

### Affordability and Access

Whilst it is imperative to meet housing need, the borough has many areas where levels of social housing have been overly concentrated in the past. Evidence from the Housing Needs Survey and particularly the Barking Housing Study indicates that the private sector housing market needs to develop further to widen the range of market priced homes available. This Housing Strategy is committed to increasing choice.

### Barking & Dagenham – the borough of Aspirational Housing

Housing market renewal and development is a key priority for the borough. Our strategy is to create mixed tenure communities with a particular emphasis on ensuring such communities are sustainable. New developments are therefore designed to promote sustainability through a mix of tenure options including intermediate housing and new aspirational homes for sale, to extend the offer for people in the

The Housing Needs Survey 2005 identified the borough's clear need for new affordable housing. It also explored the wider perspective of housing markets, in terms of balance across tenure and property size. A snapshot of local housing need is shown in the adjacent summary. Additionally the Council has jointly commissioned a project with English Partnerships known as the Barking Housing Study. This is concerned with the basis on which decisions are made on the mix and tenure of housing for the future. The study was completed in 2005 and analysed potential structural shifts in the East London economy and housing market and how these might affect the borough's future housing requirements.

borough who are in moderate to high income employment. Our new developments for the Gascoigne Estate and the London Road/North Street site will provide examples of new mixed tenure and aspirational communities.

## **2.6 Resources and Performance Management**

Measuring our performance is fundamental for achieving improvements to services and maximising the use of resources. Our performance is assessed in a number of different ways.

### **Comprehensive Performance Assessment**

Housing is assessed as part of a Comprehensive Performance Assessment (CPA). An inspection of the Council's housing management function took place in late 2004 and was assessed as providing a "Fair" one-star service with promising prospects for improvement. An Improvement Plan was drawn up following the assessment. The recommendations have since been incorporated into the service and further improvements are ongoing. Housing Services are on the Audit Commission's inspection programme for 2007-8.

### **Decision Making**

The Council's main financial decisions are made by the Council Assembly with Members representing the different wards of the borough. The Council's Executive of ten Members makes decisions on major issues relating to policy, budget, resources and performance, and meets regularly to make recommendations to the full Assembly. The LSP provides strategic input on cross-service and cross-agency issues in the borough. CHPs have input into decision making for the Council's Housing Services, and have been able to make recommendations on how some security improvements are made on estates.

### **Financial Implications**

Development of the housing Strategy is informed by both the Capital Strategy and financial modelling. The Council's Capital Strategy is an over-arching policy document relating to capital investment in its services, and describes how the deployment and redistribution of capital resources contributes to achievement of corporate objectives. The Medium Term Financial Strategy sets the framework for Council finance to deliver the Community Priorities over the next three years. It is a rolling strategy which is updated annually through the regular financial planning process.

Our strong position as a debt free authority has enabled us to support programmes for refurbishment and affordable housing opportunities through its RSL partnerships. Improvements to Council stock are targeted through the Government's **Major Repairs Allowance (MRA)** funding and revenue funding from **Management and Maintenance Allowance**. The Housing Corporation provides funding for affordable homes through the **National Affordable Housing Programme (NAHP)**. The Mayor of London will have greater powers in deciding housing priorities, though decent homes funding will remain with the Council.

External sources of funding are becoming more important and bids have been made through sub-regional partnership. New developments have in a number of instances used Council land values to subsidise the provision of new affordable housing. The Council is currently exploring with English Partnerships, the Housing Corporation and others, the establishment of a **Local Housing Company (LHC)** as a means of delivering new affordable housing and capturing uplift in land values for the community; this is discussed further in chapter 3.3.

Our historic and planned funding is provided in the table below.

**Table: Historic and Projected Finances**

Capital (£m)	2002-3	2003-4	2004-5	2005-6	2006-7	2007-8	2008-9	2009-10
<b>Total Capital Programme:</b>								
Council housing investment	31,687,000	46,785,000	27,872,000	32,086,028	30,974,000	33,231,000	29,611,000	30,811,000
Private sector housing	1,800,000	1,500,000	1,351,950	758,879	1,289,000	1,400,000	To be confirmed	To be confirmed
NAHP	2,800,000*	*(2002-4 as 2 year allocation)	20,408,000**	** (2004-6 as 2 year allocation)	17,400,000	14,444,438 (part 2006-8 allocation)		To be determined
LASHG	20,600,000	-	-	-	-	-	-	-
Neighbourhood Renewal	20,634	-	-	-	-	-	-	-
<b>Total Capital</b>	<b>56,907,634</b>	<b>48,285,000</b>	<b>49,631,950</b>	<b>32,844,907</b>	<b>49,663,000</b>	<b>49,075,438</b>	<b>29,611,000</b>	<b>30,811,000</b>
Revenue (£m)								
Repairs/maintenance	17,624,000	18,261,000	18,551,000	21,155,996	21,286,000	21,877,000	21,986,385	22,041,350.96
Management:								
General	12,460,000	12,924,000	14,511,000	17,483,268	16,422,000	16,996,000	17,080,980	17,123,682.45
Special	5,985,000	6,161,000	6,534,000	6,693,019	7,464,000	7,777,000	7,815,885	7,835,424.71
Direct revenue spending	4,068,000	3,177,000	1,000,000	1,007,699	500,000	-	-	-
Rent rebates	36,205,000	36,447,000	-	-	-	-	-	-
Other	13,731,000	18,462,000	27,170,000	25,803,450	26,943,000	30,314,000	34,254,820	38,707,947
<b>Total Revenue expenditure</b>	<b>90,073,000</b>	<b>95,432,000</b>	<b>67,766,000</b>	<b>72,143,432</b>	<b>72,615,000</b>	<b>76,964,000</b>	<b>81,138,070</b>	<b>85,708,405</b>
<b>Total Income</b>	<b>(92,694,000)</b>	<b>(93,839,000)</b>	<b>(68,956,000)</b>	<b>(71,275,480)</b>	<b>(72,904,000)</b>	<b>(76,655,000)</b>	<b>(80,487,750)</b>	<b>(84,512,138)</b>
<b>Deficit/Surplus for the year</b>	<b>(2,621,000)</b>	<b>1,593,000</b>	<b>(1,190,000)</b>	<b>867,952</b>	<b>(289,000)</b>	<b>309,000</b>	<b>650,320</b>	<b>1,196,267</b>

Housing Subsidy – Rent Rebates Expenditure and Income removed from the HRA in 2004-05

2002-03 – 2005-06 – Figures based on Statement of accounts

2006-07 – figures based on Budget

2007-08 – figures based on Budget

2007-08 – 2009-10 – direct expenditure assumes net increases of 0.5% and 0.25% respectively. Other expenditure (DCLG payment) assumes 13% increases as per 2007-08. Income assumes 5% increase.

2008-09 – 2009-10 – Revenue figures based on 2007-08 budget with assumptions for future years

### **Best Value and Service Scorecards**

Housing Strategy has contributed towards its statutory BVPIs, as required by the **Audit Commission**. **Service Scorecards** contain the key objectives for each service for delivery of the Council's corporate objectives and individual service priorities. The **Housing Strategy Service Scorecard** is the division's annual service plan which reinforces delivery of Housing Strategy targets. The daily work of individual team members reflects service plan priorities, ensuring a clear mechanism for delivery.

### **Housing Strategy 2003-6 Achievements**

The monitoring and review of the Housing Strategy 2003-6 played a crucial part in establishing our evidence base by analysing our past performance. Full annual Housing Strategy Progress Reports for each year are available separately, in addition to annual HRA Business Plan Progress Reports.

### **Value For Money (VFM)**

We seek to ensure that our providers develop an economic development ethos. We are undertaking a benchmarking exercise with selected London boroughs to facilitate comparison of VFM. Additionally we intend to survey residents living in new RSL developments to help us establish further data in assessing VFM.

### **Risk Assessment**

The development of the Housing Strategy has been subject to the Council's Risk Management policy. The delivery of key objectives is assessed, according to the likelihood and impact of risks. Controls are in place to assist the delivery of objectives.

## **3. The Housing Strategy**

### **3.1 Priorities**

The strategy development process enabled us to formulate our broad strategy themes from which six priorities have been identified. These were identified through evaluation of all the information gathered in section two, including the strategic context and integration, the borough evidence base and our past performance. Our priorities also emerged as key issues from the consultation process. Delivery options for our priorities were then analysed and agreed.

The six housing strategy priorities are analysed in detail in the following chapters. Section Four provides the detailed Implementation Plan for delivering our strategy.



### 3.2 Priority One: Sustainable Communities and Community Cohesion

#### Introduction

The concept of sustainability is about providing the best possible outcomes in use of resources both in the present and for the future. Sustainability is also more than physical improvements; we are developing communities with a sense of place and belonging where people will choose to live and stay.

#### Why these are a priority

Sustainable communities are a strategic priority as they play a fundamental role in meeting our Community Priorities and in regenerating the borough. The development of high quality housing is an essential part of any sustainable community. Sustainable communities can also provide benefits beyond our borough boundaries through raising awareness of perceived locational desirability and the attendant benefits brought through inward investment.

Our consultation demonstrated the importance of ensuring sustainable communities, which provide the right type of housing with excellent transport links and social infrastructure in place. The council is committed to ensuring the provision of supporting infrastructure for all new developments, including transport links and the educational, health and recreational facilities.

International and national issues and dynamics can impact negatively on local community relations. Residents can experience high levels of pressure on the provision of local housing and services which can lead to local tensions where recently arrived communities are perceived as competitors. The development of sustainable communities is therefore critical to ensure harmonious and integrated relationships between communities.

The role of Housing Strategy is central to achieving community cohesion for new and existing communities. A core element of this Housing Strategy details the changes and improvements which will take place, creating new communities across the next decade. Just as importantly, the Strategy has a core focus on the regeneration of the current communities in Barking & Dagenham where the following outcomes bring great benefits for community cohesion:

- We are improving the existing infrastructure with new schools and health centres and new transport planning such as the Docklands Light Railway extension through Barking Riverside and into Dagenham Dock
- Existing communities will benefit from the stimulation and creation of an entrepreneurial and enterprise culture. Regeneration will bring many new opportunities including new jobs, skills and training.
- A number of areas will be targeted for area renewal programmes. From 2007 onwards we will have a particular focus upon private sector housing renewal to be undertaken for the first time on an area basis.

- We are regenerating and improving much of our existing housing stock. Additionally some existing communities will have the opportunity to move into new housing
- We are also improving the Council's housing stock through our Decent Homes programme. The programme is bringing and will continue to bring many benefits to the existing community

### Analysis

It is recognised nationally that house-building has failed to keep pace with the level of demand, leading to imbalances in the housing market and rising property prices. This is particularly acute in the South East and especially in London. The Government has since accepted the recommendations of the Barker Review, which highlighted the need for a step change in housing supply to improve the housing market. National house-building targets have since been revised and are used with data from the 2004 London Housing Capacity Study (LHCS) to inform borough house-building targets in the London Plan. Our borough's overall house-building target has now risen to 1190 new homes per year and we are committed to delivering our London Plan and LHCS targets.

There is a target for 26,000 new homes of all tenures to be built by 2020 across the borough. Over 1,400 of these have already been delivered since 2003-4. In excess of 11,000 homes will be affordable and 6,000 of these will be social rented. There is also a strong need for more family housing of all tenures across London, and this is particularly acute in the social rented sector

Key Housing Regeneration Sites	No. of Units Planned
Barking Riverside	10,800
Barking Town Centre (inc. Council estates renewal)	7,500 (5,300 net)
South Dagenham	2,500
<b>Other Key Housing Developments</b>	
Other Council estates renewal and other Council owned sites	4,500
University of East London campus	850
Lymington Fields (EP owned)	650

The Thames Gateway development in the borough is comprised of distinct areas. Over 10,000 new dwellings are planned for a community at Barking Riverside, whilst at least 2,500 new dwellings are proposed for land at South Dagenham. This development will encourage greater inward investment to the borough, and will secure improved community facilities as a result. Development at South Dagenham will link into and regenerate the wider Dagenham area. The Council is working with the **London Thames Gateway Unitary Development Corporation (UDC)**, which has special powers in assisting the delivery and co-ordination of this ambitious project.

A Framework for Housing in the London Thames Gateway was a report produced by Professor Anne Power and colleagues from London School of Economics and Political Science (LSE). This highlighted the great potential for the Thames Gateway to be a stunning example of a successful and well integrated community. In order to achieve this, housing and regeneration in the Thames Gateway must build upon the assets and infrastructure of existing communities. This approach is exemplified by the Council's proposals for the regeneration of our town centres and our estate renewal schemes.

Existing estate regeneration programmes have taken place in Tanner Street and St. Ann's. The Tanner Street redevelopment was an excellent exercise in obtaining value for money and was a Housing Design Awards Winner in 2005.

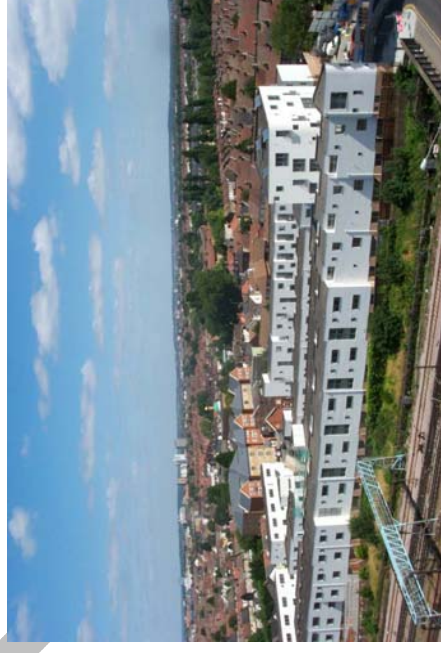
Barking Town Centre is already undergoing an ambitious regeneration programme: 5,300 additional new homes are planned for the town centre. A Barking Town Centre Partnership has been established and a Barking Town Centre Housing Strategy is now in implementation.

New housing will be provided at an appropriate density throughout the borough which will ensure that housing needs are met through a more productive use of scarce land resources, without compromising services or quality of life. Higher density housing will be restricted to strategic regeneration sites and sites with good public transport accessibility. Public open space will be included in future development as this is a crucial factor in creating sustainable communities.

The GLA sets out planning requirements for London boroughs in the **London Plan**, which identifies a target of 50% affordable housing for London boroughs. We will seek to apply this where financially viable, although this may not always be achievable due to three exceptional circumstances. There may be existing high levels of affordable housing, prohibitively low land values, and significant regeneration benefits. These factors all require greater flexibility. It has been shown that there is a correlation between areas with an overly high concentration of social housing and deprivation. All sites that are capable of providing 10 units or more must provide at least 35% affordable housing. This approach will help to promote balanced and sustainable communities.



Former estate on Tanner Street undergoing demolition



New Tanner Street Gateway on site of former estate

We aim to move from single tenure Council estates to provide more choice in mixed tenure communities as seen in Barking Town Centre. Affordable housing will be 'pepper potted' within schemes and not concentrated in one part of the development to ensure mixed income communities. The borough is working towards developing an agreed policy on 'pepper potting', as recent research into mixed income communities has shown them to be successful in terms of resident satisfaction levels.

