

Notice of Meeting



CABINET

Tuesday, 22 October 2013 - 5:00 pm
Council Chamber, Civic Centre, Dagenham

Members: Councillor L A Smith (Chair); Councillor R Gill (Deputy Chair); Councillor J L Alexander, Councillor H J Collins, Councillor C Geddes, Councillor M A McCarthy, Councillor L A Reason, Councillor P T Waker, Councillor J R White and Councillor M M Worby

Date of publication: 14 October 2013

Graham Farrant
Chief Executive

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AGENDA

1. **Apologies for Absence**
2. **Declaration of Members' Interests**

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.
3. **Minutes - To confirm as correct the minutes of the meeting held on 24 September 2013 (Pages 3 - 6)**
4. **Budget Monitoring 2013/14 - April to August 2013 (Month 5) (Pages 7 - 40)**
5. **Hate Crime Strategy and Delivery Plan 2013-16 (Pages 41 - 86)**
6. **Growth Strategy 2013-2023 (Pages 87 - 93)**

A colour, A3 copy of the Strategy document (Appendix 1) has been circulated to Cabinet Members and Chief Officers under separate cover and can be viewed on the Council's website at <http://modern.gov.barking-dagenham.gov.uk/ieListDocuments.aspx?CId=180&MId=6936&Ver=4> .

7. **Transport Projects to Deliver Growth (Pages 95 - 110)**
8. **Becontree Heath Masterplan and Land Sales (Pages 111 - 129)**
9. **Parking Modernisation Programme (Pages 131 - 139)**

- 10. Business Rates Pooling Opportunity (Pages 141 - 152)**
- 11. Proposal to Regularise Property Leasing Arrangements (Pages 153 - 158)**
- 12. Sale of Footpath Land to Facilitate the Former Barking Magistrates Court Development (Pages 159 - 167)**
- 13. Award of Contract for the Provision of Personal Protective Equipment (PPE) and Uniform (Pages 169 - 173)**
- 14. Any other public items which the Chair decides are urgent**
- 15. To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

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

- 16. Appendices 1 and 2 - Award of Contract for the Provision of Personal Protective Equipment (PPE) and Uniform (Pages 175 - 178)**
- 17. Appendix D - Becontree Heath Masterplan and Land Sales (Pages 179 - 180)**
- 18. Any other confidential or exempt items which the Chair decides are urgent**

Barking and Dagenham's Vision

Encourage growth and unlock the potential of Barking and Dagenham and its residents.

Priorities

To achieve the vision for Barking and Dagenham there are five priorities that underpin its delivery:

1. Ensure every child is valued so that they can succeed

- Ensure children and young people are safe, healthy and well educated
- Improve support and fully integrate services for vulnerable children, young people and families
- Challenge child poverty and narrow the gap in attainment and aspiration

2. Reduce crime and the fear of crime

- Tackle crime priorities set via engagement and the annual strategic assessment
- Build community cohesion
- Increase confidence in the community safety services provided

3. Improve health and wellbeing through all stages of life

- Improving care and support for local people including acute services
- Protecting and safeguarding local people from ill health and disease
- Preventing future disease and ill health

4. Create thriving communities by maintaining and investing in new and high quality homes

- Invest in Council housing to meet need
- Widen the housing choice
- Invest in new and innovative ways to deliver affordable housing

5. Maximise growth opportunities and increase the household income of borough residents

- Attract Investment
- Build business
- Create a higher skilled workforce

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MINUTES OF CABINET

Tuesday, 24 September 2013
(5:00 - 5:06 pm)

Present: Councillor L A Smith (Chair), Councillor J L Alexander, Councillor H J Collins, Councillor C Geddes, Councillor M A McCarthy, Councillor L A Reason, Councillor P T Waker, Councillor J R White and Councillor M M Worby

Also Present: Councillor M Hussain, Councillor A K Ramsay and Councillor T Saeed

Apologies: Councillor R Gill

32. Declaration of Members' Interests

Councillor McCarthy declared a non-pecuniary interest in agenda item 9 (May and Baker Sports Ground) as he was a trustee of the May and Baker Eastbrook Community Club.

33. Minutes (23 July 2013)

The minutes of the meeting held on 23 July 2013 were confirmed as correct.

34. Budget Monitoring 2013/14 - April to July 2013 (Month 4)

The Chief Finance Officer introduced the report on the Council's capital and revenue position for the 2013/14 financial year as at 31 July 2013.

The General Fund position showed a projected end of year surplus of £7.0m against the total approved budget of £178.3m, which would result in the General Fund balance increasing to £24.4m. The Housing Revenue Account (HRA) showed a projected break-even position.

The Chief Finance Officer also referred to a number of proposed amendments, additions and deletions to the Capital Programme and to the proposed introduction of scrap metal licence charges from 1 October 2013 in view of the Council's new responsibilities under the Scrap Metal Dealers Act 2013.

Cabinet **resolved:**

- (i) To note the projected outturn position for 2013/14 of the Council's revenue budget at 31 July 2013, as detailed in paragraphs 2.3 to 2.9 and Appendix A of the report;
- (ii) To note the progress against the 2013/14 savings targets at 31 July 2013, as detailed in paragraph 2.10 and Appendix B of the report;
- (iii) To approve the following charges for Scrap Metal licences, as referred to in paragraph 2.11 of the report;

Three Year Site License

New	Renewal	Variation
£420	£320	£155

Three Year Collector's License

New	Renewal	Variation
£250	£170	£105

- (iv) To note the position of the Housing Revenue Account at 31 July 2013, as detailed in paragraph 2.12 and Appendix C of the report;
- (v) To note the projected outturn position for 2013/14 of the Council's Capital Programme at 31 July 2013, as detailed in paragraph 2.13 and Appendix D of the report;
- (vi) To approve the reprofiled Capital Programme as detailed in paragraph 2.13 and Appendix D; and
- (vii) To approve the use of £0.288m of the centrally held contingency for essential highways safety works as detailed in paragraph 2.13 (c) of the report.

35. Corporate Priority Performance Reporting - Quarter 1 Update

The Leader introduced the report.

Cabinet resolved:

- (i) To note the corporate priority performance information for quarter 1 of 2013/14; and
- (ii) That the corporate target for responding to complaints within deadline at all stages be raised from 80% to 100% from quarter 4 (January 2014) to allow communication to officers and changes to reporting systems.

36. Second Local Implementation Plan 2014/15 - 2016/17 Delivery and Monitoring Plan and Borough Cycling Programme 2013/14 - 2016/17

The Cabinet Member for Regeneration introduced a report which set out details of the proposed funding applications to Transport for London in respect of the Borough's plans to enhance its transport and cycling networks for the period up to 2016/17.

Cabinet resolved to recommend the Assembly:

- (i) To approve the 2014/15 - 2016/17 LIP Delivery and Monitoring Plan submission to Transport for London, as set out at Appendix 1 to the report; and
- (ii) To approve the 2013/14 - 2016/17 Borough Cycling Programme application to Transport for London, as set out at Appendix 2 to the report.

37. Barking and Dagenham Employment Areas Local Development Order

The Cabinet Member for Regeneration introduced a report on proposals for the Council to adopt a Local Development Order (LDO) in relation to all designated employment areas in the Borough except for the Sanofi site and Ford Stamping Plant.

The proposed LDO would remove the need to obtain planning permission for certain kinds of development in the areas covered by the LDO. The Cabinet Member commented that the proposal would enhance the Council's reputation as 'the business friendly borough' and, in that respect, he placed on record his congratulations for the Council's recent success in being chosen as "Best All Round Small Business Friendly Borough" at the Small Business Friendly Borough Awards 2013 organised by the Federation of Small Businesses and London Councils.

Cabinet **resolved** to approve the draft Barking and Dagenham Employment Areas Local Development Order, as attached at Appendix 1 to the report, for public consultation.

38. Future Arrangements for the Management of Scrattons Community Centre

Further to Minute 51 of the Assembly on 5 December 2012, the Leader introduced a report on the successful outcome of discussions between local residents, Ward councillors and officers regarding the proposal for the local Community Association to assume full responsibility for the Scrattons Community Centre.

The Leader placed on record his appreciation to all those involved in progressing the proposals.

Cabinet **resolved**:

- (i) To authorise the Chief Executive, in consultation with the Head of Legal and Democratic Services and Chief Finance Officer, to grant a 30-year lease for the Scrattons Community Centre to the Scrattons Community Association, subject to satisfactory negotiation of the lease and associated requirements; and
- (ii) In the event that it was not possible to enter into a lease agreement with the Scrattons Community Association, to authorise officers to enter into a lease on the same terms with another suitable organisation.

39. May and Baker Sports Ground

The Leader introduced a report on the proposal to enter into a long-term lease with the May and Baker Eastbrook Community Club in respect of the May and Baker Sports Ground, which would transfer to the Council's ownership via a Section 106 Planning Agreement when the current land owner, Sanofi, vacated the site later in the year.

The Leader placed on record his appreciation to all those involved in progressing the proposals.

Cabinet **resolved** to authorise the Chief Executive, in consultation with the Head of Legal and Democratic Services and Chief Finance Officer, to grant a 25-year lease for the May and Baker Sports Ground, as shown edged red on the plan at Appendix 1 to the report, to the May and Baker Eastbrook Community Club, subject to satisfactory negotiation of the lease and associated requirements relating to the land transfer of the sports ground from Sanofi to the Council.

40. Delegation of Enforcement Powers for Regulating Illegal Money Lending Activity

The Cabinet Member for Crime, Justice and Communities presented the report.

Cabinet **resolved**:

- (i) To delegate the Council's enforcement functions in respect of Part III of the Consumer Credit Act 1974 to Birmingham City Council together with powers of prosecution for any matter associated with or discovered during an investigation by Birmingham City Council's Illegal Money Lending Team, pursuant to Section 101 of the Local Government Act 1972, Regulation 7 of the Local Authority (Arrangements for Discharge of Functions) (England) Regulations 2000 and Section 13 (7) of the Local Government Act 2000; and
- (ii) To approve the Protocol for Illegal Money Lending Team Investigations as set out at Appendix A to the report, and to authorise the Corporate Director of Housing and Environment, in consultation with the Head of Legal and Democratic Services, to enter into the agreement with Birmingham City Council for its Illegal Money Lending Team to undertake the work in the Borough.

41. Debt Management Performance and Write-Offs 2013/14 (Quarter 1)

The Chief Finance Officer introduced the quarterly performance report for the period 1 April to 30 June 2013 in respect of the debt management function carried out by the Revenues and Benefits Service within Elevate East London, together with details of the debts written-off as uncollectable during the period.

The Chief Finance Officer advised that performance against income collection targets was higher in four of the five main areas and that steps had been agreed which would result in improvements in the underperforming area of National Non-Domestic Rate (NNDR) collection.

Cabinet **resolved**:

- (i) To note the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of bailiffs; and
- (ii) To note the debt write-offs for the first quarter of 2013/14 and that a number of the debts would be publicised in accordance with the policy agreed by Cabinet (Minute 52, 18 October 2011).

CABINET

22 October 2013

Title: Budget Monitoring 2013/14 - April to August 2013 (Month 5)	
Report of the Cabinet Member for Finance	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Steve Pearson, Group Accountant, Corporate Finance	Contact Details: Tel: 020 8227 5215 E-mail: steve.pearson@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
<p>Summary:</p> <p>This report provides Cabinet with an update of the Council's revenue and capital position for the five months to the end of August 2013 projected to the year end.</p> <p>The Council began the current financial year in a better financial position than the previous year with a General Fund (GF) balance of £17.5m.</p> <p>At the end of August 2013 (Month 5), total service expenditure for the full year is projected to be £171.4m against the approved budget of £178.3m, a projected surplus of £7.0m. This compares to the planned surplus of £5.2m agreed at Assembly in February 2013, which arose due to late grant determination (Education Support grant (ESG)) and the decision to use a two year strategic approach to addressing funding issues in 2015/16. Explanatory summaries are contained in section 2 of this report.</p> <p>The current projected surplus of £7.0m would result in the General Fund balance increasing to £24.4m (rounded).</p> <p>The Housing Revenue Account (HRA) is projected to break even, maintaining the HRA reserve at £8.5m. The HRA is a ring-fenced account and cannot make/receive contributions to/from the General Fund.</p> <p>The Capital Programme has been updated to reflect changes approved at Cabinet, including roll forwards and reprofiles. The capital budget at 31 August stands at £142.1m. Capital budgets cannot contribute to the General Fund revenue position although officers ensure that all appropriate capitalisations occur.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <p>(i) Note the projected outturn position for 2013/14 of the Council's General Fund revenue budget at 31 August 2013, as detailed in paragraphs 2.3 to 2.9 and Appendix A of the report;</p>	

- (ii) Note the progress against the 2013/14 savings targets at 31 August 2013, as detailed in paragraph 2.10 and Appendix B of the report;
- (iii) Note the position for the HRA at 31 August 2013, as detailed in paragraph 2.11 and Appendix C of the report;
- (iv) Approve a revenue budget increase of £0.689m within the HRA in respect of locality services, as detailed in paragraph 2.11 of the report;
- (v) Note the projected outturn position for 2013/14 of the Council's capital budget at 31 August 2013, as detailed in paragraph 2.12 and Appendix D of the report;
- (vi) Approve the use of £250,000 of Section 106 monies to meet the cost of archaeological works at the Barking Leisure Centre site as detailed in paragraph 2.12;
- (vii) Approve the reprofiled Housing General Fund budget as detailed in Appendix E of the report;
- (viii) Approve the transfer from Central Expenses of the £1m provision for the 1% increase in staff pay to Council directorates, as detailed in paragraph 2.9 of the report; and
- (ix) Approve the transfer of £0.190m from the centrally held contingency to capital to fund highways improvement work as detailed in paragraph 2.12 of the report.

Reason(s)

As a matter of good financial practice, the Cabinet should be regularly updated with the position on spend against the Council's budget. In particular, this paper alerts Members to particular efforts to reduce in-year expenditure in order to manage the financial position effectively.

1 Introduction and Background

- 1.1 This report provides a summary of the Council's General Fund and HRA revenue and capital positions. It also provides an update on progress made to date in the delivery of the agreed savings targets built into the 2013/14 budget setting out risks to anticipated savings and action plans to mitigate these risks.
- 1.2 It is important that the Council regularly monitors its revenue and capital budgets to ensure good financial management. This is achieved within the Council by monitoring the financial results on a monthly basis through briefings to the Cabinet Member for Finance and reports to Cabinet. This ensures Members are regularly updated on the Council's overall financial position and enables the Cabinet to make relevant financial and operational decisions to meet its budgets.
- 1.3 The Budget report to Assembly in February 2013 provided for a target of £15m of General Fund balance, plus a planned surplus of £5.234m to be generated in 2013/14 and carried forward into 2014/15. The Outturn for 2012/13 led to a General Fund balance of £17.456m. The current projected position keeps the Council on track to deliver a balanced budget and maintain the minimum general fund balance of £15m.

2 Current Overall Position

2.1 The following tables summarise the spend position and the forecast position of the General Fund and Housing Revenue Account (HRA) balances.

Council Summary	Net Budget	Full year forecast at end July 2013	Over/(under) spend Forecast
	£000	£000	£000
Directorate Expenditure			
Adult and Community Services	57,349	57,349	-
Children's Services	68,547	68,547	-
Housing and Environment	23,664	23,664	-
Chief Executive	21,860	21,501	(359)
Central Expenses	1,679	311	(1,400)
	173,099	171,372	(1,759)
Budget Surplus (Agreed MTFS)	5,234	-	(5,234)
Total Service Expenditure	178,333	171,372	(6,993)

	Balance at 1 April 2013	Forecast Balance at 31 March 2014	Budgeted Combined Balance at 31 March 2014*
	£000	£000	£000
General Fund	17,456	24,417	20,234
Housing Revenue Account (including Rent Reserve)	8,461	8,461	8,461

*Budget Combined Balance for General Fund comprises a target balance of £15m plus budgeted surplus of £5.2m

2.2 The current Directorate revenue projections indicate a surplus of £7.0m for the end of the financial year, made up as follows:

- £0.359m underspend in the Chief Executive department as a result of shared arrangements with Thurrock Council and vacancies within Legal and Democratic services;
- £1.400m surplus in Central Expenses arising from interest budgets; and
- £5.234m surplus as planned and agreed in the MTFS 2013/14.

The initial forecast of a £7.0m underspend would result in the Council's General Fund balance remaining above the budgeted target of £15.0m. The Chief Finance Officer has a responsibility under statute to ensure that the Council maintains appropriate balances.

The Chief Finance Officer, after consideration of the factors outlined in the CIPFA guidance on Local Authority Reserves and Balances 2003 and the other financial

provisions and contingency budgets held by the Council, set a target GF reserves level of £15.0m. The General Fund balance at 31 March 2013 was £17.5m and the current forecast combined balance for the end of the financial year is £24.4m. If maintained, this position will provide added flexibility for the Council in addressing the forthcoming significant further reductions in funding from the government. This compares with a budgeted combined General Fund balance of £15m plus a planned surplus of £5.2m within the two year 2013-15 strategy.

At the end of July 2013, the HRA is forecasting to break even, and maintain the HRA reserve at £8.5m.

2.3 Directorate Performance Summaries

The key areas of risk which might lead to a potential overspend are outlined in the paragraphs below.

2.4 Adult and Community Services

Directorate Summary	2012/13 Outturn	2013/14 Budget	2013/14 Forecast
	£000	£000	£000
Net Expenditure	60,701	57,349	57,349
Projected over/(under)spend			-

The Adult and Community Services directorate is forecasting a balanced budget position for 2013/14. It is important to note this reported position is masking a number of pressures within the service, particularly for Mental Health (£340k), and personal budgets and direct payments for all client groups (£700k). These pressures are being mitigated by management actions within the service and draw down from funding set aside to offset anticipated service pressures. Recently a submission had been made to NHS England for Winter Pressures funding in conjunction with local health partners which will amongst other things cover pressures for seven day social care working.

The future funding regime is going to become increasingly difficult with a number of existing funding streams being rolled up into a single grant that the Local Authority will have to agree with NHS England following local agreement through the Health and Well Being Board. This comes at the same time as the planned implementation of the Care and Support Bill with significant costs for local authorities.

A challenging savings target of £4.324m is built into the 2013/14 budget. There are pressures against some of the savings, these are being reviewed and addressed in order to ensure their delivery. The net budget includes the full allocation of £3.268m social care funding transfer from NHS England; this is allocated by local Section 256 agreement taken to Health and Wellbeing Board.

2.5 Children's Services

Directorate Summary	2012/13 Outturn	2013/14 Budget	2013/14 Forecast
	£000	£000	£000
Net Expenditure	69,448	68,547	68,547
Projected over/(under)spend			-

The Children's Service delivered a balanced budget for 2012/13 but it was reported that this financial position was masking significant demand pressures within the Complex Needs and Social Care division. As at the end of 2012/13 referral activity had increased consistently since the end of 2012 and shows no sign of reducing which suggests more of a trend rather than a 'spike' in demand. In 2012/13 the number of core assessments was double the level of 2011/12 and section 47 child protection investigations increased by 37% over 2012/13.

The OFSTED Safeguarding and Looked After Children inspection of June 2012 reported that caseloads were high but manageable. However, increases in demand at the end of 2012 persisting into 2013 has required additional resourcing to ensure risks can be managed.

The increases in demand and mitigating actions bring with it an increased pressure on the revenue account. Although the service is forecasting a balanced budget position for 2013/14 this is masking £4m of management actions, a number of which are one-off and will not continue into 2014/15.

The change from LACSEG to Education Support Grant and the changes to the funding of statutory services to two year olds from General Fund to the Dedicated Schools Grant have released £2.7m of ongoing funding to invest in social care demand pressures. Grant flexibility of £604k is available in 13/14 to manage pressures but, at present, there is no indication this will continue into 14/15.

The Targeted Support Division is forecasting an under spend in 2013/14 of £783m but this is largely as a result of the early achievement of approved savings for 2014/15 which means this forecast under spend is unlikely to continue into 2014/15. Finally a drawdown of £1,026k is required from the CS Reserve to achieve a balanced budget position for 2013/14

2.6 Dedicated School Grant (DSG)

The DSG is a ring fenced grant to support the education of school aged pupils within the borough. The grant is allocated between the Schools and Centrally Retained budget in agreement with the Schools Forum. The indicative 2013/14 DSG allocation is £218m which is inclusive of pupil premium and sixth form funding.

2.7 Housing and Environment

Directorate Summary	2012/13 Outturn	2013/14 Budget	2013/14 Forecast
	£000	£000	£000
Net Expenditure	24,040	23,664	23,664
Projected over/(under)spend			-

The Housing and Environment General Fund budget has been increased by £118k from previous month; this reflects a carry forward amount of Land Drainage Grant from 2012/13 and a release of invest to save funding of £48k to implement two-way radios on vehicles. The projection to year end is currently forecast to break even. Potential pressures have been identified within these budgets, however, it is expected that they will be managed within the service.

The main area of pressure relates to the achievement of Parking budgets, where early indications show lower than normal issue of PCNs. The service is undergoing significant system upgrades and structural changes designed to make the service more efficient and the benefits of those should arise towards the latter part of the year. The Parking Service is in the process of bidding for additional capital funding which will be invested in schemes to deliver improved efficiency and effectiveness. This will contribute to mitigating the risk.

Within the Housing General Fund, the current number of Bed and Breakfast placements is reducing. However, there would be potential risk if this trend reversed. These placements are a significant cost to the Council due to the cap on benefits payable on this type of accommodation. Whilst the current pressure is being mitigated within the service and alternative accommodation is utilised, the introduction of welfare reform provides increased risk to this position. The level of placements and impact of welfare reform is being closely monitored and reflected in financial forecasts.

The Housing General Fund budget has been reviewed and realigned to provide a more appropriate allocation across the service in line with need. The realigned position is summarised in Appendix E for Cabinet approval.

The department started the year with a savings target of £1.67m. A high proportion of the savings will be fully delivered but there is currently an overall pressure of £44k. This is mainly due to the pressures facing the Environmental Services budget but is being managed within the service.

2.8 Chief Executive Department

Directorate Summary	2012/13 Outturn	2013/14 Budget	2013/14 Forecast
	£000	£000	£000
Net Expenditure	19,059	21,860	21,501
Projected (under)spend			(359)

The Chief Executive department has been expanded, to include the former Finance and Resources department. The Chief Executive (CEX) department is currently forecast to underspend by £359k at year end. This position is mainly due to in year vacancies that have arisen across the divisions and prudent use of supplies and services budgets.

2.9 Central Expenses

Directorate Summary	2012/13 Outturn	2013/14 Budget	2013/14 Forecast
	£000	£000	£000
Net Expenditure	1,021	1,679	279
Projected (under)spend			(1,400)
Budget Surplus (Assembly agreed MTFS)		5,234	-
Projected Surplus			(5,234)

There is a (£1.4m) surplus expected due to the management of our cash balances enabling a lower than budgeted cost to be charged to the General Fund in 2013/14. As planned within the MTFS a budget surplus of £5.2m has been built into the base budget and the current position is projected to meet this target.

When the 2013/14 budget was set, £1m was included in Central Expenses to provide for a 1% increase in staff pay. Following confirmation of the 1% increase Cabinet is asked to approve the allocation and transfer in the table below. It should be noted that an allowance for former Council staff now working for Elevate is included within the Chief Executive's total.

Directorate	£000
Adult and Community Services	225
Children's Services	251
Housing and Environment	194
Chief Executive	330
Total	1,000

2.10 In Year Savings Targets – General Fund

The delivery of the 2013/14 budget is dependent on meeting a savings target of £16.6m. Directorate Management Teams are monitoring their targets and providing a monthly update of progress which is summarised in the table below. A detailed breakdown of savings and explanations for variances is provided in Appendix B.

Directorate Summary of Savings Targets	Target £000	Forecast £000	Shortfall £000
Adult and Community Services	4,324	4,262	62
Children's Services	2,708	2,708	-
Housing and Environment	1,665	1,621	44
Chief Executive	2,733	2,583	150
Central Expenses	5,199	5,199	-
Total	16,629	16,373	256

2.11 Housing Revenue Account (HRA)

The HRA is currently forecast to breakeven in 2013/14.

Income

Income is expected to be on budget.

Expenditure

Expenditure is forecast to be on budget. There is a potential risk within locality spending and savings delivery but these are expected to be managed within the service.

The Housing Service is in the process of aligning to the Localities structure and evaluating the budget requirement. Current projections indicate that expenditure pressures in staffing and transport will be managed through underspends on other budgets. The additional requirement is forecast to be £689k and is discussed below in more detail.

The in-house repairs and maintenance service is forecasting to deliver within budget. System issues are close to being fully resolved allowing full reporting. Projections indicate that there may be pressures relating to the set up of the service in the region of £390k due to one-off procurement costs and severance payments following reintegration of the service. These will be managed within the DLO set up budget.

As part of the 2013/14 budget agreed by February Cabinet, the Service committed to delivering savings of £1.4m from its Supervision & Management budget. Of the savings options identified, and currently going through validation, approximately £1m is non-staff related and forecast to be achievable. The remaining £400k is subject to staffing restructures and if not delivered will add to the pressure. Detailed monitoring of HRA savings will be provided in future months once details are finalised.

As with the General Fund, the introduction of welfare reform this year is expected to increase pressure on the HRA with the combination of the bedroom tax, benefit cap and Universal Credit impacting on income levels. Some provision has been made within the budget through increased bad debt provision plus the availability of discretionary housing payments. The position is being monitored closely.

HRA Balance

The HRA maintains revenue reserves balance of £8.5m and it is currently anticipated that this will be maintained at the end of 2013/14.

There is a budgeted contribution to capital resources of £35.5m. However, this will be reviewed to accommodate expenditure pressures such as the Localities change below.

Budget Adjustment – Localities

Following the transfer of line management responsibility for frontline environmental and caretaking services from the Housing Management Service to Environmental Services, the accounting treatment of the budgets for providing this service needs to change. This change will mean that the budgets for the service will become a recharge to the HRA via the General Fund, rather than a direct cost to the HRA.

In making this transition, officers have performed a zero basing of the budgets for the service and established a need for an increase in the revenue provision from £4.662m to £5.351m, an increase of £0.689m, within the Locality Management cost

centre. The increase will be funded through a corresponding reduction in the revenue contribution to capital. Existing capital scheme allocations will not be impacted, however there will be a reduction in capital contingency within the business plan. The increase is not expected to be on an ongoing basis, but to reduce in line with service efficiencies.

This is to create a pool of five staff to cover staff absences in critical services and reduce the need for agency staff; to establish a budget for evening caretaking; equipment requirements; and to create a new managerial position to oversee the new service.

2.12 Capital Programme

The Capital Programme (2013/14) forecast spend is as follows:

	Budget £'000	Actual Year to Date £'000	Projected Outturn £'000	Variance against Budget £'000
Adult & Community Services (ACS)	9,948	659	9,974	26
Children's Services (CHS)	28,721	9,723	26,179	(2,542)
Housing & Environment (H&E)	3,839	1,575	4,181	342
Chief Executive (CEO)	11,708	1,349	11,037	(671)
General Fund subtotal	54,216	13,306	51,371	(2,845)
HRA	87,854	12,321	87,854	0
Total	142,070	25,627	139,225	(2,845)

The detail for schemes is in Appendix D. Please note totals here may differ slightly to those in Appendix D due to roundings.