### **Community Cohesion**

The wider impact of housing on other services and the wider community is a paramount consideration in developing new housing. Housing works closely with planning to ensure that environmental and community interests are safeguarded, through developing the LDF and on determination of planning applications. The LDF consultation to date has identified that residential schemes should be encouraged on brownfield sites within or close to town centres and public transport links, and where surrounding land uses are compatible. Resident engagement and involvement will continue to be developed and promoted. Mixed use developments will be sought at key locations when feasible. Mixed use options on the former Lintons and London Road/North Street are now being evaluated, and will work to enhance the viability of town centres in Barking and at Dagenham Heathway.

We will review "transience" and related factors such as the impact of "Buy To Let" properties on the local community (for example, in the case of Buy To Let we will investigate the possible use of development agreement restrictions with regard to bulk sales where Buy To Let has proven a negative impact upon community cohesion). We are also focussed on improving the skills and job-readiness of local residents, so that they are better placed to capitalise on the significant employment opportunities arising from local and regional regeneration.

The Council is committed to providing the infrastructure required to ensure community cohesion for the existing community as well as the new and increased population arising from our new housing developments. In June 2006 we commissioned ED&W & Brittan to undertake a "Social Infrastructure Needs Survey" for the significant development and growth proposals across the borough between 2006 and 2027. The report analyses and provides details concerning the future social infrastructure requirements. We have integrated the report conclusions into our future planning and regeneration proposals and are committed to providing a comprehensive social infrastructure including:

- Acute, primary, intermediate and mental healthcare services
- Community facilities (including libraries and youth services)
- Education (including early years, primary, secondary, higher and further education)
- Leisure, recreation and open space/green spaces
- Emergency and essential services (including police, fire and ambulance services)

Furthermore, over the next twelve months we will further investigate and consider a number of additional factors in the relationship between housing and community cohesion. We will develop a Housing Cohesion Strategy which will focus upon a number of key areas including:

- Mixed communities and mixed tenure developments
- Intermediate housing options
- The impact of “Buy To Let”
- The impact of choice based lettings

### **3.3 Priority Two: Decent Homes and Safer Communities**

#### **Decent Homes**

##### **Introduction**

There are four basic criteria which must be achieved in meeting the Government’s Decent Homes Standard. The intention of the Council is to go beyond the basic Decent Homes Standard, and to develop wider residents’ aspirations and liveability improvements where possible through a Decent Homes Plus Standard. Liveability is about addressing wider neighbourhood issues to create places where people choose to live and work.

##### **Basic Decent Homes Standard**

1. It meets the current statutory minimum standard for housing
2. It is in a reasonable state of repair
3. It has reasonably modern facilities and services
4. It provides a reasonable degree of thermal comfort

##### **Why it is a priority**

Local authorities must meet the Government’s Decent Homes Target, where all social housing should comply with the Decent Homes Standard by 2010. The Decent Homes Standard is also an important aspect of improving energy efficiency. The wider liveability improvements will raise sustainability and improve community safety. The aim is to also ensure that a neighbourhood approach is followed, in that standards across tenures are consistent and promote regeneration of neighbouring areas. The need to resource the Decent Homes Standard and secure wider improvements were issues raised through the strategy consultation process, and improvements outlined in this section will help deliver the Community Priorities.

## Analysis and Options Appraisal

A Stock Options Appraisal was completed and successfully signed off by GOL in November 2005. A variety of financial options were assessed, before identifying an innovative solution for meeting the Decent Homes Standard in the borough. A summary of the Options Appraisal is given in the following table. The Housing Futures Project is now in implementation phase.

### Options Appraisal Summary of Findings

Option	Advantages	Disadvantages	Assessment for Barking and Dagenham
<p><b>Arm's Length Management (ALMO)</b></p>	<p>It could harness additional support from Government for investment in the housing stock.</p> <p>It would provide the opportunity for tenants to increase their role in the management of the housing service.</p> <p>It could potentially lead to the Decency standard being met.</p> <p>It would allow the Council to retain the housing stock and the tenants to retain their existing tenancy agreements.</p>	<p>Additional funding from Government is restricted to that needed to achieve the decent homes target. However the Council can already achieve this with its current resources. It would not provide the level of support needed to increase investment to the level that would meet the actual aspirations of the tenants.</p> <p>In order to secure the permission to borrow the additional funding, the new organisation must achieve a 2 star inspection rating from the Housing Inspectorate. The new ALMO will have up to 2 years to achieve this standard, and if it does not meet this requirement further borrowing permissions may be withheld until it does.</p> <p>The setting up costs of approximately £500,000 may be difficult to justify if no additional funding is received.</p> <p>The Housing Futures and Full Industry Standards are unachievable.</p>	<p>Since an ALMO cannot provide any additional funding over and above that required to meet the Decent Homes standard, its benefits in Barking and Dagenham are limited. The only real advantage it offers is the opportunity to have increased tenant empowerment through membership of the Management Board. However following consultation with tenants and leaseholders this advantage is not attractive enough to outweigh the disadvantages. Therefore an ALMO does not seem to be a realistic way forward for Barking &amp; Dagenham.</p>
<p><b>Large Scale Voluntary Transfer (L-SVT) / (Stock Transfer)</b></p>	<p>The Housing Futures and Full Industry Standards should be achievable.</p> <p>There would be opportunities for investment in improvements in service delivery.</p> <p>Tenants would be able to play a more significant role in the management of the housing stock.</p>	<p>The financial consultants have calculated the housing stock has a negative valuation of in the region of £44m based on the assumption that the new landlord would be required to bring the condition of the stock up to the Full Industry Standard. Whilst the negative valuation could be covered via a successful bid for Gap funding from the Government the Council would not receive a capital receipt from the sale of the housing stock.</p> <p>The Council would also have to meet its own setting up costs related to the implementation of the transfer and to deal with the impact of diseconomies of scale in central departments estimated at over £2 million per year.</p>	<p>Stock transfer is only a realistic option if it has the support of tenants and leaseholders. Feedback during the options study indicates that the tenants are strongly opposed to wholesale stock transfer and have further indicated their preference for a strategy which retains the maximum amount of properties in Council ownership whilst delivering the Housing Futures investment standard. This led the Council to a preference for a mixed rather than wholesale solution – see following sections.</p>

<p><b>Private Finance Initiative (PFI)</b></p>	<p>In principle, Government support is available to enable the managing agent to increase investment in the stock included within the scope of the PFI scheme.</p> <p>Thus the main advantages of a PFI option would be to increase investment in part of the housing stock whilst allowing the Council to retain ownership of the stock and the tenants to retain their existing tenancy agreements.</p> <ul style="list-style-type: none"> <li>• Retain houses and low rise flats outside estate renewal areas</li> <li>• Comprehensive estate renewal of 3,000 flats</li> <li>• PFI for 20 tower blocks outside renewal areas</li> <li>• Addressed regeneration objectives</li> <li>• Looks beyond bricks and mortar</li> <li>• Optimised use of available resources</li> </ul>	<p>Housing PFI schemes are relatively small in scale and have so far been directed towards areas where investment needs are relatively high. However the multi storey blocks of flats that are outside the regeneration areas meet these criteria.</p>	<p>It could attract significant additional investment.</p> <p>It could form a key element of a mixed options strategy.</p>
<p><b>Mixed Solution</b></p>	<p>The mixed approach is designed to:</p> <ul style="list-style-type: none"> <li>• ensure that there are sufficient resources to enable the stock remaining in Council ownership to be brought up to the Housing Futures Standard</li> <li>• maximise the amount of stock remaining in the Council ownership</li> <li>• deal with the Council's most deprived housing areas and least popular stock.</li> </ul>	<ul style="list-style-type: none"> <li>• Risks of securing PFI funding</li> </ul>	<p>The mixed approach is designed to:</p> <ul style="list-style-type: none"> <li>• ensure that there are sufficient resources to enable the stock remaining in Council ownership to be brought up to the Housing Futures Standard</li> <li>• maximise the amount of stock remaining in the Council ownership</li> <li>• deal with the Council's most deprived housing areas and least popular stock.</li> </ul>

Based on the consultation carried out with the tenants and other stakeholders, the Council established that a mixed strategy is the most appropriate option for the borough. The strategy is under review and we will report on conclusions in a Housing Strategy Update in 2008.

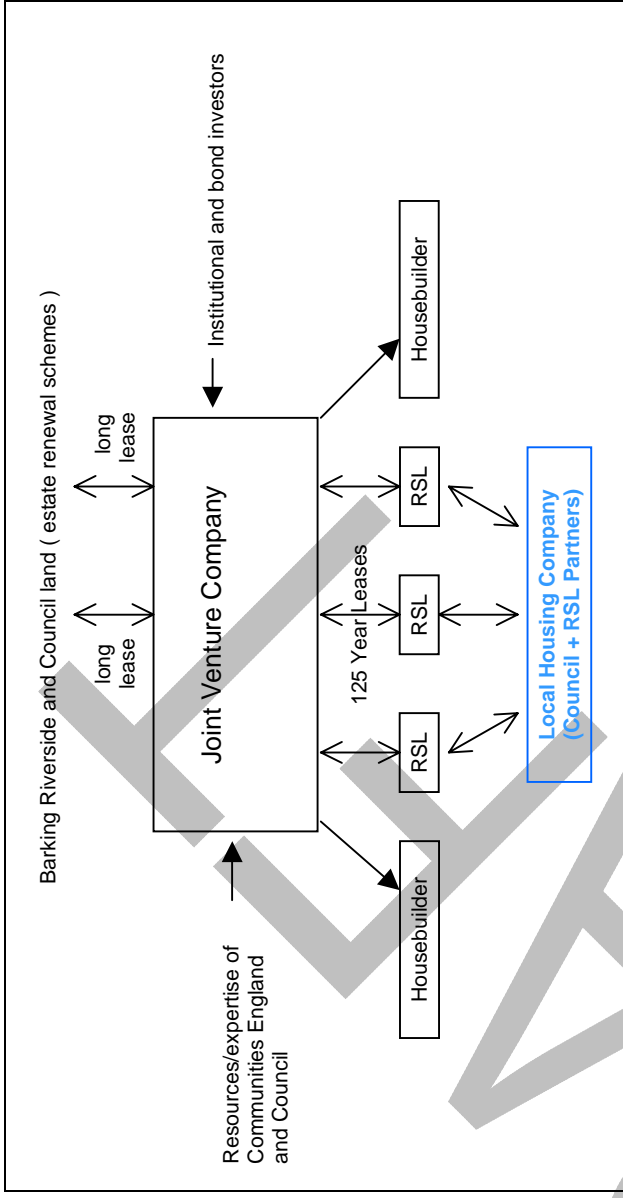
**Mixed Solution**

A number of estate renewal schemes were identified, including around 3,000 properties for redevelopment. There was strong resident support for the redevelopment of these properties, and physical improvements alone would not have been sufficient securing sustainability. These estate renewal schemes are playing an essential part in securing social and economic regeneration in the borough, and will also provide an opportunity to increase housing supply through more efficient use of land. A new regeneration scheme has been proposed for Cadiz Court, whilst plans for the Lintons and London Road/North Street are being developed. A longer term plan for the Gascoigne estate is envisaged, and redevelopment of the eastern end of Thames View will provide an extra 300 new homes to integrate with new development at Barking Riverside. Estate renewal plans are also being developed for the Goresbrook village estate.

We submitted a bid for Round Five of the Government's **Private Finance Initiative (PFI)** programme for funding for around 1,400 properties in twenty tower blocks. We have since learned that we have been placed on a reserve list for funding. Our funding options for these schemes are currently being reappraised.

A programme of work has also been developed for the **retained stock** of approximately 16,000 properties. Our options for securing the necessary funding for these improvements will continue to be assessed.

The adjacent diagram shows how future delivery of estate renewal schemes and the LHC could take place through partnership working. The Housing Corporation is set to be merged with English Partnerships, to create a new organisation, Communities England. The Council will partner English Partnerships to deliver the borough's estate renewal schemes, though Cadiz Court is being developed separately. English Partnerships will also be involved with the LHC in delivering the affordable housing element of Barking Riverside. This option requires further analysis and development and is currently under review. A full options appraisal will be completed for inclusion into the Housing Strategy Update 2008.



Proposed mechanism for delivery of estate renewal schemes and LHC

## Community Safety

### Introduction

Whilst physical improvements can increase liveability a safe environment is essential for ensuring communities where residents will choose to live.

### Why it is a Priority

This Housing Strategy is actively responding to requirements of the Crime and Disorder Act (1998) which will help to deliver community priorities and ensure safer and more sustainable communities. Additionally the importance of creating communities where people feel safe was emphasised strongly as a priority from the Housing Strategy consultation process.

### Analysis

Housing Services will be signing up to the Government's Respect Standard for Housing Management to deal with ASB. The implementation of the Council's Domestic Violence Strategy is a vital part of ensuring safer communities, and Housing has a strong role in delivery. We will support victims of domestic violence by enabling them to remain in their homes through sanctuary schemes, and by developing additional refuge spaces. Detailed policies and procedures are being established for staff in terms of referral routes and customer care, and all new housing staff are to receive a half day domestic violence awareness training.



Improvements are continuing to the management function of the Council's housing stock. Much has already been achieved in terms of environmental and security improvements. The CDRP are working to enhance security and reduce crime through additional work in the Gascoigne estate. Several Council high-rise blocks have concierge schemes and there have been lighting improvements. Performance on void management has also improved. The Street Warden service has also been highly successful. These projects all complement the programme of work towards meeting the Decent Homes Target for the retained Council stock.

### **3.4 Priority Three: Promoting Choice and Independence**

#### **Introduction**

We will seek to provide accommodation that promotes healthier communities by providing choice of housing and promotion of independence. This includes our ongoing commitment to housing vulnerable people and establishes how we will develop our strategic partnerships in responding to their needs. There are groups that may, because of their condition or vulnerability, have requirements for specialised forms of housing provision or require support services in order to live independently in their existing homes. There is also a changing policy context that has moved away from institutional provision in residential homes, towards supporting people in houses within their communities. The focus is on promoting independence and homelessness prevention. The promotion of healthier lifestyles is also highly important.

#### **Why it is a priority**

The promotion of choice and independence will encourage development of personal responsibility, and we wish to avoid creating a culture of dependency. We will seek support people in the choices they make in finding housing and work to prevent and reduce homelessness. Choice and independence is also an important London priority, and the Mayor's Housing Strategy encourages the targeting of specific groups. Choice of tenure will help to ensure a more responsive housing market, which will in turn benefit London's economy and people. There are several alternative housing options for those seeking their first home. The expansion of intermediate housing will provide greater opportunity for achieving independence. Several of the issues in this chapter arose from concerns raised through the consultation process.

#### **Analysis**

##### **Choice Based Lettings and Mobility**

We have responded to the Government's drive for greater choice in lettings: new, affordable socially rented properties are integrated with the successful MCIL choice-based lettings system. MCIL also provides a fairer and more transparent system of allocating housing.

The Mayor of London is intending to progress a pan-London choice-based lettings system. Such an approach will help to promote choice, and should provide regional economic benefits including a more balanced housing market for the capital. An accessible housing register will be developed as part of this proposal as housing choices for disabled people are more limited.

## Supporting People

The Supporting People Grant is important for achieving our Homelessness Strategy and other initiatives aimed at supporting vulnerable people. It provides the revenue funding for the development of housing related support services, that offer choice and the opportunity for vulnerable households to develop the basic life skills needed for a sustainable lifestyle. The Supporting People Strategy addresses priorities for all client groups including older people, women escaping domestic violence, homeless people, disabled people, young people and BME groups. The strategic priorities for the borough's Supporting People programme cover the following:

- To build on the re-provision and restructuring of sheltered housing
- Extracare sheltered housing for frail elderly and those with dementia
- Evaluation of the home from hospital programme
- Reconfiguration of the homeless provision, to increase services for those with complex mental health needs, drug and alcohol problems and offenders
- To explore how to meet the needs of people with HIV/AIDS through cross borough working
- To develop supported housing for young people to provide better access to jobs and training

## Homelessness

There are rising levels of complex needs often involving substance misuse, mental health and history of offending. This emphasised the requirement to build links with Connexions, Drug Action Teams, The Probation Service, Youth Offending Team and Mental Health. As the population grows, the projected increase in the need for mental health services for adults is 10% over the next decade. The emphasis on community services is an indication of the need for more support to be provided for people within their homes.

It is vital that services are provided and developed for the borough's increasing population and changing demography. The development of a range of preventative services and early intervention has resulted in a decline in statutory homelessness. However, there is a growing concern about the increasing level of homelessness amongst non-priority groups, in particular young people. Responding to this, the council has secured funding to develop a 116 unit foyer scheme for young people.

The Council is committed to preventing homelessness and providing support for those who become homeless. It is increasingly recognised that services for homeless people should focus on promoting independence, and this requires an integrated approach involving housing, health and care services. We have adopted a multi-agency approach and will strengthen existing strategic partnerships and ensure sub-regional working. This will enable the creation of networks for preventing homelessness and achieving the Government target on reducing the number of people in temporary accommodation by 50% for 2010.

Our Homelessness Strategy 2003-8 will be reviewed this year. This will include a temporary accommodation strategy with a focus on reducing its levels to meet the Government target. The Council received an increase in grant for homelessness prevention to develop a rent deposit scheme and will extend our support services for families in temporary accommodation to address specific needs such as mental health problems, offenders, drugs and alcohol problems. Increasing the supply of move-on accommodation is also essential in reducing the use of temporary accommodation, and the Council will ensure continued cross borough working arrangements, within the East London sub-region to secure additional units for move-on accommodation.

### **Children and Young People**

The Council is committed to building larger affordable homes for families, and will focus on ensuring that transition from care to independent living is handled better by providing more comprehensive support services.

A number of children with disabilities were identified through the school system, and there are children with complex needs or disabilities approaching adulthood. Analysis of Barking and Dagenham special educational needs data in 2007 indicates the need for specialist housing and support for young people with complex needs such as autism, specific learning disability and other forms of needs. The data captured through the school system identified 273 young people with complex needs who would require some form of supported accommodation to live independently as adults. This also applies to children who are looked after who do not necessarily have physical impairment. There is an increasing need for specialist provision for young people as they approach transition to adulthood. Most of



Proposed Foyer Development

these young people are placed out of borough, since there is a lack of suitable accommodation in Barking and Dagenham. We are seeking to provide placements for foster carers in the borough, and the development of new larger sized family homes will help us achieve this.

Young people leaving care face considerable barriers to accessing housing and support services. Existing local knowledge revealed the need for additional units of supported housing for young people, particularly those approaching adulthood. Housing with support is integral in ensuring a smooth transition to adult life for young people, hence the need for us to increase the supply of supported accommodation for young people, including lone teenage parents, young offenders and care leavers.

The Council will focus on ensuring the right outcome for young people, developing supported housing and tackling the challenges faced by young people in living independently, and in achieving this, we will invest in initiatives that enhance the prospect of gaining meaningful employment. The proposed 116 unit Foyer scheme will provide accommodation and support for young people, and this will be achieved through collaboration and consultation with the voluntary sector and East Potential. This option argues for enabling young people to develop knowledge and skills, thereby creating an enabling environment for them to participate in society. Our work with Connexions has also played an important role in the development of the Foyer.

### **Older People**

There are significant changes in the demographic and socio-economic make up of older people, which is likely to impact on the future demand for older people's accommodation and adaptations. As populations age the needs of older people with dementia will grow, as the incidence of dementia increases with age and particularly for the over 85 age group. The Council must therefore consider options that are more appropriate to residents' needs. The majority of older person only households live in the private sector. Therefore our development programmes and stock options appraisal reflect the needs and aspirations of older people who are capable of independent living and who may be interested in home ownership.

The RSL Hanover provides Extra Care housing for rent which can offer an attractive, cost effective alternative to traditional residential care. This option is relevant for residents who require more specialised amenities and greater support, and offers additional care packages for residents assessed as requiring support. Extra Care can also provide an ideal base for intermediate care provision. It is for those who still value independent living and who want additional security and support within their homes. The Council in partnership with Hanover is developing 52 units of Extra Care housing for rent and an additional 30 units of general needs housing for older people. Alongside these developments we are considering options for catering and improving the needs of residents within our existing provision.

In a borough with growing demographic diversity, there is an increasing need to identify services to support BME older people by promoting and extending culturally appropriate services. There is evidence that the traditional sheltered housing model is not suitable to respond to the need of older people requiring specialist support, as there are fundamental design problems. The Council have

undertaken a review of our existing sheltered housing provision and are considering options for re-provision of the council's sheltered housing accommodation.

The review of sheltered accommodation identified specific areas for development to support older people in living independently, including focus on housing design, development of a range of housing types and tenure and the development of appropriate policies on anti-social behaviour and community safety to address the concerns around the fear of crime. Our Housing Strategy will also address specific needs of vulnerable older people requiring comprehensive support to maintain independent living within the community, such as the provision of Extra Care housing, home improvement and adaptations. We are also developing owner occupied accommodation which is suitable for older people and at an affordable level.

### **Disabled People**

One of the problems contributing towards housing need is the demand for larger accommodation. The demography of the local population together with the design of the borough's housing increases the need for major adaptations. The greatest need for extensions to properties falls within disabled groups comprising older people and children with complex needs.

We will enhance the ability of disabled people to live independently through careful design of housing, in such a way to increase access for all groups. In response to the Disability and Discrimination Act 2005, the council has adopted the Social Model of Disability. We will implement this model in housing designs and service delivery, by increasing access to housing services and housing developments that promote independence.

The provision of housing and support services which promotes choice and independence for people with learning disabilities is a strategic priority within the Supporting People programme. A project group has been set up to consider the future housing and support needs of people with learning disability in the borough. The review will focus on accommodation based provision, with a view to increasing supply of housing and promoting independence in line with the Government Valuing People agenda.

### **Intermediate Housing**

The London Plan recommends that the 50% affordable housing target is broken down as follows. Following consultation this breakdown has been provisionally incorporated into the LDF. There will again be some flexibility in working to these targets again, where required due to high affordable housing levels, low land values and regeneration benefits.

**70 % Social Rented,  
30 % Intermediate Housing /Low Cost Home Ownership (LCHO)**

We will continue to promote choice of tenure and independence by providing intermediate housing options, which are aimed at households on moderate incomes (defined as above £16,400 and below £49,000). Recent developments with shared ownership have evidenced high take up from Council tenants and others on the Housing Register whilst a recent survey of borough tenants of high rise blocks showed that 30% of residents wanted this tenure. Keyworkers have benefited from designated shared ownership properties or properties at intermediate rent. We will continue to consider a wide range of options such as intermediate rent, to facilitate choice and independence.

Future intermediate housing will be developed for the target average income of £26,000. We are also looking to provide intermediate housing options for larger families. Intermediate housing for those on higher incomes than the borough average will also be developed. Further information on these housing options is available on the Council's website. A Housing Options Day in 2005 also helped to raise awareness of these choices. There is considerable evidence of demand for intermediate housing.



Housing Options Day 2005

### **3.5 Priority Four: Design, Energy Efficiency and Climate Change**

#### **Introduction**

Excellence in design will promote sustainability in new developments. Improved design will also help to combat climate through improved energy efficiency. Reducing the impact on climate change will secure long-term benefits for the local community, in addition to contributions on a global level.

#### **Energy Efficiency and Climate Change**

##### **Why these are a priority**

Climate change is the biggest challenge facing us and housing must contribute to tackling it. With warmer winters and hotter, drier summers, climate change will impact upon London with increasing effect. Housing accounts for nearly half of London's carbon dioxide emissions, most of which is generated by the energy which is used in the heating of domestic space and water. New homes in Barking & Dagenham are being built in a way that ensures a reasonable level of environmental performance. A key issue for the borough concerns the existing housing stock much of which has not been built or adapted to minimise the impact upon climate change. We need to ensure that the way homes are designed, built, adapted and occupied reflects the need to reduce carbon emissions, minimises waste and uses

water resources more efficiently to ensure that our homes in Barking & Dagenham are fit to face a future of inevitable and challenging climate change.

### **Analysis**

Housing is an important area of delivery for the Council's energy strategy – Delivering a low carbon borough – A sustainable energy strategy for Barking and Dagenham. Our Housing Strategy reflects the Barking and Dagenham Waste Management Strategy 2005-20. Our borough energy and waste strategies mirror the London Energy Strategy and London Waste Strategy respectively.

New homes must meet building regulations which ensure they perform reasonably in environmental terms. However the majority of existing housing in London (including the stock in our borough), has not been designed to mitigate climate change or respond to a changing climate. Housing must reduce carbon emissions, increase renewable energy use, minimise waste and use water more efficiently. The Mayor of London has a new statutory duty to tackle climate change, to complement his existing duty to improving the environment.

The Housing Strategy will help to deliver the borough's strategy on energy, by ensuring that the highest possible energy efficiency standard is achieved for homes in all tenures. We will work to the Government target to eliminate fuel poverty by 2016 and the London target of no occupied dwelling with a SAP rating of less than 30 by 2010. We will promote solar water heating systems and other renewables to residents, and endeavour to provide new housing which goes well beyond minimum standards and which improves energy performance. We will aim to achieve the Government's target for supplying 10% of electricity requirements from renewable energy sources by 2010

Energy efficient homes will reduce energy demand and costs for residents. The Mayor of London would like to see a move towards zero carbon emissions, and a target of a 30% reduction is set for 2025. The LDF will also help to inform future energy requirements and policies for on site renewables. There is also a borough target for achieving 20% carbon reductions by 2010, with a 32% reduction on strategic housing sites. Better housing design will help to achieve this, although guidelines will be applied to housing of all tenures. Decent homes works will help to improve energy efficiency for existing housing. A Barking Town Centre Energy Action Area has been established. This aims to reduce carbon emissions from by new developments by one third, when compared to emissions from developments built to existing building regulations. Combined Heat and Power (CHP) will be considered for new developments in the town centre, and developers will be required to include community heating in all of these.

## **Design**

### **Why it is a priority**

We will ensure that all new homes are sustainable and of the highest possible quality. Principles for new developments are set out by the London Plan, important requirements of which are that all new homes are built to **Lifetime Homes** standard and 10% must be wheelchair accessible housing. The Lifetime Homes standard will benefit all sections of the community, and will also enable independent living and make life easier for people with changing circumstances. The consultation also highlighted the need to keep addressing environmental issues in housing design.

### **Analysis**

We will continue to strive for the highest possible standards and build upon the innovation and recognition that our developments have already received through a number of awards. We will continue to provide 100% consultation on all new developments, following the approach in the previous strategy.

An Urban Design Framework Supplementary Planning Document (UDF SPD) is being prepared as part of the LDF and implications arising from this will be incorporated into future development as appropriate. The UDF aims to reinforce local identity with a sense of place and transform the borough into a high quality environment.

We are also investigating the use of Modern Methods of Construction (MMC) in future developments. MMC has several advantages including more effective materials, faster housing delivery and high standards of design. Off-Site Manufacture (OSM) is one of the MMC approaches, and consideration is being given to the Sustainable Off-Site Manufacture (SOSM) model as part of the Barking Riverside development.

Following the comments on space from our consultations we will review our space standards, and consider the use of Super-Flexible Housing which is designed to accommodate changing family circumstances or lifestyle changes. Several awards have been given for innovative designs of new affordable housing schemes, and a number of new properties have met the 'Good' Standard for EcoHomes in 2004-5. All new homes that are funded by the Housing Corporation have been required to meet the EcoHomes 'Very Good' Standard since 2005-6.

## **3.6 Priority Five: Affordable Housing**

### **Introduction**

Whilst there are significant challenges involved in securing affordable housing, there are also valuable opportunities that we must harness in order to maximise the benefits for our community.



### Why it is a priority

The delivery of affordable housing for the future is essential in meeting the housing needs of the community. The availability of housing has wider impacts on the community and is a critical factor in terms of local prosperity and stability. House prices exceed average incomes and consequently the demand for social rented housing outstrips supply. It is also essential to consider new sources of funding for affordable homes to meet our housing need. Our approach is to target affordable housing at those most in need.

### Analysis

A target of 425 new affordable homes per year has been set. We have progressed development of over 900 affordable homes over the previous housing strategy timescale. Our proposed borough target is a sustainable increase from the 2003-6 Housing Strategy annual target of 390 new affordable homes.

### Plan to Address Shortfalls

1. **Building New Affordable Homes** – Programme of affordable housing development includes new socially rented homes.
2. **Other Tenure Options** – Increased choice through new intermediate housing options.
3. **Private Sector Empty Homes** – We are also working to ensure that private sector empty homes are brought back into use.
4. **Density** – The Council aim to use land resourcefully through its density policy explained in chapter 3.2.
5. **Managing Voids** – Work to improve void turnaround of Council stock, and void performance of RSL preferred partners is monitored.

There is a NAHP allocation of £17.8 million for 2006-8 for affordable homes, though the borough is seeking to increase delivery through other resources. The LHC is being assessed and we are also keen to pursue external sources of funding for other projects. The Council are pursuing the possibility of building new local authority owned and managed housing through partnership with a private sector developer. However this requires complex funding arrangements and would need to be investigated thoroughly before any commitment can be made.

A number of self-build properties were built through the recent Tanner Street development, and we will continue to explore the possibility of self-build in future developments. Other innovative approaches will be considered as appropriate. Intermediate housing options will vary according to individual site factors. A 'Community Bonus' scheme was previously developed at St. Ann's, where the Council retained part of the equity, and the potential for similar schemes will be scoped. We will ensure that larger family sized intermediate housing is available on new developments.

In view of the housing needs (evidence on page 15) and the evident strong need for more family sized accommodation, targets have been set for housing size mix (see adjacent table). We have based these targets on all available evidence including a current picture of demand, and they meet the current LDF proposals which were derived from resident consultation.

LBBB Dwelling Size Mix

No. of Bedrooms	Target
1	30%
2	20%
3	35%
4+	15%

The housing needs of foster carers are issues that we have sought to address, and we will continue to give them consideration through providing larger homes and by considering other initiatives.

We are also working to tackle overcrowding in the borough. The borough is seeking to reduce overcrowding through a variety of projects including funding extensions to Council houses, and undertaking research into under occupation and overcrowding to help to alleviate pressure on supply. Future research will consider how to reduce overcrowding across all tenures. Sub-regional funding was acquired through the ELHP in 2005-6 for six Council homes to be extended to give larger sized family accommodation.

### 3.7 Priority Six: Private Sector Housing

#### Introduction

Private sector housing is taking on greater prominence within Barking and Dagenham. Our traditional approach of intervening in poor-condition housing, tackling bad landlord management and challenging unlawful evictions has been complemented by commitments to bring vacant properties back into use, ensure decency and foster a proactive relationship between our staff and the sector.