Summary

The total approved capital programme currently stands at £142.1m. Against this budget, Directorates are currently projecting to spend £139.2m, representing an overall underspend of £2.9m. The year-to-date capital expenditure total is £25.6m; meaning that £113.6m is still expected to be spent in the remaining seven months of the year. The Finance Service will continue to monitor this closely in conjunction with service Project Managers and Sponsors, in order to identify any potential year-end underspends or slippage as early as possible.

Progress to Date on Approved Schemes

Adult & Community Services (ACS)

There are no forecast variances of note to be reported this month. It should be noted however that unbudgeted costs of approximately £0.250m are being incurred relating to archaeological works on the site of Barking Leisure Centre. Section 106

funding has been identified to meet this cost and Members are asked to approve the use of this funding to meet the additional costs. It should also be noted that the Leisure Centre is now likely to open in late 2014.

Children's Services (CHS)

These budgets are currently showing an underspend of £2.542m. This overall position consists of a number of individual variances across various projects. These variances are likely to be temporary and will be addressed as part of the next re-profile exercise to Cabinet (Month 6 - November), when the Basic Needs funding is allocated and approved for particular projects.

Housing & Environment (H&E)

The HRA has a revised funded programme totalling £88.437m (£87.854m plus £0.583m for Disabled Adaptations within the ACS total). The programme is forecasting to spend to budget in 2013/14. The Disabled Adaptations scheme is funded by the HRA but included within the ACS position for reporting.

The Environment capital programme budget has been increased to reflect approvals last month of £0.288m and now stands at £3.649m. The sums required have been further clarified since the last Cabinet report and approval is needed for a further £0.190m from the centrally held contingency, taking the total for all highways improvements to £3.839m.

The Environment service is currently reporting an overspend of £0.342m. This relates to a roll-forward from 2012/13 in respect of Parking Strategy Improvements. It is anticipated that this situation will be resolved when a bid for additional capital funding for Parking is being presented to Cabinet in October (elsewhere on this agenda).

Chief Executive (CEO)

The Directorate is currently reflecting an overall variance position of £0.671m below approved budget primarily due to slippage in Regeneration, ICT, and Asset Strategy schemes.

The overall variance is mainly due to slippage of £0.240m in the London Road North Street Site Acquisitions scheme which relates to public realm works which can only commence following the completion of the new ADSA store. £0.1m of the Legi grant is currently unallocated, pending options appraisal for appropriate projects for delivery in 2014/15.

The ICT Modernisation & Improvement Capital fund is expected to request slippage of £0.170m due to re-programming of the MyAccount Phase 3 project, with two tranches to be delivered in 2014/15. The Corporate Accommodation Strategy project variance of £0.125m is due to the programming of works to return leased buildings to appropriate conditions required in 2014/15 and 2015/16. Re-profile requests will be submitted in November for the Directorate's schemes.

It should be noted that an omitted budget of £0.315m has been added to the capital programme for the Thames Road Corridor Improvements funded from the sale of the Cromwell Centre in Thames Road, Barking as previously agreed by Cabinet.

b) Funding with projects being developed

The Council has £55m in respect of Basic Needs Funding for schools where the projects are currently in the process of being developed or project sums in each phase are being finalised. An update of this position will be made to the next Budget Monitoring report (Month 6) to Cabinet, in November.

2.13 Financial Control

At the end of August all key reconciliations have been prepared and reviewed, and there are no major reconciling items unexplained.

3 Options Appraisal

3.1 The report provides a summary of the financial position at the relevant year end and as such no other option is applicable for appraisal or review.

4 Consultation

4.1 The relevant elements of the report has been circulated to appropriate Divisional Directors for review and comment.

4.2 Individual Directorate elements have been subject to scrutiny and discussion at their respective Directorate Management Team meetings.

5 Financial Implications

5.1 This report details the financial position of the Council.

6 Legal Issues

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

Background Papers Used in the Preparation of the Report

- Final Revenue and Capital Outturn 2012/13; Cabinet 25 June 2013;
- Budget Framework 2013/14; Assembly 25 February 2013.

Appendices

- A – General Fund expenditure by Directorate
- B – Savings Targets by Directorate
- C – Housing Revenue Account Expenditure
- D – Capital Programme
- E – Reprofiled Housing General Fund Budget

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GENERAL FUND REVENUE MONITORING STATEMENT
August 2013/14

Directorate	Outturn 2012/13	Original Budget	Revised Budget	Forecast Outturn	Forecast Variance
	£000	£000	£000	£000	£000
<u>Adult & Community Services</u>					
Adult Care & Commissioning	43,122	39,149	39,178	39,178	-
Mental Health	3,583	3,197	3,211	3,211	-
Community Safety & Neighbourhood Services	3,665	2,772	2,801	2,801	-
Culture & Sport	9,112	5,966	6,027	6,027	-
Public Health	-	-	-	-	-
Management	1,219	6,145	6,132	6,132	-
	60,701	57,229	57,349	57,349	-
<u>Children's Services</u>					
Education	4,645	1,781	1,903	1,965	62
Targeted Support	11,958	7,987	8,061	7,277	(784)
Complex Needs and Social Care	35,312	29,151	29,291	29,907	616
Commissioning and Safeguarding	4,531	3,559	3,617	3,620	3
Other Management Costs	13,002	25,449	25,675	25,778	103
	69,448	67,927	68,547	68,547	-
<u>Children's Services - DSG</u>					
Schools	195,018	171,315	171,315	171,315	-
Early Years	4,621	16,285	16,285	16,285	-
High Needs	12,489	24,407	24,407	24,407	-
Non Delegated	2,508	2,850	2,850	2,850	-
Growth Fund	688	3,070	3,070	3,070	-
School Contingencies	1,544	-	-	-	-
DSG/Funding	(216,868)	(217,927)	(217,927)	(217,927)	-
	-	-	-	-	-
<u>Housing & Environment</u>					
Environment & Enforcement	21,858	20,378	21,430	21,430	-
Housing General Fund	2,182	2,215	2,234	2,234	-
	24,040	22,593	23,664	23,664	-
<u>Chief Executive Services</u>					
Chief Executive Office	(225)	(597)	(99)	(151)	(52)
Strategy & Communication	(152)	-	(73)	(108)	(35)
Legal & Democratic Services	304	410	605	415	(190)
Human Resources	(8)	-	289	211	(78)
Finance	(861)	(124)	(45)	(45)	-
Corporate Management	2,956	4,352	4,352	4,320	(32)
Regeneration & Economic Development	3,853	3,145	3,307	3,307	-
Assets & Facilities Management	1,146	1,153	1,349	1,271	(78)
Customer Services, Contracts & Business Improvement	12,046	11,422	12,175	12,281	106
	19,059	19,761	21,860	21,501	(359)
<u>Other</u>					
Central Expenses	(7,921)	(4,299)	(7,740)	(9,140)	(1,400)
Levies	8,942	9,620	9,419	9,419	-
Budget Surplus (Agreed MTFs)	-	5,281	5,234	-	(5,234)
	1,021	10,602	6,913	279	(6,634)
TOTAL	174,269	178,112	178,333	171,340	(6,993)

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GENERAL FUND SAVINGS MONITORING STATEMENT**August 2013/14****Adult and Community Services**

Ref:	Detail	Current Position	Target £000	Forecast £000	Variance £000
ACS/SAV/01	Community Cohesion and Equalities Team - reduced voluntary sector function	All staff have now moved or left, variance to be met within the division, no further action remaining	229	216	13
ACS/SAV/02	Statutory Social Care & Complaints - reorganisation of the team	Achieved	85	85	0
ACS/SAV/03	Occupational Therapy and Sensory Services Team - reorganisation of the team	Achieved	186	186	0
ACS/SAV/04	Drug & Alcohol Services - a reduction in support service to drug and alcohol users	Budget earmarked for Tier 4 Rehab, funding for which can be sought from NHS, analysis underway to confirm status	165	165	0
ACS/SAV/05	Youth Offending - Reduction in work to prevent young people becoming involved in crime and disorder and reoffending	Achieved	50	50	0
ACS/SAV/06	Withdraw or reduce Domestic Violence service	Achieved	211	211	0
ACS/SAV/07	Reduction in voluntary sector grants and commissions	Achieved	110	110	0
ACS/SAV/10 (a)	Free Leisure Offer - fund service from the Public Health Grant	Achieved	130	130	0
ACS/SAV/10 (b)	Active Age Centres - fund service from the Public Health Grant	Achieved	150	150	0
ACS/SAV/10 (c)	Advice, Information and Support for people with HIV/Aids provided by Positive East - fund service from the Public Health Grant	Achieved	49	49	0

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
ACS/SAV/10 (d)	Alcohol Co-ordinator - fund service from the Public Health Grant	Achieved	42	42	0
ACS/SAV/10 (e)	Floating Support for Homeless People - reduce capacity on the contract by £50k	Achieved	50	50	0
ACS/SAV/10 (f)	Specialist employment support for people with mental health needs	Saving to be delivered by external funding from CCG, variance to be met within the division, no further action remaining	100	91	9
ACS/SAV/10 (g)	Decommission 6 beds of accommodation based support for 16 - 18 year olds at the Vineries (and possible transfer of accommodation to Children's Services)	Achieved	40	40	0
ACS/SAV/10 (h)	Supporting Employment Opportunities for People with Drug and Alcohol problems	Achieved	33	33	0
ACS/SAV/10 (i)	Domestic Violence - cessation of Refuge Floating Support contract	Achieved	105	105	0
ACS/SAV/10 (j)	Delete Administrator post in the Adult Safeguarding Team	Achieved	39	39	0
ACS/SAV/10 (k)	DV and Hate Crime Strategy Manager - reduce post to 0.6 FTE	Achieved	21	21	0
ACS/SAV/10 (l)	Delete post supporting administration of the Learning Disability Partnership Board	Achieved	28	28	0
ACS/SAV/10 (m)	Cessation of Service Development Budget for Older People	Achieved	30	30	0
ACS/SAV/10 (n)	Maximising Grant Flexibilities	Achieved	64	64	0
ACS/SAV/12	Management Reductions (reduce social care GM)	Achieved	40	40	0
ACS/SAV/17	Reduce hospital social work team	Achieved	84	84	0
ACS/SAV/18	Kallar Lodge staff reduction	Achieved	23	23	0
ACS/SAV/19	Reduce business support in Adult	Achieved	15	15	0

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
	Social Care				
ACS/SAV/20	Delete Arts Team	Achieved	25	25	0
ACS/SAV/24	End support to the Create Festival	Achieved	25	25	0
ACS/SAV/27	Review CCTV monitoring	Achieved	153	153	0
ACS/SAV/28	Reduce strategic commissioning posts	Achieved	28	28	0
ACS/SAV/29	Reduce dedicated support to service users and carers	Achieved	19	19	0
ACS/SAV/32	Summers Sorted Holiday Activity Programme	Achieved	30	30	0
Feb 2012 Assembly	Non Staffing Supplies & Services Budgets	Achieved	90	90	0
Feb 2012 Assembly	Remodelling homecare services in line with the principles of personalisation	Achieved	100	100	0
Feb 2012 Assembly	Revisions to pricing framework for Care Home Placements	Achieved	20	20	0
Feb 2012 Assembly	Changes to in-house residential care service for adults with a learning disability (80 Gascoigne)	Achieved	75	75	0
Feb 2012 Assembly	Reconfiguration of mental health services	Achieved	100	100	0
Feb 2012 Assembly	Commissioning Contracts & Purchase Savings	Achieved	250	250	0
Feb 2012 Assembly	Changes to grants to voluntary organisations	Achieved	215	215	0
Feb 2012 Assembly	Remodel of learning disability day, volunteering and employment services	Achieved	100	100	0
Feb 2012 Assembly	Broadway theatre	Achieved	100	100	0
Feb 2012 Assembly	Closure of Goresbrook Leisure Centre	Achieved	371	371	0

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
Feb 2012 Assembly	Olympic unit	Achieved	218	218	0
Feb 2012 Assembly	Changes to the public events programme	£30k variance due to commitments made to still deliver St. Georges day and classical concert events. Shortfall to be funded by early delivery of Events staff saving, no further action remaining	90	60	30
Feb 2012 Assembly	Expanding commercial opportunities at heritage venues	Plans put in place to bring in more income from weddings and other events have not been successful. Steps being put in place to reduce expenditure to offset the income target	10	0	10
Feb 2012 Assembly	Libraries Review	Achieved	226	226	0
Total Adult & Community Services			4,324	4,262	62

Children's Services

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
CHS/SAV/01	Early Years - Changes to the delivery format of Phase 3 Children's Centres	On Target	500	500	0
CHS/SAV/02	Integrated Youth Service - Reduction in staff and commissioning	On Target	100	100	0
CHS/SAV/03	Borough Apprentice Scheme - Removal of apprenticeship wage subsidy to departments and reduction in 14-19 staffing	On Target	100	100	0
CHS/SAV/04	Education - school improvement - retirement and efficiency savings	On Target	25	25	0
CHS/SAV/05	Education - School Estates Team (capitalisation)	On Target	75	75	0
CHS/SAV/06	Education - Reduction of £100k in Education Inclusion	On Target	50	50	0
CHS/SAV/08	Commissioning & Safeguarding - Transfer of costs to catering traded services account as an overhead	On Target	50	50	0
CHS/SAV/10 (a)	Targeted Support - Reduction in repairs, maintenance and equipment budgets	On Target	300	300	0
CHS/SAV/10 (b)	Troubled Families Co-ordinator funding - For 2012/13, 13/14 and 14/15 (non-recurrent)	On Target	100	100	0
CHS/SAV/10 (c)	Commissioning - Youth Access card to be transferred to Public Health Grant	On Target	150	150	0
CHS/SAV/10 (d)	Commissioning - Misc budget savings	On Target	45	45	0
CHS/SAV/10 (e)	Education - Deletion of 1 Attendance Officer (vacant following resignation) and 1 Admin Support	On Target	50	50	0
CHS/SAV/10 (f)	Social Care and Complex Needs -	On Target	80	80	0