#### Why it is a priority

With 68% of Barking and Dagenham's housing stock being in private ownership, the borough has had to formulate mechanisms to tackle poor conditions, improve energy inefficiency and enable area renewal for the 46,719 dwellings concerned. Approximately 73% of housing in the borough was built before the end of the Second World War, of which almost half is deemed not to meet standards of decency. Compounding these issues is the fact that the sector is occupied by some of our most vulnerable residents.

The importance of this stock has been enhanced by the Government's determination to make greater use of the private rented sector to alleviate the pressures of homelessness and increase access to affordable housing for low-income and intermediate households. The London Plan, the London Housing Strategy and the Mayor's Housing Strategy Consultation Paper all reinforce the need to make better use of resources. Despite the fact Barking and Dagenham has some of the lowest house prices in London, the borough continues to be see some of the sharpest rising property values across the capital. According to the Land Registry, the average property price in Barking

and Dagenham in December 2006 was £226,623 and the average rent for a house or maisonette was estimated by the GLA in 2005 to be £178.70 per week. The average income in the borough is £26,000 per year, making affordability a real issue for residents whether they are purchasing or renting privately.

In reflection of these facts, Barking and Dagenham is renewing its private sector housing strategy to maximise the use of this sector in creating more affordable homes. The Council does not have the resources to tackle the problems in this sector by itself. Our strategy is therefore to work in partnership with private landlords and RSLs and to target and prioritise the worst properties. This ties in with our increased powers to ensure that those homes provide fit and decent properties to live in as part of the programme of making sure that 70% of the most vulnerable households meet the Government's Decent Homes Standard by 2010. The wider implications of this are reflected in our commitments to the environment by improving the energy efficiency in older homes and reducing their carbon output. The need for a strategic approach to private sector renewal was also highlighted in the consultation for the strategy.

## **Analysis**

### **Creating Positive Relationships within the Private Sector**

We believe that if we strengthen existing relationships with private sector stakeholders and enable them further opportunities to engage in our service planning, we can obtain the maximum use of private housing stock in our efforts to create safer, stronger and prosperous communities and provide decent homes.

Through our original efforts to create a landlord accreditation scheme, we have successfully moved a stage further and joined the London Landlords Accreditation Scheme (LLAS). This has enabled 102 registered landlords in the borough, to be equipped with knowledge, advice and training to provide quality housing for tenants whilst maintaining a profitable business with little need for our intervention in the management of their properties. To increase the awareness of good landlord management and ensure they have the most up to date information on health and safety, changes to legislation and the standards of decency we expect, we intend to increase the number of landlords who are accredited each year. We will continue to explore offering incentives to those landlords who do so. We will offer discounted licensing fees for accredited landlords who manage HMOs and will explore the possibility of incorporating excellent properties into our MCIL portfolio. As part of research being conducted by the LLAS we will also consider the benefits of private tenant accreditation.

The borough is also committed to the Landlords' Forum so that we can identify specific issues of concern and elements of best practice in the private rented sector. The Audit Commission has stated that local authorities will require a landlords' forum to receive an excellent rating. It is our aim for the forum to become a landlord-led partnership where we can advise on relevant grants and products to promote good quality accommodation and where landlords can assist the council in setting objectives for the sector. The forum also offers landlords a platform to discuss experience of lettings and the impact of policies and regulations. We will couple this by holding an annual Landlords Day in Barking and Dagenham and possibly a Private Tenants Day if we can establish the need.

This approach follows the successful input of leaseholders who regularly contribute to the borough's CHP boards in deciding what the council's objectives should be towards leaseholders and highlighting repair responsibilities. Barking and Dagenham has 3,055 leaseholders and they hold an annual forum to discuss how the council meets their needs and obligations. We will continue to consult with leaseholders through the forum and CHP boards, particularly on the costs and contributions needed to bring the communal areas of properties and estates up to the decent homes standard.

Many of the problems, which face the private sector, are shared across London and finances for private sector renewal have increasingly moved to a sub-regional allocation. Barking and Dagenham intend to utilise funding as a stakeholder in the East London Renewal Partnership (ELRP) to bring empty properties back into use, support energy efficiency measures and achieve the decent homes standard. Alongside Havering, Redbridge, Waltham Forest, Hackney, Newham, Tower Hamlets and the City of London, the partnership is seeking to find solutions across the sub-region to address housing renewal.

We will also invest in training staff to assist us in the delivery of our legal duties of ensuring decency, bringing vacant properties back into use, identifying licensable HMOs and enforcement work. In addition to this, the borough recognises that private sector housing issues range from empty homes, new-build, enforcement, leaseholders, private leasing and energy efficiency and that this cuts across a multitude of departments. We propose to create a private sector housing steering group which will co-ordinate, assess and review joint-up working in this field. This group will also be responsible for ensuring that councillors are regularly briefed on the sector and to encourage their understanding and support for our work in meeting government objectives.

### **Assisting Housing Renewal and Making Homes Decent**

In creating sustainable and safer communities and regenerating deprived areas, there is an onus upon us to encourage owner occupiers to improve energy efficiency and the decency of their homes. The Government requires that 70% of privately owned homes occupied by people deemed vulnerable should be made decent by 2010 and 75% by 2020. Vulnerable households have been identified as those in which one or members are in receipt of an income-related or disability benefit. The 2002 Stock Condition Survey suggested that 45% of private properties were non-decent and there is an outstanding £220m required to bring those households up to the required standard. A new Stock Condition Survey is planned for private sector housing in 2007-8.

The same survey suggested that 5% of private stock was unfit and likely to require mandatory enforcement under the new Housing Health and Safety Rating System (HHSRS) which has replaced the fitness standard. Our enforcement team is required to ensure that dwellings provide a safe and healthy environment for occupants and visitors and be free of avoidable hazards. We are committed to remedying Category 1 hazards through landlord action or works in default where necessary. We are soon to publish our guidance policy on the HHSRS system.

Part of our sub-regional working involves meeting the decent homes standard. 3,755 owner occupier properties have been visited in Barking and Dagenham to assess their energy efficiency and establish whether they are entitled to financial support to remedy any defects. This is part of the Warm Zone scheme, which identifies vulnerable households that may qualify. In conjunction with the ELRP, the borough will be piloting an East London Financial Advocacy Service working with Warm Zone, DABD UK and a charitable group called Fair Money to train and accredit independent financial advocates competent to advise on all of the options available to clients rather than promoting specific products. This means clients are able to identify the whole range of schemes available to them to improve the decency of their home without fears of mis-selling and unethical advice.

At present we also help fund Hanover Housing Association with £200,000 to run our Home Improvement Agency (HIA) which has the responsibility of promoting the HouseProud equity release scheme and implementing the Disabled Facilities Grant (DFG) programme allowing residents to apply for assistance with adaptations so they can remain where they live. We have also established a contract with Age Concern for the promotion of home security grants.

The borough is streamlining the criteria for grants so as to make it easier for households who have few financial resources to get works completed to improve their homes. Barking and Dagenham is publishing its revised Private Sector Housing Assistance Guide demonstrating what levels of financial support will be available for the most vulnerable of home owners, whilst those who have a large sum of equity in their properties can be directed to other solutions. The revised grants programme will include a series of discretionary payments as well as promoting the take-up of equity release schemes, which allows owner occupiers to take out a loan and borrow against the equity in their homes to finance improvements.

As in previous years the council will continue to identify pockets of housing in the borough which could, subject to funding, become part of a Home Improvement Zone. These zones bid to tackle owner occupier housing estates which not only require physical housing renewal but also which have high levels of anti-social behaviour, are economically depressed or are major eyesores. Under these circumstances particular areas will be targeted by council and Warm Zone staff to direct residents to the right avenues of assistance. In some instances where it is financially viable, certain flats above shopping parades will be targeted for return to use or repair and renovation.

### **Creating Affordable Homes by Making Better Use of Existing Stock**

The borough is committed to making the best use of the private rented sector to provide affordable housing for the homeless and those on low and aspirational incomes as well as offering those who wish to become property owners a chance to obtain homes in the open market. With property prices as strong as they are, for many in Barking and Dagenham, the housing market can still make a house purchase difficult.

Providing affordable homes is not just about building new ones, but about making better use of existing stock. Barking and Dagenham has approximately 499 vacant private properties spread across the borough, providing another resource in an area where there is high housing demand. To reiterate the importance of this sector we are soon to publish a revised Empty Homes Policy which will demonstrate our targets for the next three years and set out the manner in which we use our powers of compulsory purchase, enforced sales and Empty Dwelling Management Orders. Advice on our empty property services, available grants and enforcement powers will be set out in our new Empty Property Packs, which will give information to landlords.

Working with our council tax team we are collating a database system to identify all those homes which have been vacant for 6 months or more and will provide monthly briefings about the number which remain so. Alongside residents being able to report empty properties to us direct or through the Empty Homes Agency hotline, council officers will write to or visit landlords to advise on how best to make their property fit for use again. Part of the process requires us to work through the ELRP to bid for grants to bring vacant homes back into use across the sub-region. We are currently pledged to bringing a number of vacant properties into use again, increasing year on year.

As part of our Guaranteed Rent Deposit Scheme, some of the properties we do encourage back into occupancy, will join our portfolio of homes which are private sector leased or landlord accredited. This should act as an incentive for the landlord to keep the property in use and the council has set aside £80,000 to support this plan. By developing a fresh relationship with our Private Sector Leasing and Homelessness teams we intend to database all of our PSL landlords and encourage them to join our Forum and accreditation scheme.

The Housing Act 2004 introduced the mandatory licensing regime of Houses in Multiple Occupation (HMOs) and a requirement for us to satisfy ourselves that the properties do fit the HHSRS criteria. Barking and Dagenham's system replaces the notification scheme and existing HMOs are being automatically passported into licensing. We have recently set out our fee structure and have identified 166 HMOs. We will be training staff to identify further properties which will require licensing. Our operational HMO Guidance is being published shortly setting out our framework and will also instruct on our enforcement regime around related management orders.

By examining the operations of the West London Partnership, the authority will consider the benefits of working sub-regionally to standardise fees, licence terms and conditions to make it an easier process which becomes less confusing for landlords who invest across boroughs. We recognise that HMOs provide a valuable source of affordable housing for low-income households and single persons and once work is completed on identifying all mandatory HMOs, then the council will examine the long-term possibilities of discretionary licensing and its funding impact.

### **Reducing Climate Change and Increasing Energy Efficiency**

The House Condition Survey suggests that the average SAP energy efficiency rating of private stock in Barking and Dagenham is 55. Whilst this level is above the national average, it is below the target of 70, set by the Government to meet its obligations to reduce climate change.

Much of Barking and Dagenham's existing private stock has reached a life span which requires substantial investment so as to achieve expected levels of decency, ensure insulation and warmth and reduce the impact its has on the surrounding environment. We will continue to support the work of Warm Zone to identify those in need of assistance make their homes energy efficient, including advising benefit recipients of discounts available from the Government funded Warm Front scheme and the Warm Homes scheme operated by energy suppliers. Where plausible we may offer them assistance under our Private Sector Housing Assistance Guide. The borough is also committed to providing some support for solar panel grants to encourage more use and dependence on renewable sources of energy.

We are mindful of the overarching ambitions of the Home Energy Conservation Act 1996 (HECA) which required a 30% reduction of domestic energy use over the course of ten years. The 2005 HECA report suggested we achieved savings of 11.6%. To encourage residents to be mindful of the amount of energy they use and the impact it has on climate change, the team will work with local schools to get pupils to become Energy Ambassadors so that they can conduct energy audits in their homes. This will nurture an understanding between home owner and pupil about the need to reduce energy consumption and possibly identify where measures need to be taken.

## 4. Delivery Arrangements

### 4.1 Monitoring and Evaluation

The Housing Strategy will be monitored and reviewed on a quarterly basis against the implementation plan. Progress will be reported at regular intervals to the appropriate Executive Lead Member. It is our intention to report on a quarterly basis through the Adult Trust Board who will monitor and review the strategy. The board includes Member, statutory partners including the PCT, voluntary sector partners and Council officer representation. We will also report on a twice yearly basis to the Regeneration Board. An annual report on the strategy's progress will also be produced.

Delivery of the strategy will be supported by the following mechanisms:

**A Culture of Performance Management** including regular monitoring and review of the strategy  
**A Commitment to Ensuring Excellent Service Delivery** through access and customer care issues  
**Management Information** to help in decision making  
**Ongoing Staff Development** to increase delivery

## 4.2 Implementation Plan 2007-10

SUSTAINABLE COMMUNITIES AND COMMUNITY COHESION						
Housing Strategy Objective	Target/Action Planned	Milestones	Lead	Resources 2007/8	Resources 2008/9	Resources 2009/10
1.1 Promote balanced and sustainable communities	Deliver number and type of affordable housing units	University of East London campus development start on site 2008-9	Olivia Donovan	Officer time	Officer time	Officer time
	Ensure consistent approach to pepper potting where achievable	Lymington Fields start on site by 2008/9	Olivia Donovan	Officer time	Officer time	Officer time
	Review public engagement programmes and marketing for regeneration	Review implementation on half yearly basis during 2007-10	Tim Lewis	Officer time	Officer time	Officer time
1.2 Increase overall housing supply	Seek to restrict Buy to Let through development agreements on bulk sale	Eastern End of Thames View during 2007-10	Ken Jones	Officer time	Officer time	Officer time
	Develop a Local Housing Company (LHC)	Gascoigne estate start on site during 2007	Ken Jones	Officer time	Officer time	Officer time
	Delivery of new homes on Barking Riverside	Issue development agreements with restrictions on bulk sale during 2007-10	Ken Jones/Jeremy Grint	Officer time	Officer time	Officer time
1.3 Ensure that housing enables promotion of existing town centre and shopping areas	Progress work on South Dagenham West ensuring linkage to wider area	Participate in GLA research during 2007-8	Andrew Sivess/Olivia Donovan	Officer time	Officer time	Officer time
	Regeneration at Barking Town Centre and Church Elm site at Dagenham Heathway	Establish Local Housing Company (LHC) by 2007-8	Andrew Sivess	Officer time and £150,000 consultant Partnerships	Officer time, English Partnerships	Officer time, English Partnerships
	Ensure new schemes receive ongoing satisfactory consultation, environmental appraisal, including transport during 2007-10	Ensure new schemes receive ongoing satisfactory consultation, environmental appraisal, including transport during 2007-10	Jeremy Grint	Officer time	Officer time	Officer time
		Ongoing discussion to aim for an appropriate mix of tenure during 2007-10	Jeremy Grint	Officer time	Officer time	Officer time
		In progress during 2007-10	Jeremy Grint	Officer time	Officer time	Officer time



<b>DECENT HOMES AND SAFER COMMUNITIES</b>						
<b>Housing Strategy</b>	<b>Target/Action Planned</b>	<b>Milestones</b>	<b>Lead</b>	<b>Resources 2007/8</b>	<b>Resources 2008/9</b>	<b>Resources 2009/10</b>
<b>Objective</b>						
2.1 Meeting the Decent Homes Standard for local authority properties	Achieve 100% Decent Homes for local authority stock by 2010	Progress estate renewal schemes at Cadiz Court, and schemes in partnership with English Partnerships and Housing Corporation for Eastern End Thames View, Goresbrook, Gascoigne, Lintons, London Road/North Street by 2010 Deliver programme of work for Council's retained properties and refresh funding options by 2010 Establish Local Housing Company (LHC) for Barking Riverside by 2007/8	Ken Jones  Jim Ripley	Officer time  £33.2 million	Officer time  £29.6 million	Officer time  £30.8 million
	Develop a Local Housing Company (LHC)		Andrew Sivess	Officer time and £150,000 consultant budget and English Partnerships	Officer time, English Partnerships	Officer time, English Partnerships
2.2 Meeting the Decent Homes Standard for registered social landlord properties	Achieve Decent Homes Standard for all RSL properties by 2010	Monitor through RSL Forum 2010	Ken Jones	Officer time	Officer time	Officer time
2.3 Improve safety and environment	Implement Anti Social Behaviour (ASB) Strategy	Sign up to and implement Respect Standard by April 2007 Resident Induction as part of the Respect Standard by April 2007 Survey 100% of complainants, develop & implement action plan by 2007-8, further annual surveys until 2010 Identify & work with Community Groups to develop diversionary activities for young people, e.g. painting and decorating training scheme for young offenders and Urban Art projects during 2007-10	Glynis Rogers/Jim Ripley  Glynis Rogers/Jim Ripley  Glynis Rogers/Jim Ripley	Officer time  £10,000  Officer time	N/A  N/A  Officer time	N/A  N/A  Officer time
	Ensure 100% of new homes design out crime through 'Secured by Design' initiative	Achieve targets on new developments during 2007-10	Glynis Rogers/Jim Ripley  Ken Jones	Officer time and £78,000 LPSA money for young offenders apprenticeship scheme	Officer time	Officer time

	Expand remote concierge scheme based at Barking Town Hall through a pilot project of 7 high rise blocks	Deliver a fully integrated system for Millard Terrace, Highview House, Thaxted House, Oldmead House, Bartlett's House, Mersea and Colne Houses during 2007-10	Jim Ripley	£950,351	£995,782	£910,524
2.4 Work to deliver the Domestic Violence Strategy	To support victims of domestic violence to remain in their homes by setting up sanctuary schemes Develop additional refuge spaces for women and children escaping domestic violence Establish policies and procedures in detail - including referral routes to services and ensure customer care is in place All new housing staff to receive 1/2 day domestic violence awareness training	80 per year during 2007-10 Development of 9 units by 2008-9 Ongoing until 2008-9 Ongoing training - 2 sessions per year from 2007-10	Glynis Rogers/Joanne Smith Olivia Donovan Jim Ripley Glynis Rogers/Jim Ripley	Officer time Officer time Officer time £600	Officer time Officer time Officer time £600	Officer time Officer time N/A £600
2.5 Continue to be an excellent landlord through a responsive and high quality Housing Services division	Implementation of Housing Modernisation Programme Reduce number of voids and reduce relet times BV74 satisfaction of tenants of Council Housing with the overall service provided by their landlord BV75 satisfaction of tenants of Council Housing with opportunities to participate in management and decision making on Housing services provided by their landlord	Planned replacement of legacy ICT systems by 2010 Maintain voids target of 1% (excluding held for disposal) during 2007-10 Achieve 25 days turnaround time during 2007-10 2007-8: a) 81% b) 81% c) 81% 2008-9: a) 83% b) 83% c) 83% 2007-8: a) 68% b) 72% c) 68% 2008-9: a) 70% b) 74% c) 70%	Jim Ripley Jim Ripley Jim Ripley Jim Ripley	£4 million over 2007-10 subject to business case finalisation * Officer time Officer time Officer time	* See 2007-8 Officer time Officer time Officer time	* See 2007-8 Officer time Officer time Officer time

	Develop and implement policy-proofed Menu of Involvement that offers a range of choices for participation and reflects local demography	500 residents on register in 2007-8, 1000 residents on register in 2008-9, Review effectiveness of the Menu in 2009-10	Jim Ripley	Officer time	Officer time	Officer time
	To increase informal opportunities for participation that are shaped by tenants	Enhanced Residents Unity Week in October 2007 with tenants taking the lead role, Upgraded Residents Unity Week with tenants taking the lead role in 2008-10	Jim Ripley	Officer time	Officer time	Officer time

## PROMOTING CHOICE AND INDEPENDENCE

Housing Strategy Objective	Target/Action Planned	Milestones	Lead	Resources 2007/8	Resources 2008/9	Resources 2009/10
3.1 To increase choice and type of housing	116 units of Foyer scheme for young people aged 16-24  Develop additional units of Extra Care scheme for older people	Start on site by April 2007  Completion by April 209 52 new Extra Care units by September 2007  Ongoing review of Council's sheltered housing until 2010  Develop eco-friendly bungalows for older people during 2007-10  Cadiz Court redevelopment by September 2008	Jennie Coombs  Olivia Donovan  Jim Ripley  Olivia Donovan  Olivia Donovan	£2.4 million ring fenced land receipt and officer time  Officer time  Officer time  Officer time  Officer time	Officer time  Officer time  Officer time  Officer time  Officer time	Officer time  Officer time  Officer time  Officer time  Officer time
3.2 Review Homelessness strategy and develop temporary accommodation strategy	50% reduction in the number of people living in temporary accommodation by 2010	Develop additional units of supported housing by 2010	Jim Ripley, Olivia Donovan	Officer time	Officer time	Officer time
3.3 To promote Equalities and Diversity	Implement the Corporate Equalities and Diversity Plan 2005-8  Equalities and diversity impact assessment of 2007-10 Housing Strategy	Review Equalities and Diversity Impact Assessments of all the Division's policies and strategies by 2007  All Equalities and Diversity Impact Assessments completed by Spring 2008	Ken Jones  Ken Jones	Officer time  Officer time	Officer time  Officer time	Officer time  Officer time

<b>DESIGN, ENERGY EFFICIENCY AND CLIMATE CHANGE</b>							
<b>Housing Strategy Objective</b>	<b>Target/Action Planned</b>	<b>Milestones</b>	<b>Lead</b>	<b>Resources 2007/8</b>	<b>Resources 2008/9</b>	<b>Resources 2009/10</b>	
4.1 Ensure new homes are excellently designed and sustainable	100% of all new housing at Lifetime Homes standard	Achieve targets on new developments	Tim Lewis	Officer time	Officer time	Officer time	
	10% of homes to be wheelchair accessible	Review half-yearly	Tim Lewis	Officer time	Officer time	Officer time	
	New homes to meet at least EcoHomes 'Very Good' standard	Review half-yearly	Ken Jones	Officer time	Officer time	Officer time	
	Ensure suitable space standards on all new affordable homes	Agree and implement policy on space standards	Olivia Donovan	Officer time	Officer time	Officer time	
	Consider Super-Flexible Housing / Design for Manufacture homes	Review half-yearly	Jeremy Grint	Officer time	Officer time	Officer time	
	Implement consultation strategy on 100% of new developments	Apply consultation strategy on all new developments	Olivia Donovan	Officer time	Officer time	Officer time	
	4.2 Improve the energy efficiency of all Barking and Dagenham's housing to the highest possible level and ensure highest standards for all new build housing	Adopt the Government, Mayor of London and local targets on renewables and energy efficiency	Work to achieve 10% target for supplying electricity requirements from renewable energy sources and 20% carbon reduction on housing developments by 2010	Jeremy Grint	Officer time	Officer time	Officer time
			Support the Mayor of London's energy efficiency targets for no occupied dwelling with a SAP rating of less than 30 by 2010 and less than 40 by 2017	Paul Fordyce/Rob Williams	Officer time	Officer time	Officer time
			Support the Government's target to eliminate fuel poverty by 2016 and will work with partners to meet this target in the borough	Paul Fordyce/Rob Williams	Officer time	Officer time	Officer time
			Work with RSL partners to evaluate carbon performance of homes under proposed new building regulations and develop a definition of energy good practice for new housing in the borough	Olivia Donovan	Officer time	Officer time	Officer time
	Work with RSL partners to improve the energy performance of new affordable housing and go beyond minimum Building Regulations standards	Develop flagship low carbon housing development and work to reduce carbon emissions	Olivia Donovan	Officer time	Officer time	Officer time	

<b>AFFORDABLE HOUSING</b>						
<b>Housing Strategy Objective</b>	<b>Target/Action Planned</b>	<b>Milestones</b>	<b>Lead</b>	<b>Resources 2007/8</b>	<b>Resources 2008/9</b>	<b>Resources 2009/10</b>
5.1 Increase supply of affordable housing	425 new sustainable affordable homes completed in the year	Quarterly updates during 2007-10	Andrew Sivess	Officer time	Officer time	Officer time
5.2 Developing new sources of funding	Proportion of homes funded by sources other than the Housing Corporation	Agreement with developers and partners to cross subsidise new social rented homes on land disposal development sites to 2010	Andrew Sivess	Officer time, potential investment of Council land	Officer time, potential investment of Council land	Officer time, potential investment of Council land
5.3 Ensure housing is at an affordable level	Maximise and secure new public and private investment	Development and submission of external funding bids to 2010	Andrew Sivess	Officer time	Officer time	Officer time
5.3 Ensure housing is at an affordable level	Review options for keyworkers, co-operatives, live/work and self build	Review twice a year 2007-8	Andrew Sivess	Officer time	Officer time	Officer time
5.4 Provide a range of suitably sized accommodation	Promote English Partnerships First Time Buyers' Initiative	Review twice a year 2007-8	Andrew Sivess	Officer time	Officer time	Officer time
5.4 Provide a range of suitably sized accommodation	30% of new affordable homes to be 1 bedroom to meet the needs of single people	Review half-yearly during 2007-10	Ken Jones	Officer time	Officer time	Officer time
5.4 Provide a range of suitably sized accommodation	20% of new affordable homes to be 2 bedroom to meet the needs of couples					
5.4 Provide a range of suitably sized accommodation	35% of new affordable homes to be 3 bedroom to meet the needs of families					
5.4 Provide a range of suitably sized accommodation	15% of new affordable homes to be 4+ bedroom to meet the needs of larger families					
5.4 Provide a range of suitably sized accommodation	Larger houses for foster carers					
5.4 Provide a range of suitably sized accommodation	Review and develop policies on overcrowding and under-occupation					
5.5 Ensure Value For Money and accessible services	100% of new affordable developments published on website	Publish details of all new developments on Council website during 2007-10	Ken Jones	Officer time	Officer time	Officer time
5.5 Ensure Value For Money and accessible services	Determine % of satisfied residents in new RSL developments	Conduct survey, analyse data and review findings annually until 2010	Ken Jones	Officer time	Officer time	Officer time

<b>PRIVATE SECTOR HOUSING</b>		<b>Milestones</b>		<b>Lead</b>	<b>Resources 2007/8</b>	<b>Resources 2008/9</b>	<b>Resources 2009/10</b>
<b>Housing Strategy Objective</b>	<b>Target/Action Planned</b>						
6.1 Creating positive relationships within the sector	Ensure that further landlords are accredited to the LLAS each year	To ensure 5 new landlords join the scheme each year up between 2007-2010		Joanne Smith	Officer time		
	Offer discounted licence fees for accredited HMO landlords	On-going according to the HMO landlords who apply each year		Joanne Smith	Officer time		
	Implement the Landlord's Forum	To be established in autumn 2007		Joanne Smith	Officer time		
	Hold an annual Landlords Day	To be held in autumn 2007		Joanne Smith	Officer time		
	Explore private tenant accreditation	Link in with research by LLAS to be conducted in 2007		Joanne Smith	Officer time		
	Hold an annual Leaseholders Day	To be held in autumn 2007		Richard Kober	Officer time		
	Utilise funding for decent homes, vacant properties and energy efficiency through the ELRP	On-going bidding for fund allocation to meet sub-regional objectives		Joanne Smith	Officer time and ELRP funding with support from Hanover and Warm Zone		
	Recruit new staff to support across-the-service delivery	To recruit 2 new enforcement staff in 2007		Joanne Smith	Officer time		
	Create direction, interest and ownership of the sector internally	Set-up inter-departmental Private Sector Housing Steering Group to evolve understanding and joint working in April 2007		James Goddard	Officer time		
	Private sector housing stock condition survey	Undertake survey in 2007-8		Joanne Smith	£50,000		
6.2 Assisting housing renewal and making homes decent	70% of homes occupied by vulnerable households in private sector to be decent by 2010 and 75% by 2020	Identify vulnerable households which may qualify for financial support or can be directed to products to finance decency through the Home Improvement Agency, Warm Zone and other schemes as part of an on-going survey system		Joanne Smith	Officer time and ELRP funding with support from Hanover and Warm Zone		
	Ensure access to the DFG	86 DFGs in 2007-8		Derek Corby	Hanover leads		
	Promote home security grants through Age Concern	Ongoing		Derek Corby	Officer time, support from Age Concern		
	Streamline and revise home improvement grants and produce new Private Sector Housing Assistance Guide	To be completed by June 2007		Derek Corby	Officer time		

	Implement the HHSRS system and tackle Category 1 hazards as priority	On-going staff training in identifying homes which require mandatory HHSRS enforcement;	Joanne Smith	Officer time	
		On-going identification of homes which require mandatory HHSRS enforcement	Joanne Smith	Officer time	
		On-going identification of Category 1 hazards and remedy them through landlord action of works in default	Joanne Smith	Officer time	
	Ensure quality advice on products to residents on funding home improvements	Publish HHSRS policy by June 2007 Through the ELRP, pilot an East London Financial Advocacy Service to train and accredit independent advocates to advise clients on the options available for funding home improvements by the end of 2007	Joanne Smith	Officer time and ELRP support. Additional support from DABD UK and FairMoney	
	Support area renewal	On-going identification of areas deemed to have potential to become HIZs	Derek Corby	Officer time	
		On-going identification of flats above shops which could be targeted for return to use	Joanne Smith	Officer time	
6.3 Increasing the number of affordable homes by making better use of stock	Reduce the number of empty properties in the borough	Through the ELRP funding, bring 5 empty properties back into use each year  Publish our Empty Property Strategy detailing our enforcement and legislative powers by June 2007  Identify empty properties vacant for 6 months or more, by creating a new council tax database for monthly interrogation by April 2007	Joanne Smith  James Goddard  Robert Gledhill	Officer time  Officer time  Officer time	
	Regulate the borough's HMOs	On-going identification of HMOs requiring mandatory licensing  Publish HMO Guidance for public availability by June 2007  On-going research on the benefits of sub-regional partnership on HMOs to standardise fees, terms and process	Joanne Smith  Joanne Smith  Joanne Smith	Officer time  Officer time  Officer time and ELRP support.	