Ref:	Detail	Current Position	Target	Forecast	Variance
	Additional EP income				
CHS/SAV/10 (g)	Efficiencies within Prevention - Long Term Care	On Target	120	120	0
CHS/SAV/10 (h)	Maximising of grant flexibilities	On Target	5	5	0
CHS/SAV/11	Adoption - Reduction in use of independent social workers	On Target	70	70	0
CHS/SAV/12	Complex Needs and Social Care, Assessment and Care Management.	On Target	60	60	0
CHS/SAV/15	School Estate Management - reduce to statutory only posts, and charge for lead manager from capital funding	On Target	45	45	0
CHS/SAV/17	Inclusion Services - Further reduce central support team, would only be funded from DSG but schools may feel not equipped to manage complex special needs - potential impact is increased SEN costs	On Target	35	35	0
CHS/SAV/20	Youth Service - Reduce to statutory provision only	On Target	140	140	0
Feb 2012 Assembly	Prevention/Crisis Intervention/ Family Group Conferencing Merger of the three preventative services to create efficiencies	On Target	50	50	0
Feb 2012 Assembly	CAMHS Schools Counselling contract ending that will not be renewed and reduction in primary and emotional team	On Target	100	100	0
Feb 2012 Assembly	Disabled Children's Team - Contribution from short breaks funding on mainstreamed into base budget	On Target	100	100	0
Feb 2012 Assembly	Adult College - contribution from the College towards management costs / overheads	On Target	100	100	0
Feb 2012 Assembly	Education Inclusion/School Improvement - Staffing Review and	On Target	100	100	0

Ref:	Detail	Current Position	Target	Forecast	Variance
	Reductions				
Feb 2012 Assembly	School Improvement Income - Raising the SLA income - charging Schools for services/Other Local authorities	On Target	50	50	0
Feb 2012 Assembly	Training Reductions	On Target	23	23	0
Feb 2012 Assembly	Reduction of Management costs in the Multi-agency Locality Teams	On Target	55	55	0
Feb 2012 Assembly	Portage Amalgamation	On Target	30	30	0
Total			2,708	2,708	0

Housing and Environment

Ref	Detail	Current Position	Target £000	Forecast £000	Variance £000
H&E/SAV/01(a)	Catering income from Parks	Service manager currently working to implement, not yet up and running.	20	20	0
H&E/SAV/01(b)	Park Ranger Services	Restructure Complete	260	260	0
H&E/SAV/02	Street Lighting - Energy efficiency savings	Complete	52	52	0
H&E/SAV/03	Rationalisation of recharges to the HRA - Street Lighting	Complete	200	180	20
H&E/SAV/04	Review of road safety service / schools crossings patrols	Complete	80	80	0
H&E/SAV/07	Cessation of night time cleansing	Night cleaning service still ongoing, however, alternative posts have been reduced to accommodate	210	210	0
H&E/SAV/09	Consolidation of Transport & Plant - 5% efficiency savings on kit, fuel & vehicle use	Reconciliation work in process to identify all kit in the department	120	120	0
H&E/SAV/11	Land Drainage - Efficiency saving on maintenance budget	Complete	60	60	0
H&E/SAV/12	Decommission of Depots	Likely to be achieved by closing of Parsloes depot.	40	40	0
H&E/SAV/15	Recharge GF works to the Parking Account	Linked to capital strategy; report being prepared for July Cabinet to agree funding.	150	150	0
H&E/SAV/18	Reduction in Environmental Enforcement	Complete	140	140	0
H&E/SAV/21	Introduce charging for a bulky waste collection service	Complete	55	55	0
Feb 2012 Assembly	Transport savings from adjustments for affordability and reductions in use of buses	Dependent on ACS reducing the number of journeys required, but currently still requesting same number of routes.	100	100	0
Feb 2012	Reduced mowing to create	Original figures from 'confirm' are	32	32	0

Ref	Detail	Current Position	Target	Forecast	Variance
Assembly	naturalised environment	now inaccurate, so the actual savings will need to be delivered in a different way.			
Feb 2012 Assembly	Making Parks more commercially sustainable	Parking charges in Parks not being implemented (£9K) as per members decision, Grazing and Education at Millennium Centre not achievable (£4.5k), only half of Bowling Greens savings and 'Golfwise' achievable (i.e.£25k) as original costings from 'Confirm' now inaccurate, Income from Lakes, Tennis and Education and Concessions achievable. Non-essential spend put on hold to cover the deficit.	96	72	24
Feb 2012 Assembly	Efficiencies within Parking services	Complete	50	50	0
Total			1,665	1,621	44

Chief Executive

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
FIN&RES/SAV/01	Regeneration - Transport Planning. Increase the LIP top slice in 2013/14	Achieved	25	25	0
FIN&RES/SAV/06	Efficiencies through implementation of Oracle R12	Achieved	200	200	0
FIN&RES/SAV/10	Reduction in ex Asset & Commercial Services central budgets i.e. supplies & services budgets, training budget reduction and other uncommitted budgets after Elevate transfer	Achieved	120	120	0
FIN&RES/SAV/12	Internal Audit - Removal of special projects provision	Achieved	26	26	0
FIN&RES/SAV/13	Risk Management - Staffing reductions	Achieved	31	31	0
FIN&RES/SAV/14	Reduction in CM Unit budget	Achieved	100	100	0
FIN&RES/SAV/15	Deletion of a Project & Technical officer post - PO4	Achieved	47	47	0
FIN&RES/SAV/16	Transfer of Assets and Facilities Management Group into Elevate, with savings as a result of management and service restructure	Facilities Mgt transferred to H&E to deliver this saving. At present only £150k of the savings has been identified and the division is currently confirming details of achieving the rest. Shortfall is currently being absorbed within the CEX department and H&E.	300	150	150
FIN&RES/SAV/17	Increased charging of Economic Development & Sustainable Communities staff time to the HRA	Achieved	153	153	0
FIN&RES/SAV/18	Merger of the Corporate Client and Capital Delivery Teams	Achieved	125	125	0

Ref:	Detail	Current Position	Target £000	Forecast £000	Variance	
					£000	£000
FIN&RES/SAV/22	Regeneration - Deletion of one Development Management post		38	38		0
CEX/SAV/01	CE Office - Reduction in supplies and services and third party payments	Achieved	30	30		0
CEX/SAV/02	Policy & Performance -Reduction in supplies and services, and one PO2 post from the team	Policy restructure completed	102	102		0
CEX/SAV/05	Marketing & Communications - Further reductions in supplies & services; and increased income generation from external suppliers	Achieved	100	100		0
CEX/SAV/06	Legal & Demo - Reduction in employee budgets, and increase in income	Achieved	100	100		0
CEX/SAV/08	Chief Executive Review	Achieved –a report submitted to PASSC on the delivery of this savings. The Marketing & Communication element of the savings could not be fully delivered, but this has been mitigated by the savings from the joint CEX arrangement with Thurrock.	622	622		0
CEX/SAV/10	Policy - Further reduction and sharing of Service	Achieved through centralising Policy officers across the Council Departments	80	80		0
CEX/SAV/11	Cease publication of the News	Achieved – Publication has ceased.	60	60		0
CEX/SAV/12	Legal - Reduction in employee budgets / further sharing with Thurrock Council	Achieved through further sharing of GM posts in Legal	54	54		0
Feb 2012 Assembly	Savings in Sustainable Communities/Economic Development area	Achieved	40	40		0
Feb 2012 Assembly	Reduction in accommodation costs through the Modern Ways of Working project	Some buildings closed and some yet to be closed	226	226		0

Appendix B

Feb 2012 Assembly	Restructure of Senior Managers	Achieved	68	68	0
Feb 2012 Assembly	Merge Payroll and HR Support (within Elevate)	Achieved	86	86	0
Total			2,733	2,583	150

HOUSING REVENUE ACCOUNT MONITORING STATEMENT

August 2013/14

HOUSING REVENUE ACCOUNT	Outturn 2012/13	Original Budget	Revised Budget	Forecast Outturn	Forecast Variance
	£000	£000	£000	£000	£000
Rents	(83,901)	(86,627)	(86,627)	(86,617)	10
Non Dwelling Rent	(2,489)	(2,503)	(2,503)	(2,363)	140
Other Income	(19,785)	(17,530)	(17,530)	(17,562)	(32)
Capitalisation of Repairs	(2,700)	(1,000)	(1,000)	(1,000)	-
Repairs and Maintenance	22,960	20,000	20,000	20,052	52
Supervision and Management	37,363	37,025	37,025	37,607	582
Rent Rates and Other	443	700	700	700	-
Bad Debt Provision	632	3,159	3,159	3,159	-
Interest Charges	9,294	9,759	9,759	9,759	-
Corporate & Democratic Core	811	811	811	811	-
Interest	(642)	(336)	(336)	(336)	-
Revenue Contribution to Capital & Depreciation	11,345	35,542	35,542	34,790	(752)
Service Transformation		1,000	1,000	1,000	-
Repayment of Debt					
Transfer to Major Repairs Reserve	26,342				
Subsidy Limitation	135				
Contribution to HRA Reserve	(192)	-	-	-	-

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2013/2014 CAPITAL PROGRAMME - as at end of August 2013

Project No.	Project Name	Revised Budget 2013/14 (£)	Actual Expenditure as at 31st August 2013 (£)	Forecast Outturn (£)	Forecast Variance (£)
Adult & Community Services					
Adult Social Care					
2872	Fews Lodge Extra Care Scheme		(18,493)		
2913	80 Gascoigne Road Care Home	197,809	(86,307)	197,809	
2888	Direct Pymt Adaptations	400,000	153,821	400,000	
100	Disabled Adaptations (HRA funded)	582,902	345,688	582,902	
106	Private Sector Households	574,717	179,465	574,717	
105	Private Sector Households (105)	(26,810)			26,810
1	Community Capacity Grant	490,995		490,995	
Culture & Sport					
1654	Ripple Hall (St Georges/Vol Group Relocation)	1,500	1,215	1,215	(285)
191	Eastbury House	3,198		3,198	
2233	Valence Site Redevelopment	18,880	11,370	18,880	
2266	Barking Park Restoration & Improvement	100,247	7,487	100,247	
2768	Abbey Sports Centre (Wet Side Changing Areas)				
2603	Becontree Heath Leisure Centre	159,170	3,300	159,170	
2815	Goresbrook Leisure Centre - Olympic Training Venue		7,625		
2855	Maysbrook Park Athletics Arena	251,465	17,827	251,465	
2870	Barking Leisure Centre 12-14	7,193,859	36,277	7,193,859	
Total For Adult & Community Services		9,947,932	659,275	9,974,457	26,525
Children's Services					
Primary Schools					
2365	Gascoigne Primary				
2555	Eastbury	32,477	(75,954)	32,477	
2736	Roding Primary School - Cannington Road Annex	146,939	154	136,000	(10,939)
2745	George Carey CE Primary School (formerly Barking Riverside Prima	932,700	273,086	273,085	(659,615)
2759	Beam Primary Expansion	81,668		81,668	
2799	St Joseph's Primary - expansion	82,503	61,902	82,503	
2800	St Peter's Primary - expansion	33,869		33,869	
2776	Thames View Infants - London TG Agreement	39,937		39,937	
2787	Cambell Junior - Expansion & Refurb	17,626		17,626	
2786	Thames View Juniors - Expansion & Refurb	333,772	4,185	49,185	(284,587)
2784	Manor Longbridge (Former UEL Site)	(29,201)	(336,305)	(29,201)	
2789	Westbury - New Primary School	(419)			419
2790	St Georges - New Primary School	25,385		25,385	
2860	Monteagle Primary (Quadrangle Infill)	95,696	1,102	95,696	
2861	Eastbury Primary (Expansion)	873,012	144	450,000	(423,012)
2862	Gascoigne Primary (Expansion)	988,963	790,892	988,963	
2863	Parsloes Primary (Expansion)	49,090	10,516	49,090	
2864	Godwin Primary (Expansion)	1,674,018	1,508,416	1,674,018	
2865	William Bellamy Infants/Juniors (Expansion)	2,020,190	33,689	250,000	(1,770,190)
2866	Dagenham Village Rectory Road Library (Expansion)				
2867	Southwood Primary (Expansion)	13,163	4,902	13,163	
2900	Becontree Primary Expansion	41,890	(1,454)	41,890	
2924	St Josephs Primary Extn	352,092	95,854	352,092	
2918	Roding Cannington 2013-15	1,511,151	1,092,590	1,511,151	
2919	Richard Alibon Expansion	1,466,133	112,709	1,000,000	(466,133)
2920	Warren/Furze Expansion	72,825	25,597	25,597	(47,228)
2921	Manor Infant Jnr Expansion	65,630	30,329	65,630	
2922	Valence Halbutt Expansion	1,649,122	1,117,069	1,609,122	(40,000)
2923	Rush Green Expansion	15,000	71,068	300,000	285,000
2956	Marsh Green Primary 13-15				
2957	John Perry School Expansion 13-15		195	50,000	50,000
2958	Fanshawe Adult College Refurb 13-15	2,500,000	1,030,112	2,250,000	(250,000)
2960	Parsloes Fanshawe Primary Expansion 13-15	500,000	34,194	500,000	
2967	Warren Junior School				
Other Schemes					
2972	Implementation of early education for 2 year olds	889,302	28,844	889,302	
2793	SMF - School Modernisation Fund	212,416	251,067	451,067	238,651
2742	Youth Access Card				
2751	School's Kitchen Extension/Refurbishment 10/11	11,556		11,556	
2724	Basic Needs Projects (formerly Additional School Places)2011/12	231,226	549	231,226	
2581	Schools Legionella Works				
2808	Schools L8 Water Quality Remedial Works 2010/11	(1,811)			1,811