6.4 Reducing climate change and improving energy efficiency	Promote the guaranteed rent deposit scheme	Work with the PSL team to identify landlords and encourage them to provide homes with the Rent Deposit Scheme	Mitzi Myrie	Officer time		
	Tackle fuel poverty and improve energy efficiency	Through the ELRP, on-going identification of those homes which can be assisted in improving their energy efficiency through Warm Zone and where entitled through Warm Zone	Joanne Smith	Officer time with ELRP support and Warm Zone		
		Pilot the solar panel grants to encourage use of renewable energy supplies	Derek Corby	Officer time		
		In partnership with schools, encourage pupils to become energy ambassadors and conduct energy audits in their homes, on-going project beginning in autumn 2007	Derek Corby	Officer time		



## Glossary

ASB	Anti-Social Behaviour	LBBB	London Borough of Barking and Dagenham
ALMO	Arms Length Management Organisation	LCHO	Low Cost Home Ownership
B&B	Bed and Breakfast	LDF	Local Development Framework
BME	Black and Minority Ethnic	LHC	Local Housing Company
BVPI	Best Value Performance Indicator	LHCS	London Housing Capacity Study
CDRP	Crime and Disorder Reduction Partnership	LLAS	London Landlords Accreditation Scheme
CHP	Community Housing Partnership	LSE	London School of Economics and Political Science
CPA	or Combined Heat and Power	LSP	Local Strategic Partnership
CPA	Comprehensive Performance Assessment	LSVT	Large Scale Voluntary Transfer
DAAT	Drug and Alcohol Action Team	MMC	Modern Methods of Construction
DCLG	Department for Communities and Local Government	MCIL	More Choice In Lettings
DFG	Disabled Facilities Grant	MRA	Major Repairs Allowance
DoH	Department of Health	NAHP	National Affordable Housing Programme
ELHP	East London Housing Partnership	NEET	Not in Education, Employment or Training
ELRP	East London Renewal Partnership	OSM	Off-Site Manufacture
GOL	Government Office for London	PCT	Primary Care Trust
GLA	Greater London Authority	PFI	Private Finance Initiative
HECA	Home Energy Conservation Act	RSL	Registered Social Landlord
HHSRS	Housing Health and Safety Rating System	SAP	Standard Assessment Procedure
HIA	Home Improvement Agency	SOSM	Sustainable Off-Site Manufacture
HIP	Housing Investment Programme	SPD	Supplementary Planning Document
HIZ	Home Improvement Zone	TGLP	Thames Gateway London Partnership
HMO	Houses in Multiple Occupation	UDC	Unitary Development Corporation
HRA	Housing Revenue Account	UDF	Urban Design Framework
IMD	Index of Multiple Deprivation	UDP	Unitary Development Plan
LAA	Local Area Agreement	VFM	Value For Money
LASHG	Local Authority Social Housing Grant	VSSP	Voluntary Sector Strategic Partnership

## Contacts List

Document	Where it can be obtained
Housing Strategy 2003-6 and Housing Revenue Account (HRA) Business Plan 2003-6	James Goddard Housing Strategy 020 8227 8238
East London Sub-Region Housing Strategy 2005-10	Abi Mebude East London Housing Partnership 020 8227 5303
Draft Older People Housing Strategy	Christianah George Housing Strategy 020 8227 5599
Older People's Strategy for Barking and Dagenham 2006	Joe Coogan Adult Commissioning 020 8227 2331
Housing Strategy Action Plan for Children and Young People	Christianah George Housing Strategy 020 8227 5599
Children and Young People's Plan 2006 to 2009	Victoria Hunt Children's Policy and Trust Commissioning 020 8227 3259
Done In One – A Customer Service Strategy for Barking and Dagenham	Jennie Duffy Contact Centre and Customer First 020 8227 5730
Housing Futures Option Appraisal	Doris Acquaaah Housing Services 020 8227 3633
More Choice In Lettings	Vin Olley Housing Services 020 8227 2469
Private Sector Housing	Private Sector Housing Team 020 8215 3000
Unitary Development Plan (UDP) / Local Development Framework (LDF)	Tammy Adams Spatial Regeneration 020 8724 8097

Community Strategy / Local Area Agreement (LAA)	Carol Morgan Democracy and Partnerships 020 8227 2463
Supporting People Strategy 2005-10	Supporting People Team 020 8227 2209
Housing Strategy for People with Learning Disabilities 2005-8	Angela Ejoh Adult Commissioning 020 8227 5183
Crime and Disorder Strategy 2005-8	Katherine Gilcreest Community Safety & Preventive Services 020 8227 2457
Domestic Violence Strategy 2006-9	Emma Gray Community Safety & Preventive Services 020 8227 2809
Anti-Social Behaviour Strategy 2006-7	Katherine Gilcreest Community Safety & Preventive Services 020 8227 2457
Black and Minority Ethnic (BME) Housing Strategy	Christianah George Housing Strategy 020 8227 5599
Housing Needs Survey 2005	Mark Jones Housing Strategy 020 8227 5073
Barking Housing Study	Ken Baikie Spatial Regeneration 020 8227 5631
Capital Strategy	Joe Chesterton Corporate Finance 020 8227 2932
Medium Term Financial Strategy	Joe Chesterton Corporate Finance 020 8227 2932
Barking Town Centre Housing Strategy	Jennie Coombs Housing Strategy 020 8227 5736

Homelessness Strategy 2003-8	Christianah George Housing Strategy 020 8227 5599
Delivering a low carbon borough – A sustainable energy strategy for Barking and Dagenham	Daniel Archard Spatial Regeneration 020 8227 3707
Barking and Dagenham Waste Management Strategy 2005-20	Ruth Du-Lieu Environmental and Enforcement Services 020 8227 2641

## THE ANNUAL ASSEMBLY

16 MAY 2007

### REPORT OF ADULT EDUCATION 60+ SCRUTINY PANEL

Title: Adult Education 60+ Scrutiny Panel	For Decision
<p><b>Summary:</b></p> <p>This report details the Adult Education Scrutiny Panel's review of Adult Education for those residents aged 60+.</p> <p>The origin of the panel's review stems from the receipt of a number of letters of complaint to The Adult College of Barking &amp; Dagenham arising as a result of the College's decision to remove the age-related fees concession for residents aged 60+, together with a letter received by the Chair of the Scrutiny Management Board.</p> <p>The report gives details from residents who have been affected by the removal of fees concessions; from the Adult College, their Governing Body, and from the Learning and Skills Council that provides funding for the courses offered at the college.</p> <p>The Panel also heard evidence from medical professionals of the significant wider additional health and general well-being benefits to be gained in participating in educational activities.</p> <p>The Panel were also informed by the voluntary sector organisation Age Concern of the services and activities they provide, and how they might help fill gaps for residents arising as a result of the college's fees increases.</p> <p>The Panel recognises that the Age Discrimination Act 2006 will prevent educational institutions such as The Adult College from offering concessions to fees for those residents not in receipt of benefits.</p> <p>The Panel was frustrated by the fact that no specific way forward could easily be identified to support those residents aged 60+ who could not afford to pay fees at the full cost.</p> <p>The Learning and Skills Council has made £20,000 available to East London boroughs to establish an Adult Education and Skills Forum, the purpose of which is to encourage greater partnership working in order to improve the qualifications held by residents and their job prospects. Given the particular concern of the Scrutiny Panel to encourage the continued participation of residents aged 60+ in learning, the Learning and Skills Council has agreed to set aside a sum of £5,000 to establish an Adult Education 60+ Task Group that will report to the LAA Adult Trust. Ongoing funding to support the work of the Group will be sought.</p> <p><b>Wards Affected:</b> All</p>	

**Implications:****Financial:**

In the first place £5,000 being provided by the Learning Skills Council, as part of £20,000 to set up an Adult Education and Skills Forum.

**Legal:**

None

**Risk Management:**

None

**Social inclusion and Diversity:**

Lifelong Learning is an important activity for all. Those residents aged 60+ who are no longer eligible for fees concessions for Adult Education courses must be catered for in order to prevent conditions such as dementia and social isolation from developing prematurely.

**Crime and disorder:**

Intergenerational learning opportunities between senior residents and young people often foster greater understanding and may have positive benefits on the subsequent behaviour of the younger members of the community.

**Options Appraisals:**

None

**Recommendations:**

The Panel is proposing the following actions. That:-

- (1) The Corporate Director of Regeneration establishes an Adult Education 60+ Task Group and invites the following parties to participate.
  - Executive Members for Regeneration, and Lifelong Learning
  - Lead Member – Adult 60+ Scrutiny Panel
  - Staff and student representation from The Adult College
  - Voluntary and community sector organisations providing adult education services to residents aged 60+.
- (2) The funding of £5,000 made available by the Learning and Skills Council (London East) enables the Task Group to be advised on the range of educational activities currently on offer in the borough for senior residents, and how these might be promoted to encourage greater participation in order to maximise the benefits to health and general well-being.
- (3) The Task Group considers ways to extend adult education opportunities through the development of Neighbourhood Management teams providing outreach facilities.

<p>(4) The work of the Task Group informs the priorities of the Adult Trust in order to potentially access funding through the LSP sub-group to encourage and support senior residents in educational activities.</p>		
<p><b>Reason:</b> To agree and endorse the recommendations of the Scrutiny Panel, and accept any further recommendations.</p>		
<p><b>Contact Officer:</b> Councillor Mrs K Flint</p>	<p><b>Title:</b> Lead Member</p>	<p><b>Contact Details:</b> Tel: 020 8594 0443 kay.flint@lbbd.gov.uk</p>
<p>Pauline Bonella</p>	<p>Democratic Services Officer</p>	<p>Tel: 020 8227 2370 Fax: 020 8227 2171 Minicom: 020 8227 2685 e-mail <a href="mailto:pauline.bonella@lbbd.gov.uk">pauline.bonella@lbbd.gov.uk</a></p>

## Introduction

- 1.1 Councillor Twomey, Chair of the Scrutiny Management Board received a letter in July 2006 from a resident living in Dagenham who informed her that there are no longer concessions at The Adult College for those aged 60+ who do not receive benefits.
  - 1.2 In response to their concerns the Scrutiny Management Board at their meeting on 5 July 2006 agreed to set up a scrutiny panel to look at Further and Adult Education, with set terms of reference, membership as set out below and a timeframe of 3 months.
- ## 2. Membership
- 2.1 The Membership of the Panel comprised of Councillor Mrs K J Flint (Lead Member), Councillor Mrs S J Baillie, Councillor N S S Gill, Mrs L A Reason, Councillor P T Waker and Councillor J R White.
  - 2.2 An external representative attended the first two meetings of the panel.
  - 2.3 Alan Lazell, Head of Skills, Learning, and Enterprise Division, was identified as the lead service officer, and Bruce Morris, Head of Adult Care Services, Adult and Community Services Department was the independent scrutiny support officer. Pauline Bonella, Democratic Services Officer provided support to the Panel.
  - 2.4 The Panel also invited Councillor P A Twomey, Chair of the Scrutiny Management Board to a number of meetings to provide expertise in her role as a user of Adult Education.
  - 2.5 Pat Cooney, Head of The Adult College was invited to most of the meetings to give the Panel first hand information regarding statistics of the participation rates of

residents aged 60+, and the current and future funding information as derived from the Learning Skills Council.

### **3. Terms of Reference**

- 3.1 The Panel was originally going to scrutinise Further and Adult Education, across all age ranges, but at their meeting held on 31 October 2006, the Panel together with the Chair of the Scrutiny Management Board discussed their work programme and felt that the terms of reference were too wide to complete within the timescale and agreed to focus their scrutiny on the area for Adult Education for those aged 60 plus only, which was reported to the Scrutiny Management Board who concurred with the Panel.
- 3.2 A review to determine education and training needs of young people aged 14+ has been jointly commissioned by Rob Whiteman, the Chief Executive and Trevor Cook from the Learning Skills Council.
- 3.3 The age range for education not being covered by this Panel could be considered by the Scrutiny Management Board in due course.

### **4, Amended Terms of Reference**

- 4.1 To investigate the provision of adult education facilities across the Borough and whether these offer residents aged 60+ adequate choice and access.
- 4.2 To examine costs and usage of facilities/resources for adult education aged 60+
- 4.3 To explore any opportunities for better value and participation, for example through granting of concessions and use of partnerships.
- 4.4 Like all scrutiny panels:
  - To consult/build appropriate links with other groups or partners particularly Age Concern, The Adult College's Governing Body and the Learning Skills Council.
  - To consider any related equalities and diversity issues, health implications, complaints in relation to the subject/service under scrutiny and efficiency gains.
  - To consider visiting other authorities for comparison purposes.
  - To report back with findings and recommendations. In this respect the Panel was given additional time to report their findings.

### **5. Background**

- 5.1 Over 70 complaints were received by The Adult College when concessionary fees were abolished by the Governing Body for the College. The loss of concessionary fees, which resulted in an increase in fees was immediate, with no lead in time and gave the residents aged 60+ no time to prepare for this. This was due to the change of focus for providing funding to the College by the Learning and Skills Council.



- 5.2 The Governing Body for the Adult College had to make up the shortfall of the funding they received from the Learning Skills Council by learners having to pay more towards their fees, this trend to continue by 5% each year until learners pay at least 50% contribution. This will only apply to those who are not receiving benefits.
- 5.3 Some of the work undertaken by the Panel covered the spectrum for all age groups and the information received outside the new terms of reference has been discounted in this report.

## **6. Work Programme**

- 6.1 At the inaugural meeting Alan Lazell, Lead Services Officer, provided the Panel with a scoping report which covered the topics shown below.
- The range and provision of further and adult education facilities across the Borough and whether these offer choice and availability
  - Vocational opportunities in schools, at Barking and Dagenham Training Services and in partnership with Further Education Colleges for young people
  - Examine costs and usage of facilities/resources for further adult education, including venues and teaching staff/lecturers
  - Explore opportunities for better value, for example, concessions
  - Consider any statutory requirements and or local strategies/initiatives for young people and adult education
- 6.2 To provide the Panel with an insight of the facilities the College offered they undertook a tour of the College and met the Management Team. They were impressed with the facilities but had concerns that should concessionary fees not continue classes would be closed due to lack of students. Pat Cooney, Head of the College and her team, provided the panel with a considerable amount of statistical information, including comparisons with other Boroughs, the number of adult learners aged 60-74; the number of learners aged 60+ who had paid the full fee and the fee income for those aged 60+ for the last three financial years. The Panel heard how the College continues to find ways to attract learners, with ideas such as buy one get one free, payment of fees by instalments, etc.
- 6.3 The Panel wanted to meet those residents, who had complained to the College about the rise in the cost of fees, due to the loss of concessionary rates. We met with these residents, who completed a questionnaire devised by the Panel. The results confirmed what the Panel expected in that many of the service users had incomes that were just above the benefit level and that due to this, many no longer attended classes, or reduced the number of classes they attended. A copy of the questionnaire and a breakdown of the results is attached as an Appendix.
- 6.4 The Panel felt it important to hear from the Learning Skills Council regarding the current and future funding arrangements for the College and invited Trevor Cook, Partnership Director of the Learning Skills Council for our Region. The Panel heard what the priorities of the LSC are and how the change to funding arrangements will affect those aged 60+ not claiming benefits. The ethos of the LSC was to

concentrate their funding on service users obtaining examinations and employment skills and less towards Community learning. Trevor Cook was invited back to update the Panel on the funding arrangements for 2007/08 but at the time of completing this report the information is not available.