2013/2014 CAPITAL PROGRAMME - as at end of August 2013

Project No.	Project Name	Revised Budget 2013/14 (£)	Actual Expenditure as at 31st August 2013 (£)	Forecast Outturn (£)	Forecast Variance (£)
2809	Schools Reboiler & Repipe Fund	(9,730)			9,730
2826	512a Heathway - Conversion to a Family Resource	38,171	16,645	38,171	
2878	512a Heathway (phase 2)- Conversion to a Family Resource with ac	7,222		7,222	
9999	Devolved Capital Formula	1,638,865	309,468	1,019,545	(619,320)
2601	Renewal School Kitchens 2009/10				
2753	Cross-Government Co-Location Fund				
2906	School Expansion SEN Projects	862,722	209,952	862,722	
2909	School Expansion Minor Projects	472,973	136,466	472,973	
2929	SMF 2012/13	3,400,303	621,854	3,400,303	
2968	Capital Works (Devolved Funds)	(1,409,432)			1,409,432
Children Centres					
2310	William Bellamy Childrens Centre	6,458	(14,474)	6,458	
2311	Becontree Childrens Centre		(232,319)		
2217	John Perry Childrens	9,619	(5,079)	9,619	
2651	Alibon Childrens Centre	(8,812)			8,812
2739	Gascoigne Community Centre				
Secondary Schools					
2818	Sydney Russell - Schools For The Future	(1,243,876)	54,075	210,900	1,454,776
2825	Dagenham Park School	(36,277)	(11,793)	(11,793)	24,484
2859	Robert Clack Expansion				
2932	Trinity 6th Form Provison		(153,238)		
2952	Barking Abbey Expansion 13-15	50,000		50,000	
2953	All Saints Expansion 13-15	306,000	305,472	305,472	(528)
2954	Jo Richardson Expansion 13-15				
2955	Barking Riverside City Farm	3,991,383	2,163,784	4,425,895	434,512
2959	Robert Clack Expansion 13-15		6,400	31,400	31,400
2966	Eastbrook Comprehensive School				
Skills, Learning & Enterprise					
2723	Advanced Skills Centre	(80,451)	150,203	500,000	580,451
Code to be allocated					
	Robert Clack Artificial Football Pitch	668,435		668,435	
	Barking Abbey Artificial Football Pitch	629,797		629,797	
	Barking Riverside Secondary School Front Funding				
	Feasibility & Design & Site Set-up	2,500,000			(2,500,000)
	Lymington Primary expansion 13-15				
	Gascoigne Primary -Abbey Road Depot				
Total For Children's Services		28,721,290	9,722,865	26,179,216	(2,542,074)

Housing and Environment

Non-HRA Housing					
2570	Housing Modernisation Programme				
Environmental Services					
2764	Street Light Replacing	210,869		210,869	
2842	Flats recycling banks scheme		3,800		
2873	Environmental Improvements and Enhancements	6,432		6,432	
2894	Road Safety Impv Sch Year 2 (TFL)		(51,457)		
2964	Road Safety Improvement 2013-14 (TfL)	98,400	25,244	98,400	
2887	Frizlands Wkshp Major Wks	145,447	3,953	145,447	
2886	Parking Strategy Imp	(342,614)			342,614
2908	Brown Wheeled Bins Recycling	(32,423)	(18,400)	(32,423)	
2930	Highways Improvement Programme	3,431,681	1,582,714	3,431,681	
PGSS					
2421	Staff Costs 12/14	38,216		38,216	
2567	Abbey Green Park Development	8,913	(4,379)	8,913	
2817	Mayesbrook Park Improvements (Phase 1)	67,459	8,167	67,459	
2911	Quaker Burial Ground	60,000	490	60,000	
2912	Barking Park Tennis Project	40,531	13,134	40,531	
2948	Abbey Green- Churchyard Wall	64,959	12,122	64,959	
2925	Adizone Project 12-13	40,949		40,949	
Total For Housing & Environment		3,838,819	1,575,388	4,181,433	342,614

2013/2014 CAPITAL PROGRAMME - as at end of August 2013

Project No.	Project Name	Revised Budget 2013/14 (£)	Actual Expenditure as at 31st August 2013 (£)	Forecast Outturn (£)	Forecast Variance (£)
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Chief Executive (CEO)

Asset Strategy					
UAC8	Asset Management Plans (All Directorates)	1,000,000		1,000,000	
2577	Legionella Works Public Buildings				
2741	L8 Control of Legionella Remedial Works	60,000	27,443	60,000	
2578	Asbestos (Public Buildings)	10,000		10,000	
2771	Automatic Meter Reading Equipment	31,494	3,858	31,494	
2587	Energy Efficiency Programme	86,173	59,872	86,173	
2542	Backlog Capital Improvements	744,850	207,242	744,850	
2565	Implement Corporate Accommodation Strategy	663,542	81,598	537,910	(125,632)
ICT					
2623	Microsoft Enterprise Agreement	88,794		88,794	
2738	Modernisation & Improvement Capital Fund	1,698,698	14,015	1,528,292	(170,406)
2877	Oracle R12 Joint Services	2,632,284	545,229	2,632,284	
Regeneration					
2458	New Dagenham Library & One Stop Shop	73,666		73,666	
2596	Legi Business Centres	159,978	27,342	59,949	(100,029)
2717	Outer London Fund (formerly Retail Premises Improvements)				
2969	Economic Development Growth Fund	325,000		325,000	
2775	BTC Public Realm - Tsq & Abbey	24,771	9,109	24,771	
2625	Thames View Regen Initiative	21,499	7,499	21,499	
2819	London Road/North Street Site Acquisitions	257,359	16,916	16,916	(240,443)
2831	Barking Station Forecourt - Phase 2 Implementation (TFL & S106)		(26,046)		
2834	Merry Fiddlers Junction (TFL)				
2821	Shopping Parade Enhancements	365,341	(161,145)	365,341	0
2854	Improvements to the rear of The Mall, Dagenham Heathway	170,009	59,377	170,009	
2901	Creekmouth Arts & Heritage Trail	50,000	9,000	50,000	
2902	Short Blue Place (New Market Square Barkin - Phase II)	158,469	128,436	158,469	
2926	Outer London Fund Round 2	119,834	33,971	119,834	
2927	Chequers/Abbey Road Public Realm improvements	391,677	214,085	391,677	
2928	Leisure Centre)	50,000	15,188	15,188	(34,812)
2840	Car Club Expansion (TFL)				
2841	Biking Borough Initiative (TFL)	91,200	44,784	91,200	
2890	Principal Road Resurfacing (TFL)				
2891	Merry Fiddlers Jnct Imp Year 2 (TFL)	384,000	(58,802)	384,000	
2892	Cycling Greenways Year 2 (TFL)	96,000	6,697	96,000	
2893	Thames Rd Corr Imp	315,000		315,000	
2897	Smarter Travel Plans (TfL)				
2895	Chadwell Heath Station Impv (TFL)	288,000	(24,357)	288,000	
2898	Local Transport Plans (TFL)	96,000	55,291	96,000	
2899	River Roding Cycle Link / Goresbrook Park Cycle Links	192,000	179	192,000	
2962	Principal Road Resurfacing 2013-14 TfL	530,137		530,137	
2963	Mayesbrook Neighbourhood Improvements (DIY Streets) 2013-14	288,000	4,640	288,000	
2965	Safer & Smarter Travel Plans 2013-14 (TfL)	111,360	53,226	111,360	
2910	Barking Stn Parade Assessment	60,000		60,000	
2914	Barking Job Shop Relocation	73,003	(5,516)	73,003	
2971	Minden Gardens		195		
Total For CEO		11,708,138	1,349,326	11,036,816	(671,322)

Grand Total General Fund	54,216,179	13,306,854	51,371,922	(2,844,257)
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HRA					
104	Housing Futures				
2640	MAJOR WORKS (R&M) PROJ.	1,000,000	416,461	1,000,000	
2641	Heating works (Thaxted, Maxey & Humphries Houses)				
2645	Planning and Contingencies	523,180	398,378	523,180	
2725	Extensions and deconve	12,917		12,917	
2726	External Enveloping Work	251,244		251,244	
2727	CHP Programme				
2728	Electrical Switchgear Project	97,685		97,685	
2729	Lifts Replacement				
2730	Sheltered Alarms Upgrade		(137,874)		
2731	Colne & Mersea Blocks	187,500	(174,720)	187,500	

2013/2014 CAPITAL PROGRAMME - as at end of August 2013

Project No.	Project Name	Revised Budget 2013/14 (£)	Actual Expenditure as at 31st August 2013 (£)	Forecast Outturn (£)	Forecast Variance (£)
2734	SAMS formerly remote concierge		600		
2757	Council Housing - New Builds	235,478		235,478	
2772	King William St Qtr	97,879	97,878	97,879	
2773	New Build phase 2 & 3	225,365	134,283	225,365	
2811	Capitalised Improvement Works	360,000	25,003	360,000	
2813	Estate Improvement Project	600,000	3,029	600,000	
2822	Communal Lighting and Electrical Switchgear	87,930	3,188	87,930	
2823	New Council Housing Phase 3	1,000,000	189,072	1,000,000	
2824	Oldmead & Bartlett Remedial Works	5,000	(30,202)	5,000	
2844	Door Entry Project 11/12	300,000	131,466	300,000	
2845	External Enveloping & Fire proofing project (including walkways)	1,200,000	271,308	1,200,000	
2846	Defective Overflow Works	7,589		7,589	
2847	Central Heating Installation inc. Communal Boiler Replacement	302,739	1,200	302,739	
2848	Kitchen & Bathroom Replacement Project	64,000	45,576	64,000	
2849	High Rise Surveys	392,000		392,000	
2850	Capitalised Improvement Works (Estates)	158,000	18,016	158,000	
2852	Adaptations - Housing	120,220	16,027	120,220	
2853	Estate Improvements		68,546		
2880	Central Heating Installation Phase 2 (Enhanced)	14,239	35,398	14,239	
2881	Kitchen , Bathroom, Central Heating and Re-wiring (Enh)	73,839	450	73,839	
2882	Electrical Rewiring (Enhanced)	12,021	5,351	12,021	
2933	Voids 12-14	1,500,000	437,433	1,500,000	
2934	Roof Replacement Project	2,000,000	8,822	2,000,000	
2935	Internal Works Multiple Elmnts	8,000,000	1,121,905	8,000,000	
2936	Rewiring (incl Smoke Alarms)	1,100,000	5,903	1,100,000	
2937	CCTV/SAMS Phase 2	315,000		315,000	
2938	Fire Safety Works	488,060	50,090	488,060	
2939	Riverside House Refurb	2,300,000	22,270	2,300,000	
2940	Door Entry Project 12/13 Phase II	1,526,130	4,566	1,526,130	
2941	Renewables (PVs) & CESP's additional External Enveloping Works	1,926,732	123,732	1,926,732	
2942	Travellers Site Refurbishment	237,000	194,560	237,000	
2943	Asbestos Removal (Communal Areas only)	500,000		500,000	
2944	R& M Set up Costs	3,129,468	(295,361)	3,129,468	
2945	Street Properties Acquisition	2,566,939	111,597	2,566,939	
2946	Older Persons Housing Strategy Phase 1	400,000		400,000	
2947	External & Internal Lobby Refurb Programme PP				
2949	External Enveloping incl. Walkways Phase II	1,422,863	36,554	1,422,863	
2950	Central Heating Installation Inc. Communal Boiler Replacement Phas	1,942,874	9,567	1,942,874	
2951	Electrical Switchgear inc. Communal & Emergency Lighting Phase II	483,158	15,022	483,158	
2820	Boroughwide Estate Renewal - Gascoigne Decants	968,259	261,798	968,259	
2828	Boroughwide Estate Renewal - Leys Decants	168,072	66,396	168,072	
2829	Boroughwide Estate Renewal - Goresbrook Village Decants	50,000	71,827	50,000	
2856	Boroughwide Est Renewal - Leaseholders Buybacks (all)	7,040,356	3,227,768	7,040,356	
2857	Boroughwide Est Renewal - Resources/Masterplanning	1,198,160	100,063	1,198,160	
2858	Boroughwide Est Renewal - Demolition	3,894,500	2,313,070	3,894,500	
2915	Boroughwide Estate Renewal - Althorne Way	171,000	43,935	171,000	
2916	Lawns & Wood Lane Dvlpmnt	7,003,182	1,652,652	7,003,182	
2917	Abbey Road CIQ	13,493,250		13,493,250	
2931	Leys New Build Dev (HRA)	2,654,788	717,463	2,654,788	
2961	Goresbrook Village Housing Development 13-15	3,270,000	385,614	3,270,000	
2970	Marks Gate Open Gateway Regen Scheme	2,600,000	115,548	2,600,000	
New7	Decent Homes Backlog Programme	6,000,000		6,000,000	
New8	Becontree Heath Enveloping Project	1,000,000		1,000,000	
New9	West Gascoigne Upgrading	250,000		250,000	
New3	Stansgate New Build	225,000		225,000	
New4	Margaret Bondfield New Build	100,000		100,000	
New5	Ilchester Road New Built	100,000		100,000	
New6	Abbey Road Phase II New Build	500,000		500,000	
Grand Total HRA		87,853,616	12,321,228	87,853,616	0
TOTAL CAPITAL PROGRAMME		142,069,795	25,628,081	139,225,538	(2,844,257)

Housing General Fund Budget Re-alignment

Cost Centre	Original Budget	Movement	Revised Budget	Reference
Travellers Caravan Site (Eastbrookend)	(52,600)	(19,300)	(71,900)	
Housing Advice Service	875,500	135,600	1,011,100	(i)
338 Heathway Trading Account	-	(20,400)	(20,400)	
John Smith House	18,500	40,800	59,300	
Temporary Accommodation	1,241,100	(128,426)	1,112,674	(ii)
Rent Deposit Scheme	96,600	(21,600)	75,000	
Boundary Road Hostel	-	6,726	6,726	
Brocklebank	41,800	(309,550)	(267,750)	(iii)
Housing Advice & General Housing	2,220,900	(316,150)	1,904,750	
Private Sector Housing	121,500	57,900	179,400	
Works in Default	7,900	(7,900)	-	
Private Sector Housing	129,400	50,000	179,400	
Empty Homes	1,000	(1,000)	-	
Housing Strategy	(117,000)	267,150	150,150	(iv)
Housing Strategy	(116,000)	266,150	150,150	
Housing General Fund	2,234,300	-	2,234,300	

Explanations for movements in excess of £100k:

- (i) Housing Advice Service – Increased budget reflects posts set up for delivery of homelessness strategy of Bed & Breakfast reduction as well as managing the use of Estate Renewal properties.
- (ii) Temporary Accommodation – The revised budget requirement is based on expected reduction in use of Bed and Breakfast accommodation, as well as more conversion of old Private Sector Lease portfolio properties to reduce the Housing Benefit Subsidy Gap. The reduction has been used to fund the required structural changes to Housing Advice (as per (i)) which aims to reduce B&B usage.
- (iii) Brocklebank – A new hostel came into exclusive use for TA clients as at the end of 2012/13. An initial budget was set up in 2012/13 which included a contribution of £250k from the invest to save fund. The proposed budget is the expected base budget requirement for this hostel going forward. The net

- income reflects the rental income due to the General Fund from the letting of the hostel.
- (iv) Housing Strategy – The increased cost here represents a more accurate allocation of central overheads across all housing services.

CABINET

22 October 2013

Title: Hate Crime Strategy and Delivery Plan 2013-16	
Report of the Cabinet Member for Crime, Justice and Communities	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Helen Oliver, Group Manager, Adult Safeguarding	Contact Details: Tel: 020 8227 8857 E-mail: helen.oliver@lbbd.gov.uk
Accountable Divisional Director: Glynis Rogers, Divisional Director of Community Safety and Public Protection	
Accountable Director: Anne Bristow, Corporate Director of Adult and Community Services	
<p>Summary:</p> <p>Tackling the issue of hate crime is crucial for creating a community where everyone is safe and free from the fear that they may be a victim of a hate crime or hate incident. This report introduces the final draft of the Community Safety Partnership's Hate Crime Strategy and Delivery Plan 2013-2016. The report outlines the strategy, the local and national context within which it is being published, and the consultation which has taken place to ensure that it takes account of the needs of the whole community.</p> <p>The overarching aim of the Hate Crime Strategy is to ensure that the CSP has an effective, co-ordinated community response to hate crime. The key objectives in achieving this outcome are:</p> <ul style="list-style-type: none"> (a) to prevent hate crimes from happening; (b) to increase the reporting of hate crime; and (c) to work with Criminal Justice Agencies to improve the operational response to hate crime. 	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Adopt the Barking and Dagenham Community Safety Partnership's Hate Crime Strategy and Delivery Plan 2013-16, as attached to the report, and agree to its implementation; and (ii) Note that the other Crime and Disorder Act responsible authorities have also been asked to adopt the Strategy and agree its implementation. 	

Reason(s)

Hate Crime affects many of the Borough's residents: accordingly, the Council is committed to 'reducing crime and the fear of crime' and to 'building and supporting a place where people respect one another and enjoy safe and peaceful lives' as set out within the Vision of its *Community Strategy 2013-16*. It is understood that a bespoke Hate Crime Strategy will help to steer activity for the next three years and in doing so will increase the community's confidence in the Council and the broader Community Safety Partnership.

1. Introduction and Background

1.1 Definition of Hate Crime

A hate crime is defined as any criminal offence that is perceived, by the victim or any other person, to be motivated by a hostility or prejudice based on a personal characteristic or combination of characteristics. Types of crime include those committed against a person or property, and can range from criminal damage and insults to inciting others to hatred, serious physical assault, and murder.

- (i) The Association of Chief Police Officers distinguishes between a hate incident and a hate crime: while a hate incident is defined as '*any incident which may or may not constitute a criminal offence, which is perceived by the victim or any other person, as being motivated by prejudice or hate,*' a hate crime is defined specifically as '*Any hate incident which constitutes a criminal offence, perceived by the victim or any other person, as being motivated by prejudice or hate.*'
- (ii) Hate is seen by the criminal justice agencies as an 'aggravating factor,' which means that when cases are prosecuted the courts can impose stronger sentences under powers from the Criminal Justice Act 2003.

1.2 Forms of Hate Crime

(i) Disability

Disability-related hate crimes are those which the victim or a third party believes are motivated by prejudice or hostility towards a person's actual or perceived disability or impairment, as defined by the Equality Act 2010. This can include physical disability, mental illness and learning disabilities. Data shows that nationally learning disability hate crime is emerging as a growing area of disability-related hate crime. This type of crime is known as 'mate crime', as typically individuals are befriended before being exploited. This type of hate crime can also include 'cuckooing', whereby abusers use their victims' homes as their own. There is also consensus amongst researchers that people with disabilities are more likely to experience repeat incidents of Anti Social Behaviour. The disability-related hate crimes which were exposed at Winterbourne View Hospital in 2011 also illustrate the abuse that some people with learning disabilities experience in institutional settings.

(ii) Gender Identity

Transgender-related hate crimes are those which the victim or a third party believes are motivated by prejudice or hostility towards a person's actual or perceived gender identity. This includes people who are transsexual, transgender, transvestite and those who hold a Gender Recognition Certificate under the Gender Recognition Act 2004. A Gender Recognition Certificate allows transsexual people to be legally recognised in their acquired gender and to obtain a new birth certificate. Applicants for a Gender Recognition Certificate are required to have transitioned two years before a certificate is issued, but there is no requirement for sex reassignment surgery to have taken place.

(iii) Race

Race-related hate crimes are those which the victim or a third party believes are motivated by prejudice or hostility towards a person's actual or perceived race. This includes any racial group or ethnic background including countries within the United Kingdom, and 'Gypsy and Traveller' groups. The Institute of Race Relations has noted that those at highest risk of victimisation are refugees or asylum seekers.

(iv) Religion/Faith

Religion/faith-based hate crimes are those which the victim or a third party believed are motivated by prejudice or hostility towards a person's actual or perceived religion or faith.

(v) Sexual Orientation

Sexual orientation, better known as homophobic hate crimes, are those which are believed to be motivated by prejudice or hostility towards a person's actual or perceived lesbian, gay or bisexual sexual orientation. Research indicates that homophobic hate crimes and incidents occur commonly in the everyday lives of Lesbian, Gay, and Bisexual (LGB) people.

1.3 How Hate Crime is Addressed in Barking and Dagenham

In Barking and Dagenham, the Hate Incident Panel co-ordinates the operational response to hate crime. Nevertheless, the broad effects of hate crime are dealt with by a range of agencies, including:

Council Services:	Community Safety Team Housing Tenancy Services Public Health Environmental Health and Enforcement Services Adult Social Care
NHS:	Primary and Acute Health Services
Voluntary Organisations:	The Refugee and Migrant Forum for East London Victim Support
Metropolitan Police Service	

Hate crimes can be reported through a number of agencies, including the Police, the Council, and a range of third party reporting sites, which include Victim Support and

Harmony House. The Council commissions a Hate Crime Support Service for victims of hate crime as part of broader support and advocacy.

While the number of hate crime incidents reported has fallen over the past three years (-40%, from 76 in 08/09 to 52 in 09/10 and then to 34 in 10/11), there remain concerns that hate-related incidents are under-reported. The Community Safety Partnership recognised this when it agreed, in December 2011, to establish the Hate Crime Strategic Group, which takes the lead in tackling hate crime.

1.4 Statutory Duties

There is a duty on public bodies to reduce prejudice that is underpinned by several Acts.

- (i) The Race Relations Act 1976 was the first to introduce a mandatory duty on a Local Authority who must 'in carrying out its functions, have due regard to the need (a) to eliminate unlawful racial discrimination; and (b) to promote equality of opportunity and good relations between persons of different racial groups' (Section 71). In 2002 the Race Relations Amendment Act came into force and the provisions of the Section 71 duty were extended to cover all listed public bodies and the enforcement of the Act strengthened.
- (ii) In 2005 the Disability Equality Duty was introduced through an amendment to the original Disability Discrimination Act 1995. The new duty required public bodies to promote positive attitudes towards disabled people and to promote their involvement in public life.
- (iii) Between 2000 and 2010 the Sex Discrimination Act, Race Relations Act and Disability Discrimination Act were further amended to include the prohibition of harassment on the grounds of gender, race or disability. Additionally, the Equality Act 2010 makes it unlawful for public bodies to discriminate against employees, job seekers and trainees because of their age. This includes direct and indirect discrimination, harassment and victimisation. The new Act also requires public authorities to eliminate discrimination, advance equality of opportunity and foster good relations, and to take action to 'promote understanding' and 'tackle prejudice.'
- (iv) In this context, the duty on a public body to reduce prejudice can be seen to include working with those people in the community whose prejudice has an impact both on them and the people around them and therefore applies to the area of criminal justice and offenders.

2. Hate Crime Strategy & Delivery Plan 2013-16: Proposal and Issues

- 2.1 The Borough's commitment to addressing Hate Crime has steered the Hate Crime Strategic Group's decision to develop a bespoke Hate Crime Strategy and Delivery Plan for 2013-16. A summary is attached as Appendix 1 and the final version for agreement is attached at Appendix 2i and 2ii.
- 2.2 The Strategy has been developed by the CSP's Hate Crime Strategic Group: it is a Community Safety Partnership document. It has been sent for consultation across the CSP and Select Committees, as outlined in section 4. The consultation is now

complete and the final draft has incorporated comments from this process. The final draft was approved by the CSP Board and has now been brought to be approved by Cabinet.

- 2.3 While the Hate Crime Strategic Group has agreed to follow the Government's lead in referring to 'hate crime' throughout the Strategy and Delivery Plan, the documents will also address hate incidents.
- 2.4 The overarching aim of the Hate Crime Strategy is to ensure that the Community Safety Partnership has an effective, co-ordinated community response to hate crime. Its key objectives are:
 - (a) to prevent hate crimes from happening;
 - (b) to increase the reporting of hate crime; and
 - (c) to work with Criminal Justice Agencies to improve the operational response to hate crime.
- 2.5 This discrete Strategy will ensure that the wider Community Safety Partnership is tasking its resources in a manner that addresses hate crime as effectively and efficiently as possible. The development of a Hate Crime Strategy that is separate from the statutory Community Safety Partnership Plan 2011-14, is optional; it can, nevertheless, be considered good practice. The Hate Crime Strategy consolidates the issues, co-ordinates the response; and clarifies the responsibility of all parts of the Council and the role of partners in addressing hate crime in the Borough. As such it will enhance the work to improve community safety and increase confidence in the Council and Police.

3. Options Appraisal

- 3.1 The Strategy and Delivery Plan are in their final draft. The Community Safety Partnership has asked all agencies to take the documents, in their final form, to their governing bodies asking them to endorse the Strategy.

4. Consultation

- 4.1 Consultation on the Hate Crime Strategy and Delivery Plan began on 25 February 2013 and ended on 16 May 2013. The Select Committees were asked to scrutinise the Strategy and submit any feedback to the LBB Domestic Violence and Hate Crime Manager for incorporation into its final draft.

The following fora were consulted on the Strategy:

- (a) Anti-Social Behaviour Strategic Group
- (b) Barking and Dagenham Black, Minority Ethnic, and Refugee Forum
- (c) Barking and Dagenham Safeguarding Children Board
- (d) Community Safety Partnership Board
- (e) Disability Equality Forum
- (f) Domestic and Sexual Violence Strategic Group
- (g) Faith Forum
- (h) Headteachers' Forum
- (i) Health and Well-Being Board
- (j) LBB Adult and Community Services Departmental Management Team

- (k) LBBB Children's Services Departmental Management Team
- (l) LBBB Housing and Environment Departmental Management Team
- (m) LBBB Portfolio Holder for Crime, Justice, and Communities
- (n) Learning Disability Partnership
- (o) Lesbian, Gay, Bisexual, and Transgender Forum
- (p) Mental Health Services Users' Group (SURG)
- (q) Older People's Forum (Silvernet)
- (r) Safeguarding Adults Board
- (s) Safer and Stronger Communities Select Committee
- (t) Serious Youth Violence Partnership
- (u) Young People's Safety Group

4.2 All comments on the Strategy and Delivery Plan were considered and incorporated into the final draft, and was signed off by the Community Safety Partnership Board on 3 September 2013. This is now being brought for sign off by the approving bodies of each member of the Community Safety Partnership, and brought before Cabinet as the London Borough of Barking and Dagenham's approving body.