- 6.5 The Panel invited members of the Governing Body from the College to clarify their decision to abolish concessionary fees to those who are not receiving benefits. The Panel heard from the Chair of Governors that the Learning Skills Council had reduced the college's funding, this was about £60,000 less for the financial year 2006/07 this meant that the Adult College would be expected to make up the shortfall by learners paying more towards their fees. The Panel were informed that this would increase at 5% each year until learners eventually paid a 50% contribution. Whilst the Governing Body understood the effects this may have on those aged 60+, they felt they had no choice but to abolish their concessionary rates and ask all service users not in receipt of benefits to contribute more to their fees.
- 6.6 The Panel also heard from the Student Co-ordinator for the College who provided details of the large number of learners who had approached her regarding the large increase in fees. She also confirmed that many of the learners age 60+ fell into the category just above the benefit level and therefore did not receive concessions.
- 6.7 The Panel felt that part of keeping healthy is to keep the mind stimulated and they invited Dr Bhat from the North East London Mental Health Trust. The Panel were provided with details of case studies that showed that when older people take up mental or physical activities it prevents the onset of dementia and promote general health and well-being. This was further confirmed by a presentation by Lindsay Royan, Consultant Clinical Psychologist, who identified that in 2006, the number of people aged 60+ nationally signing up for further education, had reduced by nearly 25% from the previous year and is thought to be to a combination of increased fees and reduction in courses for social and community purposes in favour of the greater focus on the skills agenda. She highlighted three government agencies who all supported lifelong learning for older people and on how the National Institute of Adult Continuing Education (NIACE) also supported this. The Panel were informed of the benefits of education in later life, particularly around reduced risk of depression, falls and dementia and providing social contact and a greater sense of well-being.
- 6.8 Claire Ramm, Director of Age Concern provided the Panel with information about activities and courses they provide for those aged 60+. Specifically she gave information to the Panel about a previous partnership working between the Adult College and UK On-Line Centres, and explained how at first the courses were slow to be taken up, but as they progressed they became more popular at which point the funding was withdrawn by the Learning Skills Council. We were also informed that Age Concern provided their services at a number of outreach venues.
- 6.9 Janet Thomas, a benefits adviser for Age Concern accompanied Claire Ramm and spoke about how the loss of concessionary fees had affected those aged 60+. She confirmed that she was aware that sometimes a difference of as little as 99p could mean that benefits could not be paid.

- 6.10 The Panel invited Matthew Cole, Director of Health Improvement for the Primary Care Trust. He is a joint appointment between the PCT and the Council and responsible for the Health Improvement agenda including issues affecting older people, which applies to the age range the Panel, are particularly looking at. He also interestingly told the Panel that the demographics of the Borough shows that within the next five years that there will be more people aged 65+ than those aged under 16.
- 6.11 In line with neighbouring boroughs the Learning Skills Council agreed to provide the Borough with £20,000 to establish an Adult Education and Skills Forum. Alan Lazell in discussions with the LSC secured agreement that £5,000 could be set aside to establish a Task Group to develop the recommendations arising from this Scrutiny Panel.
- 6.12 Alan Lazell provided an article from the Times Educational Supplement which highlighted the shift in funding to post 16 Education and Adult Skills for Life, combined with a loss of traditional sources from the European Social Fund and Single Regeneration Budget. This has led to Voluntary and Community organisations no longer being able to sustain projects.

## **7. Equalities and Diversity**

- 7.1 The Council's agenda is clear around equalities and diversity, but the introduction of the Age Discrimination Act 2006, clearly identifies protection for those that are able to work, but does not take into account those who have now retired but still wish to be active in the Community, either by being able to participate in educational and community activities or having the opportunity to pass their experience and expertise onto others.
- 7.2 The National Institute of Adult Continuing Education (NIACE) have provided guidelines to Further Education Colleges or Higher Education Institutes, which clearly states that all Adult Learners should be treated equally, and that providers should not discriminate unfairly on any of the grounds covered by the Council for Equality and Human Rights. All Colleges of Further Education or Higher Education Institutes are complying with these guidelines to prevent any risk of a Tribunal might decide that the College must be covered the regulations. They go on to say that older people are not necessarily poorer than younger people, so the justification for a fee discount should be on the individual circumstances and not age.

## **8. Conclusion**

- 8.1 In essence the Panel felt very frustrated that the formula used by the Learning Skills Council did not take into account the deprivation in this Borough. Whilst the Panel support education leading to examinations and skills for employment, they feel that this should not be the only route to be taken and it should take into account the health risk of those older people who still wish to continue being part of the community and engage in learning.
- 8.2 The Panel recognised that there is a significant number of residents aged 60+ whose income is only marginally above the threshold at which fee concessions apply. This prevents them from participating as fully as they might wish in educational activities.

8.3 The Panel were also made aware that many of the Borough's older residents subsequently would give up the opportunity to continue in education as they could no longer afford it. This in turn could lead to lack of social contact, depression, falls and dementia, and in the Panel's opinion lead to more pressure on other agencies.

## **9. Thank you**

The Panel would like to thank all the outside organisations and in particular the residents of the Borough, who have contributed to the findings of the Panel's final report.

## **Consultation**

Corporate Management Team  
Finance Department

## **Background Papers**

Minutes of meetings held on

26 September 2006

12 October 2006

31 October 2006

21 November 2006

11 December 2006

23 January 2007

12 February 2007

## Questionnaire with Results Provided to Residents

- 1) How many courses have you enrolled in this year?  
4 one course and 5 none
- 2) How many courses would you have liked to enrol in that you might have had the time to do?  
6 one course, 3 two courses, 1 three courses
- 3) Did the cost of courses affect the **number** of courses you enrolled in?  
9 Yes, 1 No
- 4) Did the cost of courses affect **which** course or courses you chose to enrol in and which you didn't?  
6 Yes, 2 No
- 5) Does transport affect how many courses you attend?  
10 No
  - Husband brought me in car
  - I have freedom pass I choose those within reasonable reach.
- 6) Are there courses that you might like to enrol on that are not provided? Please give examples.  
5 No
  - The oil painting class which was cancelled.
  - Cannot think but variety is always an inventive to try.
  - Yes e.g. Ballroom or Latin Dancing
  - Woodwork
- 7) Please provide any further comments or information that you feel we should be aware of.
  - They tell old people to keep busy and take up hobbies in their retirement and then make it almost impossible to do so being raising the fees
  - It made it difficult to do any
  - As I genuinely have difficulty finding extra rent and charges levied by this Council extortionately.
  - I feel that the increase was very substantial, making the difference of being able to attend a course or not – in my case not!
  - Not all of us have two pensions. Not all of us qualify or want to apply for a free ride.
  - Yoga helped me after a serious R.T.A. cost me a job and left me impaired mobility. We are told to keep active and fit why make it impossible.
  - By depriving pensioners of attending classes due to increase of fees will have an adverse effect on health and well being so increasing stress on NHS. Pensions do not increase at the same rate as services – another pressure on Pensioners.
  - If we could have paid by term, it would have helped with the cost. I do a yoga class and helps me keep fit.
  - I think it was a big increase for people just on the boarder line.
  - Some classes have closed because of lack of students! A direct result of removal of concessions.

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## THE ASSEMBLY

16 MAY 2007

### REPORT OF THE EXECUTIVE

<b>Title: Annual Report of the Executive 2006/2007</b>		<b>For Information</b>
<p><b>Summary</b></p> <p>The Executive is responsible for:</p> <ul style="list-style-type: none"> <li>• Developing key policies and budget proposals for the Assembly's agreement;</li> <li>• Making decisions about Council strategies, services and finances, based on the policies set by the Assembly;</li> <li>• Ensuring all Council departments work well together in delivering services to local people; and</li> <li>• Ensuring the Council works well with other local organisations, such as the police and health services, for the benefit of the community.</li> </ul> <p>The Executive considered over 120 reports covering a range of local and regional issues such as the Council's finances, the provision of a One Stop Shop in the Dagenham area, the regeneration of Barking Town Centre and other areas across the borough, the East London Transit scheme and the London Mayor's proposals on climate change, transport, housing and economy and opportunity contained in the London Plan.</p> <p>The Executive also approved the implementation of improvements to the way that the Council provides services to its vulnerable children and adults as well as new arrangements for its in-house legal and printing services and the redesign of the Street Scene and waste service across the borough.</p> <p>Other key areas of work included:</p> <ul style="list-style-type: none"> <li>• the introduction of quarterly monitoring arrangements for the numerous projects that the Council is involved in as well as the key areas of performance against which the Council is judged;</li> <li>• the implementation of key strategies relating to, amongst others, community engagement and consultation, neighbourhood management and the rationalisation of office accommodation;</li> <li>• extensive plans to improve the Council's housing stock through the Housing Futures programme; and</li> <li>• overseeing the arrangements for the Comprehensive Performance Assessment, carried out by the Audit Commission in early 2007, which resulted in Barking and Dagenham Council being judged as a '3 star' (out of 4) Council for the way that it delivers services to its local residents.</li> </ul>		
<p><b>Contact:</b> Councillor Fairbrass</p>	<p>Chair</p>	<p>Tel: 020 8227 2116 E-mail: <a href="mailto:charles.fairbrass@lbbd.gov.uk">charles.fairbrass@lbbd.gov.uk</a></p>
<p>Amanda Thompson</p>	<p>Democratic Services Officer</p>	<p>Tel: 020 8227 3103 Fax: 020 8227 2171</p>

		Minicom: 020 8227 2685 E-mail: <a href="mailto:amanda.thompson@lbbd.gov.uk">amanda.thompson@lbbd.gov.uk</a>
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**Consultees:**

- Bill Murphy, Corporate Director of Resources
- Nina Clark, Assistant Chief Executive (Democracy & Partnerships)

**Background Papers used in the preparation of the report:**

Agendas and Minutes of Executive meetings 2006/07



## THE ANNUAL ASSEMBLY

16 MAY 2007

### REPORT OF THE CEREMONIAL COUNCIL

<b>Title: Annual Report of the Ceremonial Council 2006/2007</b>		<b>For Information</b>
<p><b>Summary:</b></p> <p>There have been a number of presentations this year:</p> <ul style="list-style-type: none"> <li>• Borough Recognition Awards- 20 awards have been made to both individuals and organisations to recognise acts of bravery, charity activities, work with disadvantaged groups and achievement, including excellent customer services in a number of areas.</li> <li>• Police Commendation Award to PS John Goodwin for swift and excellent police work.</li> <li>• Certificates of Service to former councillors in appreciation of their services to the borough.</li> <li>• Sydney Russell Memorial Award to Reverend Roger Gayler for his tireless work for the community of Marks Gate for over 30 years.</li> <li>• Re-Presentation of Civic Trust Awards to Abbey Children's Centre which received a Commendation, and Broadway Theatre Refurbishment, a Sponsored Award winner.</li> <li>• Re-Presentation of the Association for Public Service Excellence Award to Mickey Neale for Best Employee and Equality Initiative for his achievements in setting up the Frizlands Learning Centre for staff.</li> <li>• Re-Presentation of the Gold Dagger Award to Linda Rhodes, Kathryn Abnett and Lee Sheldon for their non-fiction book "The Dagenham Murder".</li> <li>• Re-Presentation of the London Planning Awards Commendation Certificate to The Castle Green Centre incorporating the Jo Richardson School under the category "Best built project contributing to London's future".</li> </ul>		
<p><b>Contacts:</b> Councillor Dee Hunt</p> <p>Andrea Catlin</p>	<p><b>Title:</b> The Mayor</p> <p>Members' Secretary &amp; Leader's PA</p>	<p><b>Contact Details:</b> Tel: 020 8227 2116</p> <p>Tel: 020 8227 2116 Fax: 020 8227 2162 E-mail: andrea.catlin@lbbd.gov.uk</p>

**Consultees:**

Bill Murphy, Corporate Director of Resources  
Nina Clark, Assistant Chief Executive (Democracy and Partnerships)

**Background Papers Used in the Preparation of the Report:**

- Agendas and minutes of the Ceremonial Council meetings 2006/07

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## THE ANNUAL ASSEMBLY

16 MAY 2007

### REPORT OF THE SCRUTINY MANAGEMENT BOARD

<b>Title: Annual Report of the Scrutiny Management Board 2006/2007</b>		<b>For Information</b>
<p><b>Summary:</b></p> <p>The principal role of the Board is to hold the Executive to account which it does through a number of ways including the process of Call-In.</p> <p>The Board seeks to encourage all non-Executive Members to become involved in the overview and scrutiny process, principally through the establishment of panels and other reviews to carry out short, sharp scrutinies on a particular topic. Members can also bring suggested topics to the Board at any time.</p> <p>The Board continues to review services with lower quartile performance indicators and receives a regular report on the monthly Council Forward Plan. The role of the Board is to ensure that key decisions contained in the Plan are taken properly. Corporate Directors and Heads of Services report to the Board on matters arising from consideration of items on the Forward Plan.</p> <p>A Scrutiny Panel dedicated to looking at local health services on behalf of local residents has continued its work, raising local issues as well as focusing on the "Fit for the Future" Programme, a regional review of services across the country. In this respect, Barking and Dagenham works very closely with the London Boroughs of Havering, Redbridge and Waltham Forest.</p> <p>The Board has an annual opportunity to scrutinise the Council's budget proposals and also has its own scrutiny budget to support its work.</p>		
<p><b>Contact :</b> Councillor Mrs P Twomey</p> <p>Val Dowdell</p>	<p><b>Title:</b> Chair of the Scrutiny Management Board</p> <p>Democratic Services Officer</p>	<p><b>Contact Details:</b> Tel: 020 8227 2116</p> <p>Tel: 020 8227 2756 Fax: 020 8227 2171 E-mail: valerie.dowdell@lbbd.gov.uk</p>

#### 1. Executive Challenge/Call-in

1.1 Following a change last year in the process of call-in to introduce "a challenge" stage, the Board met to consider a total of six challenges to decisions from the Executive to see if they warranted a call-in. The six were:

- Contract for window cleaning services;
- Contract for mechanical services repairs and maintenance 2007-2011;
- Review of Community Forums five years on;

- Best Value Review of Information & Communication Technology (ICT);
- The provision of private hire vehicles and those with escorts;
- LBBD submission version of the Statement of Community Involvement (SCI)

1.2 The Board agreed that the review of Community Forums and the Best Value Review of ICT did warrant call-ins but not the other four items. However, subsequent meetings of the Board upheld the Executive decision to disband the Community Forums. In relation to the ICT Best Value review, it was agreed, with the support of the Lead Member, that because of a lack of clarity those elements of the IT Service which were due to be outsourced would be withdrawn.

## **2. Scrutiny Panels/ informal reviews**

2.1 Scrutiny Panels continued to be set up by the Board to look at specific areas of the Council's work. Scrutiny Panels that have been completed this year are:

### ➤ **Adult Education 60+**

2.2 This review took place between July 2006 and February 2007 and arose from the receipt of a number of letters of complaint about the Adult College of Barking and Dagenham's decision to withdraw age related fees concessions for residents aged 60 plus.

2.3 The Panel took evidence from residents who have been affected by the removal fees concessions, from the Adult College, their Governing Body, and from the Learning and Skills Council (LSC) that provides funding for the courses offered at the College.

2.4 The Panel heard evidence from the medical professionals of the significant wider additional health and general well being benefits to be gained by older people through participation in educational activities. They were informed by Age Concern of the services and activities they provide, and how these might help fill gaps for residents caused as a result of the College fees increases. The Panel did recognise, however, that the Age Discrimination Act 2006 would prevent the Adult College from offering concessions to fees for those residents not in receipt of benefits.

2.5 Overall, the Panel was frustrated by the fact that no specific way forward could easily be identified to support those residents aged 60 plus who could not afford to pay fees at the full cost. However, the LSC agreed to make £20,000 available to East London Boroughs to establish an Adult Education Skills Forum, the purpose of which is to encourage greater partnership working in order to improve the qualifications held by residents and their job prospects. Given the particular concerns of the Scrutiny Panel, the LSC agreed to set aside a sum of £5,000 in order to establish an Adult Education 60 plus Task Group that will report eventually through to the Adult Trust set up under the Barking & Dagenham Local Strategic Partnership.

### ➤ **Leasehold Management**

2.6 This panel was established to look closely at the activities of the leasehold management work of the Council's right to buy team. The Panel concluded that there was scope for reviewing and improving the information given to leaseholders; that communication and consultation with leaseholders could be more effective, and that both would benefit from appropriate IT services.