5. Financial Implications

Implications completed by: Roger Hampson, Group Finance Manager Adults and Community Services

5.1 The Domestic Violence and Hate Crime Service is responsible for the Hate Crime Strategy and Delivery Plan 2013-16. This Service is funded by multiple income streams. The income streams for 2013/14 in respect of the Hate Crime Strategy and Delivery Plan are detailed below:

Local Authority Budget	£30,000
Public Health Grant	£17,100
Total	£47,100

5.2 The Domestic Violence and Hate Crime Service will deliver the actions in the Hate Crime Strategy and Delivery Plan within the available budgets. Some of the funding streams are agreed on an annual basis; a significant fluctuation and/or cessation of funding streams may impact on the delivery of the Strategy and Delivery Plan, and funding streams will be carefully monitored to minimise this risk.

6. Legal Implications

Implications completed by: David Lawson Deputy Head of Legal & Deputy Monitoring Officer

6.1 This report is for noting and comment and represents a considered, effective and integrated approach to addressing hate crime - which has been widely recognised as an 'aggravating factor,' in criminal prosecutions allowing the courts to impose stronger sentences under powers from the Criminal Justice Act 2003.

7. Other Implications

- 7.1 **Risk Management** – There is no legal obligation upon the Council or its partners to have a Hate Crime Strategy. However, the work that the Community Safety Partnership undertakes serves to prevent serious injury and homicides. Therefore, leaving hate crime poses a significant reputational risk to the Council and the broader Community Safety Partnership that would not only reduce public confidence, but would also exacerbate the human and emotional costs of hate crime: a Borough that leaves hate crime unaddressed sends the message that hate crime is acceptable and further serves to isolate victims and survivors. This bespoke Hate Crime Strategy provides a focus for the work in this area and allows the Council and its partners to monitor our performance against agreed indicators.
- 7.2 **Contractual Issues** – in dealing with hate crime, the Council currently commissions one scheme:
- (a) Hate Crime Advocacy: The Citizens Advice Bureau are contracted to provide advocacy for the victims of hate crimes and hate incidents. This includes contacting the victim to offer support, advice and information and liaise between agencies with the victim or on their behalf depending on services they require.
- 7.3 **Staffing Issues** – The strategic aims contained within the strategy are to be delivered within existing Council and Community Safety Partnership resources.
- 7.4 **Customer Impact** – Figures state that the Police had data on over 250 hate crimes in 2012/13. As national figures suggest that up to 95% of all hate crimes go unreported, the figure for the amount of hate crimes and incidents which occur in the Borough could be far higher. To date, the Community Safety Partnership is progressing in addressing incidences of hate crime. The development of this more wide-ranging strategy will consolidate achieved progress further, and the comprehensive action plan and performance measures will assist improvement. Consultation with the community has provided understanding of what issues need to be addressed to make residents more confident to report hate crimes, and the Strategy has been designed around improving the levels of reporting.

The Hate Crime Strategy has undergone a comprehensive Equality Impact Assessment, which demonstrates that the strategy will benefit all groups living and working in the Borough.

- 7.5 **Safeguarding Children** – In working to reduce hate crime it is anticipated that this would impact upon children and reduce their chances of becoming a victim or a witness of a hate crime – as well as working with young people to prevent them from becoming the perpetrators of a hate crime or hate incident. The psychological impact of a hate crime is greater than that of other types of crime, as indicated by the Health Implications below, and being a victim of or witnessing a hate crime at a young and formative age could be expected to greatly increase this impact.

Children often do not report such cases through a fear of reprisal or rejection. It is important to establish a culture whereby children feel not only able to report cases of hate crime, but be assured that they will be supported through the process of doing so. The strategy will ensure that all those working with children have an

understanding of the steps being taken to reduce hate crime and the resources available to them in assisting children to report any cases of hate crime.

The strategy will be incorporated within the Corporate E-Safety Strategy being developed to ensure that hate crime committed through electronic means and social media can also be tackled and reduced

Many schools have already started the process of dealing with and reporting hate crimes and this strategy will provide a universal and clear approach across all schools for doing so. It will further ensure that there is a consistent strategy being implemented across all schools in the Borough.

There must be strong information sharing and an agreed strategic approach across services working with adults and children to reduce the impact for victims, but also to help children and young people who may become future perpetrators.

7.6 Health Issues - Hate crimes are different from other crimes in that the offender - whether purposefully or not - is sending a message to members of a given group that they are unwelcome and unsafe in a particular neighbourhood, community, school, workplace, or other environment. Thus, the crime simultaneously victimizes a specific individual and members of the group at large. Hate crimes are often intended to threaten entire communities and do so. For example, a hate crime that targeted children in a religious day care centre and an ethnic minority postal worker was intended to instill fear in members of these minority communities (Sullaway, 2004). Being part of a community that is targeted because of immutable characteristics can decrease feelings of safety and security (Boeckmann & Turpin-Petrosino, 2002). Being a member of a victimized group may also lead to mental health problems. Research suggests that witnessing discrimination against one's group can lead to depressed emotion and lower self-esteem (McCoy & Major, 2003). More research is necessary to document the impact of hate crimes on those who share the victim's identity.

Little is known specifically about the impact of hate crime on the mental health of people from minority ethnic groups. However, research indicates that where racism is a factor this is likely to increase the impact (Fitzgerald and Hale, 1996). A survey by Stonewall (1996) of over 4,000 gay men, lesbians and bisexuals and found that of the 34% of men and 24% of women respondents who had experienced homophobic violence, 79% suffered stress and fear and 18% had nightmares. Other effects on mental health included attempted suicide, 'nervous breakdown' sleeping disorders.

While violent crime victimization carries risk for psychological distress, victims of violent hate crimes may suffer from more psychological distress (e.g., depression, stress, anxiety, anger) than victims of other comparable violent crimes (Herek, Gillis, & Cogan, 1999; McDevitt, Balboni, Garcia, & Gu2001). Survivors of violent crimes, including hate crimes, are also at risk for developing a variety of mental health problems including depression, anxiety and posttraumatic stress disorder (PTSD). PTSD emerges in response to an event that involves death, injury, or a threat of harm to a person. Symptoms of PTSD may include intrusive thoughts or recurring dreams, refusal or inability to discuss the event, pulling away emotionally from others, irritability, difficulty concentrating, and disturbed sleep.

- 7.7 **Crime and Disorder Issues** - S17 of the Crime and Disorder Act 1998 requires local authorities to integrate consideration of the impact on crime and disorder of any decision, policy, activity or Strategy that it performs. The authority is required to ensure that there is no negative impact on crime and disorder of any such decisions.

The development of a discrete Hate Crime Strategy, separate from the statutory Community Safety Partnership Plan 2011-14, is optional. However, it can be considered as good practice. This Strategy will consolidate the issues, co-ordinate the response and clarify the responsibility of all parts of the Council and the role of partners in addressing hate crime in the Borough. As such it will enhance the work to improve community safety and increase confidence in the Council and Police. There are no negative impacts arising from this Strategy.

Background Papers Used in the Preparation of the Report:

A list of linked and associated reports, strategies and research documents are contained within the draft strategy:

- Government Paper: *Challenge it, Report it, Stop it – The Government’s Plan to Tackle Hate Crime*, (2012)
- Latvian Centre for Human Rights: *Psychological Effects of Hate Crime – Individual Experience and Impact on Community*, (2007)
- P Iganski: *Hate Crime Hurts More*, (2001)
- Office for Public Management, Equality and Human Rights Commission: *Disabled people’s experiences of targeted violence and hostility*, (2009)
- Submitted to the Equality and Human Rights Commission (Scotland): *Rehabilitation of hate crime offenders, Research Report*, Spring 2011,
- Lancashire Constabulary, the Metropolitan Police Service, and the Police Service of Northern Ireland:
<http://www.homeoffice.gov.uk/publications/crime/hate-crime-action-plan/action-plan?view=Binary>

List of appendices:

- Appendix 1: Hate Crime Strategy 2013-16 Plan on a Page
- Appendix 2i: Hate Crime Strategy 2013-16
- Appendix 2ii: Hate Crime Delivery Plan 2013-16

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Challenge it, Report it, Stop it

A Hate Crime Strategy for Barking and Dagenham, 2013 – 2016

Vision: To ensure that the Community Safety Partnership has an effective co-ordinated community response to hate crime.

The key objectives of the Strategy are to:

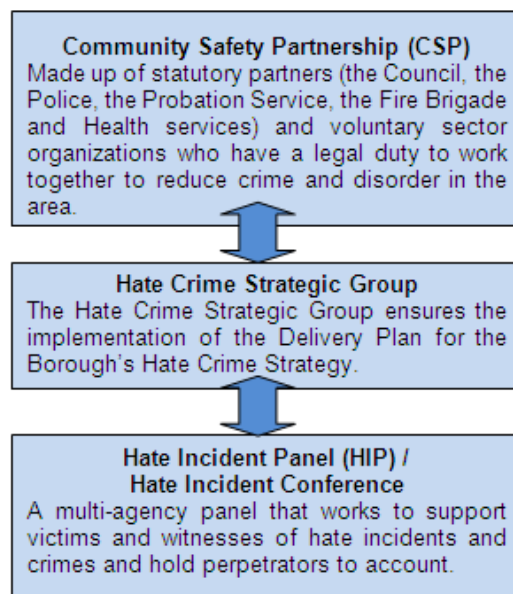
1. **Prevent** hate crimes from happening by challenging the attitudes and behaviours that foster hatred, and encouraging early intervention to reduce the risk of incidents escalating.
2. **Increase** the reporting of hate crime through increasing victims' confidence to come forward and by increasing their knowledge of how to report; and through working with partners to ensure the right support is available when they do.
3. **Improve** the strategic and operational response to hate crime both in regard to the victim and the perpetrator, through working with Criminal Justice agencies.

The Strategy aims to improve the reporting of hate crimes by:

- **Raising awareness** through leaflet drops to residents' homes, word of mouth campaigns and publicising how offenders are punished to demonstrate the results of reporting.
- **Improving the ways to report** utilising technology such as apps and text messages, making the website reporting form easier to use, increasing third party reporting at trusted locations, attending centres where potential victims meet to discuss reporting, as well as improving signposting to the right points of contact to ensure victims of hate crime incidents can find support.
- **Improving support to victims** by having a dedicated, confidential and supportive helpline and support group.
- **Community engagement** encouraging people who witness hate crimes against others to report them.
- **Community cohesion** promoting cultural awareness through publishing articles and holding workshops which promote the understanding of other cultures.
- **Prevention** by having a named person in schools whom young people can talk to in confidence, discussing how to act after being a victim or witness of a hate crime to know how to respond, and promoting equality in schools so that young people understand that hate incidents are unacceptable.
- **Sensitive responses** from services will ensure that victims feel listened to, taken seriously and reassured, which can improve reporting of future incidents.
- **Service provision** to have more consistency in the level of support provided to victims, and to train disability services workers to listen and support disabled people to report hate crime incidents.

Structure of Governance Arrangements:

It is recognised that Hate Incidents and Hate Crimes are a Community Safety Partnership priority which requires a collaborative response. The structure of the governance of the Hate Crime Strategy is outlined in the diagram on the right. Throughout the life of the Strategy monitoring, evaluation and review will be undertaken by the Hate Crime Strategic Group which is accountable to the Community Safety Partnership. The Hate Crime Strategic Group's role is to develop and monitor the Strategy and its Delivery Plan. The group meets every three months and will share its updates on the Delivery Plan with the Council's Website and other relevant web presences. The membership of the Hate Crime Strategic Group is drawn from across the Partnership and includes representation from the statutory and voluntary sector. The Delivery Plan will be reviewed by the CSP Board in 2014-15 to ensure it remains appropriate.



Delivery Plan:

The Community Safety Partnership recognises that hate crimes vary in seriousness and that the most serious incidences are thankfully rare. However we believe that if we can encourage people to report the lower level abuse then the process will also be in place to report the most high risk cases too. Therefore the priorities set out in the Delivery Plan purposefully focus upon lower risk hate incidents.

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Challenge it, Report it, Stop it

A Hate Incident and Hate
Crime Strategy for
Barking and Dagenham

2013-2016



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Foreword

1

Hate crime is a priority for the Barking and Dagenham Community Safety Partnership (CSP) because, unlike other crimes where you might be in the wrong place at the wrong time, the victims of hate crime are targeted because of who they are. Therefore, hate crimes not only damage the lives of those people who feel directly victimised, but they also breed harmful attitudes across the wider community. Barking and Dagenham today is more diverse than ever before, and the vast majority of us embrace this as a positive development. However, we know that there are people living in our streets who regularly experience hate crime and in response alter their lifestyles to avoid such incidents. We also know that many victims are not presently reporting their experiences because either they do not recognise what is happening as a hate crime, they are too scared, or they don't think anything will happen if they do.

The CSP also recognises that while, in the main, hate crime tends to remain at a low level; when left unchallenged hate crime can quickly escalate with very serious consequences. In addition we also continue to see that cases in the national media of victims who are so distressed by incidents that they harm themselves.

Finally, we also know that the ways in which people are targeted as new technology grows is changing. However, Barking and Dagenham has a proud history of standing up against discrimination, and it is this spirit which the CSP believes will ensure the delivery of this vital strategy during a time of limited resource.

Following a great deal of consultation with the community and stakeholders the CSP has developed this strategy to ensure that the work we do to tackle those who commit hate crime is effective and that those who are victimised are well supported.

Anne Bristow

Chair of Community Safety Partnership

Introduction

2

The aim of this strategy is to provide a vision of what the CSP wants to achieve for the local community in relation to all of the different types of hate crime. It then sets out the plan of action for how it will be achieved over the next three years.