2.7 The recommendations of the Panel were intended to develop both a better general relationship between the Council and leaseholders and a better understanding of the Council's and leaseholders' expectations of each other.

➤ **Follow up work**

2.8 An important part of the scrutiny process is to follow up the recommendations of scrutiny reports, and six months after final reports of panels have been accepted by the Assembly, progress reports, and how their recommendations are being implemented, are submitted to the Board. This year the Board received a progress report from the Community Consultation Scrutiny Panel.

➤ **Other Scrutiny Work**

2.9 As well as formal panels, the Board agrees from time to time to appoint two/three Members to consider/investigate less formally some of the topics on the list of future scrutiny panels and report back to the Board. In the past year these have included:

- Meals on Wheels
- Redeployment process
- Print Section

### **3. Forward Plan**

3.1 Following regular review of the Council's Forward Plan the Board have met Corporate Directors and/or other officers to discuss and, if appropriate, seek clarification on a number of matters. These have included:

- Asbestos Removal Strategy;
- Older People Strategy;
- Tenant Loyalty Reward Card;
- Urban Redesign Framework Supplementary Planning Document;
- Highways Maintenance;
- Corporate Audit Strategy;
- Review of Print Services;
- Contract for the provision of Employment Services for people with Learning Disabilities;
- Cost of Disposal and arrangement (for disposing of confidential waste);
- Planning and Design Matters;
- Leisure Assets Strategy – our Sporting Future;
- Barking Riverside;
- Redevelopment of Barking Town Centre and the Heathway;
- Street naming and numbering service – revised procedures and introductions of fees and charges;

3.2 All Members of the Council have been invited to presentations on Regeneration and Neighbourhood Management.

## **4. Health Scrutiny**

4.1 Since January 2003, local authorities have had the power to look into and report on local health services on behalf of residents. A dedicated Health Scrutiny Panel has been set up to carry out this work.

4.2 The Health Scrutiny Panel submitted its Annual Report to the SMB in April 2007. The main aspects to note in relation to the work of the Panel are:

- Considered the Government's framework to set up Local Involvement Networks (LINKs), which replaces the patient forums and is to be established for every local authority area with social services responsibilities. LINKs will have the power to refer matters to the Health Scrutiny Panel and receive appropriate responses;
- The Panel submitted a response to the London Dental Health and Education Partnership consultation paper 'A Vision for Londoners' Oral Health 2016';
- Agreed to the Barking and Dagenham Primary Care Trust carrying out a public consultation as to the proposals for refurbished healthcare facilities to be developed on the Barking Hospital site in Upney Lane;
- A delegation of three Members from Scrutiny, Councillor Mrs. Twomey, Councillor Mrs. West and Councillor J Denyer, is to participate in the public consultation of the Outer North East London review of health services entitled 'Fit for the Future'. Members will form part of a cross borough scrutiny, with representatives from London Borough of Havering, London Borough of Redbridge and London Borough of Waltham Forest. The public consultation has been delayed until October 2007;
- The Panel has been regularly updated by the North East London Mental Health Trust on the Mascalls Park re-provision project and the impending review of mental health services.

## **5. Lower Quartile Departmental Performance Indicators**

5.1 As well as inviting Corporate Directors to report on lower quartile performance indicators (PI's) and action to improve performance, the Board also welcomed Tony Estaugh, Borough Police Commander, to their meeting in November to learn of the actions being taken by the Police to improve the PI's in relation to domestic burglaries, violent crimes and the number of vehicle crimes over the past twelve months.

5.2 As a result of reviewing the Regeneration Department's PI's the Board expressed a wish to find out how other authorities secure better results with regard BVPI 187 which relates to key borough footpaths. A visit was undertaken to Lewisham.

### **Consultees:**

- Bill Murphy, Corporate Director of Resources
- Nina Clark, Assistant Chief Executive (Democracy & Partnerships)

### **Background Papers used in the preparation of the report:**

Agendas and Minutes of Scrutiny Management Board meetings 2006/07

## THE ANNUAL ASSEMBLY

16 MAY 2007

### REPORT OF THE DEVELOPMENT CONTROL BOARD

<b>Title: Annual Report of the Development Control Board 2006 / 2007</b>	<b>For Information</b>										
<p><b>Summary:</b></p> <p>The Board has considered 118 new planning applications as follows-</p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;"></th> <th style="width: 20%;">No of decisions in line with officers' recommendations</th> <th style="width: 20%;">No of decisions against officers' recommendation</th> <th style="width: 20%;">No of deferred decisions</th> <th style="width: 25%;">No of applications withdrawn</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">May 2006 – April 2007</td> <td style="text-align: center;">100</td> <td style="text-align: center;">10</td> <td style="text-align: center;">1</td> <td style="text-align: center;">7</td> </tr> </tbody> </table> <p>During this time 34 town planning appeals were lodged with the Planning Inspectorate, of which 14 were allowed and 20 dismissed.</p> <p>In addition to planning applications the Board was advised of the current status of Best Value Performance Indicator 204, which relates to the number of appeals lost by the Council, and which potentially has a significant bearing on the Council's Comprehensive Performance Assessment rating.</p> <p>It also received a report summarising the outcome of the Government's consultation on the devolution of additional powers to the Greater London Authority (GLA), the changes that were decided as a result, and the potential implications for planning in Barking and Dagenham. The report also looked at the current consultation on how 'strategically important planning applications' are defined. The Board made an appropriate response.</p>			No of decisions in line with officers' recommendations	No of decisions against officers' recommendation	No of deferred decisions	No of applications withdrawn	May 2006 – April 2007	100	10	1	7
	No of decisions in line with officers' recommendations	No of decisions against officers' recommendation	No of deferred decisions	No of applications withdrawn							
May 2006 – April 2007	100	10	1	7							
<p><b>Contact Officer:</b> Councillor I.S Jamu</p> <p style="margin-top: 20px;">Guy Butterworth</p>	<p><b>Title:</b> Chair of the Development Control Board</p> <p style="margin-top: 20px;">Democratic Services Officer</p>	<p><b>Contact Details:</b> Tel: 020 8227 2116</p> <p style="margin-top: 20px;">Tel: 020 8227 2119 Fax: 020 8227 2171 E-mail: <a href="mailto:guy.butterworth@lbbd.gov.uk">guy.butterworth@lbbd.gov.uk</a></p>									

#### Consultees:

- Bill Murphy, Corporate Director of Resources
- Nina Clark, Assistant Chief Executive (Democracy and Partnerships)

#### Background Papers Used in the Preparation of the Report:

- Agendas and minutes of Development Control Board meetings 2006/07

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## THE ANNUAL ASSEMBLY

16 MAY 2007

### REPORT OF THE LICENSING AND REGULATORY BOARD

<b>Title: Annual Report of the Licensing and Regulatory Board 2006/2007</b>	<b>For Information</b>								
<p><b>Summary:</b></p> <p>The Board has considered 23 different applications under the Licensing Act 2003 in the last 12 months, with the outcome being:</p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #cccccc;"> <th style="padding: 5px;">Applications Granted</th> <th style="padding: 5px;">Applications Partially Granted</th> <th style="padding: 5px;">Applications Refused</th> <th style="padding: 5px;">Applications Withdrawn</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">16</td> <td style="padding: 5px;">1</td> <td style="padding: 5px;">5</td> <td style="padding: 5px;">2</td> </tr> </tbody> </table> <p>Applications considered by the Board included those relating to premises licences for pubs, members' clubs, community halls, service stations, parks, off licences, restaurants and personal licences.</p> <p>The Board also considered an application on behalf of the Police that reviewed the premises licence of a nightclub, which had been closed due to its poor record with regard to crime and disorder.</p> <p>In addition, the Board also considered:</p> <ul style="list-style-type: none"> <li>• the revocation of a street trading licence under the London Local Authorities Act 1994 (as amended)</li> <li>• an application for a sex establishment licence under the Local Government (Miscellaneous Provisions) Act 1982</li> <li>• the adoption of a procedure for determining future review applications under the Licensing Act 2003</li> </ul> <p>The Board also decided that in future it would be beneficial for the Borough Police Commander to meet with Board Members to discuss joint working arrangements and that these should take place every six months.</p> <p>The Board also received separate briefings on the implications for local authorities of the Gambling Act 2005 and the national Smoking Ban coming into force in July 2007.</p>		Applications Granted	Applications Partially Granted	Applications Refused	Applications Withdrawn	16	1	5	2
Applications Granted	Applications Partially Granted	Applications Refused	Applications Withdrawn						
16	1	5	2						
<b>Contact:</b>	<b>Title:</b>	<b>Contact Details:</b>							
Cllr Lee Waker	Chair of the Board	0208 227 2116							
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**Consultees:**

- Bill Murphy, Corporate Director of Resources
- Nina Clark, Assistant Chief Executive (Democracy and Partnerships)
- Clive Vallis, Licensing Development Officer

**Background Papers Used in the Preparation of the Report:**

- Minutes of Licensing and Regulatory Board meetings 2006 / 2007

## THE ANNUAL ASSEMBLY

16 MAY 2007

### REPORT OF THE PERSONNEL BOARD

<b>Title: Annual Report of the Personnel Board 2006/2007</b>		<b>For Information</b>
<p><b>Summary:</b></p> <p>The main focus of the Board's work this year has been cases of redundancy, which totalled 23 across departments.</p> <p>The Board also heard two appeals; one in relation to a written warning, which was upheld, and the other a dismissal for gross misconduct, which was dismissed.</p>		
<p><b>Contact Officer:</b> Councillor P Waker</p> <p>John Dawe</p>	<p><b>Title:</b> Chair of the Personnel Board</p> <p>Democratic Services Officer</p>	<p><b>Contact Details:</b> E-mail: <a href="mailto:phillip.waker@lbbd.gov.uk">phillip.waker@lbbd.gov.uk</a></p> <p>Tel: 020 8227 2135 Fax: 020 8227 2171 E-mail: <a href="mailto:john.dawe@lbbd.gov.uk">john.dawe@lbbd.gov.uk</a></p>

#### Consultees:

- Bill Murphy, Corporate Director of Resources
- Nina Clark, Assistant Chief Executive (Democracy and Partnerships)
- Jan Southwell, Assistant Head of Human Resources (Employee Relations)

#### Background Papers Used in the Preparation of the Report:

- Agendas and Minutes of Personnel Board meetings 2006/07.

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## THE ANNUAL ASSEMBLY

16 MAY 2007

### REPORT OF THE STANDARDS COMMITTEE

<b>Title: Annual Report of the Standards Committee 2006/2007</b>	<b>For Information</b>
<p><b>Summary:</b></p> <p>The Standards Committee is responsible for promoting and maintaining high standards of conduct by all Members and employees of the Council and to assist them in observing relevant Codes of Conduct.</p> <p>Last year, following the annual review of the Council's Constitution, Article 8 Part B was amended to stipulate that the Chair of the Standards Committee should be an independent member and not a Councillor. In that respect Mrs Fiona Fairweather was appointed Chair for 2006/07.</p> <p>The Committee reviews, on an annual basis, all policies and procedures relating to ethical standards and various codes, policies and protocols. These include:</p> <ul style="list-style-type: none"> <li>▪ <b>Guide for Members' Use of Council Resources, Facilities and Equipment</b></li> <li>▪ <b>Benefits Fraud Policies</b></li> <li>▪ <b>Member/Employee Relations' Protocol</b></li> <li>▪ <b>Whistle Blowing Policy</b></li> </ul> <p>It was agreed that no amendments were required to any of these documents for the coming year.</p> <ul style="list-style-type: none"> <li>▪ <b>Standards for Members of the Public (Volunteers) Undertaking Council Activities</b> - The Assembly supported the Committee's proposed revision to the Standards to extend the General Behaviour provisions to make reference to members of the public not using their status to promote any organisation when undertaking voluntary activities on behalf of the Council.</li> <li>▪ <b>Conferences, Visits and Hospitality Rules</b> - The Committee has asked for a further report be presented later this year on the follow up and other assurance work to be undertaken arising from areas of concern highlighted by an internal audit of these Rules.</li> <li>▪ <b>Anti-Fraud and Corruption Policy</b> - The Committee reviewed and supported the proposed changes to the Council's Anti-Fraud and Corruption Policy and Strategy together with the creation of a Corporate Anti-Fraud Team.</li> </ul> <p>The Government's new draft Model Code of Conduct for Local Authority Members was presented together with comments on a consultation paper which incorporated views expressed previously by Members of the Council. Further reports on this Model Code and also proposed changes to the role and responsibilities of Standards Committees will be considered by the Committee over the coming year.</p>	

As part of its yearly work programme the Committee also received annual reports from the Monitoring Officer, the Whistle Blowing Officer, the Head of Human Resources and the Head of Strategic Finance and Audit.

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Alan Dawson

**Title:**

Democratic Services  
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**Consultees:**

The following were consulted in the preparation of this report

- Mrs F Fairweather, Chair of the Standards Committee
- Bill Murphy, Corporate Director of Resources
- Nina Clark, Assistant Chief Executive (Democracy and Partnerships)

**Background Papers Used in the Preparation of the Report:**

- Agendas and minutes of Standards Committee meetings 2006/2007.

## THE ANNUAL ASSEMBLY

16 MAY 2007

### REPORT OF THE AUDIT COMMITTEE

<b>Title: Annual Report of the Audit Committee 2006/2007</b>		<b>For Information</b>
<p><b>Summary</b></p> <p>This is the first year for the Committee, which was established in May 2006 to provide an independent assurance of the adequacy of the Council's risk management framework, independent scrutiny of the Authority's financial performance and related major finance and non-financial systems and controls, as well as overseeing the financial reporting process.</p> <p>To maintain transparency and add expert advice Bill Roots, the former Chief Executive and Director of Finance at Westminster City Council, was invited and agreed to take on the role of an Independent Advisor to the work of the Committee.</p> <p>The Committee has dealt with a range of issues including:</p> <ul style="list-style-type: none"> <li>▪ an overview of the Council's financial position through the submission of the 2004/05 Grant Certification Letter, Statement of Accounts and Statement on Internal Control for 2005/06 as well as the Audit Commission Judgment on the Use of Resources which contributed to the Council's overall 3 Star CPA rating;</li> <li>▪ internal and external auditor reviews of financial and other key systems</li> <li>▪ a review of the Anti-Fraud and Corruption Policy Strategy</li> <li>▪ a new Audit Strategy aligned to the Council's key risks</li> <li>▪ reports on IT Computer Controls</li> <li>▪ the Annual Report of the Head of Strategic Finance and Audit which focused on the investigative work of the internal Audit Section.</li> </ul> <p>As this was the first year of the Committee a work plan was established for 2006/07 to match the annual cycle of work on the Authority's financial statements and other aspects of its financial administration. The Programme has importantly built in time for training Members.</p>		
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<p>Amanda Thompson</p>	<p>Democratic Services Officer</p>	<p>Tel: 020 8227 3103 Fax: 020 8227 2171 Minicom: 020 8227 2685 E-mail: <a href="mailto:amanda.thompson@lbbd.gov.uk">amanda.thompson@lbbd.gov.uk</a></p>

**Consultees:**

- Bill Murphy, Corporate Director of Resources
- Nina Clark, Assistant Chief Executive (Democracy and Partnerships)
- Patrick Clackett, Head of Strategic Finance and Audit
- Joe Chesterton, Divisional Director of Corporate Finance

**Background papers used in the preparation of this report:**  
Agendas and Minutes of Audit Committee meetings 2006/07