The CSP understands the serious nature of hate crimes and believes that it is important that all residents have the right to live free from the fear of crime. The CSP understands that feeling unsafe has a significant impact upon people's health and sense of well-being, and if left unsupported it can result in people feeling isolated and unable to participate socially and economically in their communities.

The CSP understands that hate crime can also have a damaging impact that hate crimes can have upon communities if they are left unchallenged and so it is imperative that we stand up to it collectively.

The community in Barking and Dagenham has one of the fastest changing demographics in the UK. While the vast majority of the community have embraced this change it is also important to recognise that change can foster resentment. Therefore, it is necessary for the CSP to have an effective and co-ordinated community response to tackling prejudice and ignorance if or when it emerges.

While the types of hate crime being reported in the UK have increased, available research¹ consistently suggests that hate crime is hugely under-reported. Locally, despite the development of improved reporting structures, the CSP shares the view that hate crime continues to be under-reported. Therefore, a key aim of this strategy is to increase confidence amongst the community in reporting.

Reports by organisations such as MENCAP, Galop, Equality and Human Rights Commission and the Crown Prosecution Service have served to highlight wider hate related issues such as disability hate crime, traveller hate crime, transgender hate crime and homophobic hate crime. This strategy will address all aspects of hate crime. In addition, the cross over between hate crime and other issues such as domestic and sexual violence, and extremism must not be overlooked.

Outcomes

3

Our Vision and Overarching Outcome	To ensure that the Partnership has an effective co-ordinated community response to hate crime.
Our Priority Objectives	Outcomes
<p>1. To PREVENT hate crimes from happening by challenging the attitudes and behaviours that foster hatred, and encouraging early intervention to reduce the risk of incidents escalating.</p>	By 2016 we aim to have achieved the following:
<p>2. To INCREASE the reporting of hate crime through increasing victims' confidence to come forward and by increasing their knowledge of how to report; and through working with partners to ensure the right support is available when they do.</p>	<ul style="list-style-type: none">• Disability Hate Crime Awareness Sessions with Year 6 children in four of the boroughs primary schools.• All Third Party Reporting Sites to have been reviewed to ensure that they are in the right places and functioning appropriately.• Six generic Hate Crime Awareness Sessions in secondary schools.• Reduce the risk and Number of incidents escalating
<p>3. To work with Criminal Justice agencies to IMPROVE the strategic and operational response to hate crime both in regard to the victim and the perpetrator.</p>	<ul style="list-style-type: none">• 2 x Awareness Event each year for Equalities Week and 17.24.30• Delivery of 2 x community based campaigns to encourage reporting with targeted groups e.g. Hairdressers/ Shop keepers/ Bus drivers/ Market Stall holders, Faith groups etc.• Increase the uptake of easy read reporting (baseline to be established year one)
	<ul style="list-style-type: none">• Evidence of regular communication with interested networks and third party reporting sites.• Tell MAMA model considered.• Decrease repeat victimisation through the Hate Incident Panel.

Definitions

4

4.1 What does this strategy address?

This strategy addresses both hate incidents and hate crimes.

A hate crime is defined as any criminal offence which is perceived, by the victim or any other person, to be motivated by a hostility or prejudice based on a personal characteristic or combination of characteristics. Types of incident include those committed against a person or property and can range from criminal damage and insults to inciting others to hatred, serious physical assault and murder. Hate is seen by the criminal justice agencies as an aggravating factor, this means that when cases are prosecuted, the courts can impose stronger sentences under powers from the Criminal Justice Act 2003. For example the Act set a sentence starting point of 30 years for murders motivated by hostility of the victim's race, religion or sexual orientation.

The Association of Chief Police Officers distinguishes between a hate incident and a hate crime. A hate incident is: "Any incident, which may or may not constitute a criminal offence, which is perceived by the victim or any other person, as being motivated by prejudice or hate". Whilst a hate crime is defined specifically as: "Any hate incident, which constitutes a criminal offence, perceived by the victim or any other person, as being motivated by prejudice or hate." This strategy uses the term hate crime, in line with the government strategy however this strategy will also aim to address hate incidents.

4.2 Types of Hate

4.2.1 Disability

Disability related hate is any crime or incident which the victim or a third party believes is motivated by prejudice or hostility towards a person's actual or perceived disability or impairment, as defined by the Equality Act 2010. This can include physical disability, mental illness and learning disabilities. Data shows us that nationally learning-disability hate is emerging as a growing area of disability related hate. This type of crime is known as "mate crime" as typically individuals are befriended before being exploited. This type of hate can also include "cuckooing" whereby abusers use their victims homes as their own. There is also consensus amongst researchers that people with disabilities are more likely to experience repeat incidents of Anti Social Behaviour" as

highlighted by the extreme case of Fiona Pilkington, who killed herself and her daughter following years of harassment. The disability related hate crimes which were exposed at Winterbourne View Hospital in 2011 also illustrate the hate crime can also occur within institutional settings.

4.2.2 Gender identity

Transgender related hate is any crime or incident which the victim or a third party believes is motivated by prejudice or hostility towards a person's actual or perceived gender identity. This includes people who are transsexual, transgender, transvestite and those who hold a Gender Recognition Certificate under the Gender Recognition Act 2004. An extreme example of gender identity hate crime was the murder of Destiny Lauren, a pre-operative transgender woman strangled in her home in North London in 2009.

4.2.3 Race

Race related hate is any crime or incident which the victim or a third party believes is motivated by prejudice or hostility towards a person's actual or perceived race. It is noted by the Institute of Race relations that those at most risk of victimisation appear to be refugees or asylum seekers. In 2011/12 race hate crimes accounted for 82% of all hate crimes recorded to police forces in England and Wales.

4.2.4 Religion/Faith

Religious/faith based hate is any crime or incident are which the victim or a third party believes is motivated by prejudice or hostility towards a person's actual or perceived religion or faith.

4.2.4 Sexual orientation

Sexual orientation based hate, better known as Homophobic hate, are those incidents or crimes which are believed to be motivated by prejudice or hostility towards a person's actual or perceived sexual orientation. Research indicates that homophobic hate crimes and incidents occur commonly in the everyday lives of Lesbian Gay and Bisexual (LGB) people.

Hate Crime – What does research tell us? 5

5.1 Overview of Hate Crime

- Research suggests that as many as 95% of hate crimes go unreported in the UK.
- In 2011, a total of 44,519 hate crimes were recorded - compared with 48,127 in 2010.
- There is clear evidence that being targeted because of who you are has a greater impact on your wellbeing than being a victim of a 'non-targeted' crimeⁱⁱⁱ – and this is reflected in legislation where sentencing is more severe if it is believed that the crime is motivated by hate.
- 'Low level' hate crime can escalate quickly if not challenged, with victims often being targeted repeatedly. As a number of cases have shown, this escalation can have tragic consequences.
- More widely, tackling hate crime effectively- and being seen to tackle it – can help foster strong and positive relations between different sections of the community and support community cohesion^{iv}.
- Most victims report changes in their lifestyles following an incident such as where they walk, how they answer the phone, reactions to strangers, suspicion of co-workers, and other such changes^v.
- Victims of hate crime not only have the direct experience of the crime, but often also encounter double or secondary victimisation through the fear of being treated unfairly if they report it. This affects the willingness of the victims to report and seek help to recover^{vi}.
- Hate crime victims continue to have higher levels of depression, stress and anger for as long as 5 years after their victimisation occurred as opposed to 'non-targeted' victims of crime who tend to experience symptoms for 2 years^{vii}.

5.2 What do we know about offenders?^{viii}

Research carried out by the government in 2008-09 (which compared the offender profile of hate crime across three areas^{ix} found that those offenders convicted tended to be male, under 30, white and unemployed. This suggests that offending may be linked to feelings of masculinity and also to feelings associated with deprivation.

National Data

6

National Data

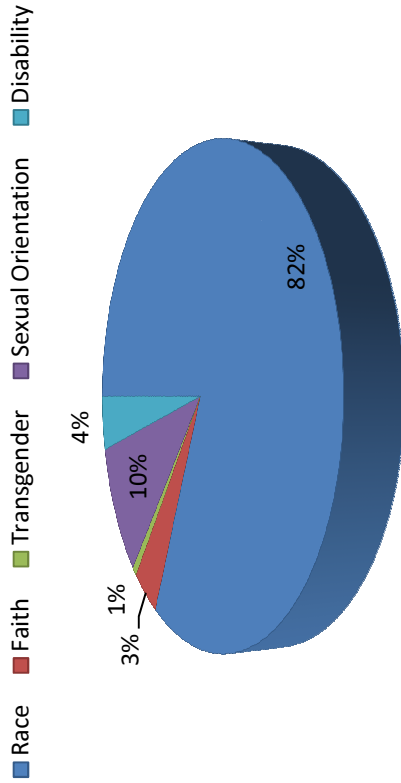
On 13 September 2012, the Home Office^x published statistics on hate crimes recorded by the police in England and Wales for the first time. In 2011/12, 43,748 hate crimes were recorded by the police, of which: 35,816 (82 per cent) were race hate crimes; 1,621 (4 per cent) were religion hate crimes; 4,252 (10 per cent) were sexual orientation hate crimes; 1,744 (4 per cent) were disability hate crimes and 315 (1 per cent) were transgender hate crimes.

260,000

The number of Hate Crime Incidents identified by the British Crime Survey (BCS) in 2011

Hate Crime (UK) 2011/12

Source: ACPO



Emotional Impact

Victims of hate crime were more likely than victims of BCS crime overall to say they were emotionally affected by the incident.

20% reported depression.

Repeat victimisation

According to the BCS report a third of victims experienced repeat victimisation in 2011 and 18% were victimised three or more times

Between 2006/07 and 2010/11, the proportion of successful convictions across all types of hate crime increased from 76.8% to 82.8%. The number of prosecutions also increased from 12,535 to 15,284. Of successful outcomes in 2010/11, 85.5% involved a guilty plea.

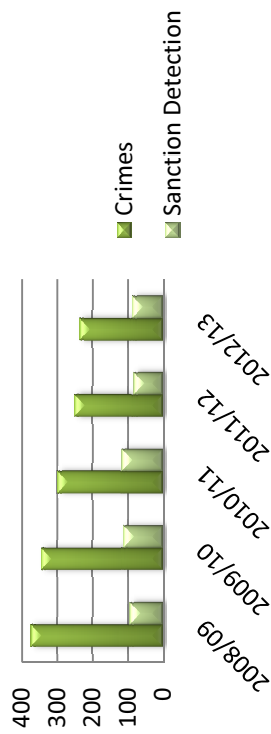
The most commonly prosecuted cases were offences against the person and public order offences (44.3% and 36.3% respectively).

In December 2011, the Office for Disability Issues published 'Wave One, findings from the Life Opportunities Survey' based on a total of 31,161 interviews with adults, aged 16 and over, across 19,951 households (a household response rate of 59% from the 33,921 eligible households). The survey found that 2% of all adults interviewed had been a victim of hate crime (defined as a crime committed against someone or their property on the grounds of their personal characteristics, for example religion, ethnic origin, disability or sexual orientation) in the past 12 months.

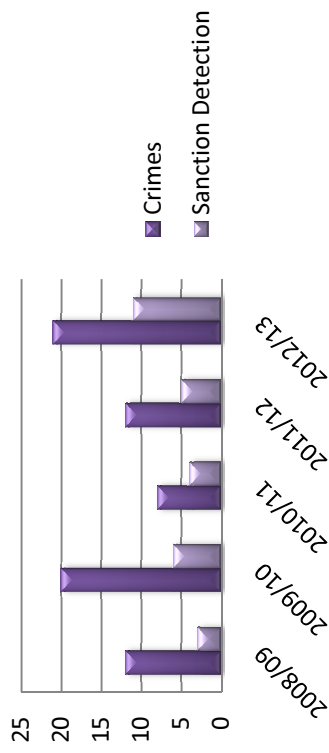
Local Context – What does local data show? 7

7.1 Police Data

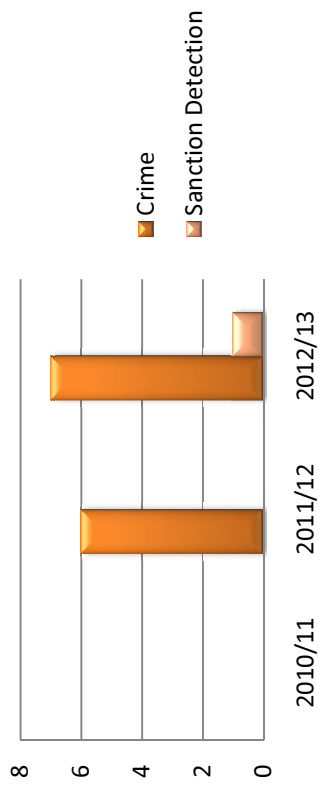
Racially & Religious Hate Crime



Homophobic Hate Crime



Disability Hate Crime



7.2 Local Authority Data



Housing recieved Team received 28 Hate Incident Reports between
2012-2013



Anti-Social Behavior Team received 19 Hate Incident Reports between
2012-2013



Safeguarding Adults Team received 11 Hate Incident Reports between
2012 - 2013

Note: Some of these reports will be duplications of those reported to the police and third sector partners

7.3 Third Sector



Harmony House were commissioned in 2011 to provide a Hate Crime Support Service between July 2012 and December 2012 the service provided advice and support to 32 people.



Victim Support worked with 329 victims of hate crime between April 2012 and March 2013. All of these referrals were received via Barking and Dagenham Metropolitan Police. A breakdown of offence types are set out below.



7.4 Consultation with the community

Given that it is acknowledged that there are high levels of under-reporting of hate crime, it has been important to speak to different community groups during the development of this strategy so that we can understand what services need to be in place to encourage reporting. Therefore, Harmony House Hate Crime Support Service were commissioned to co-ordinate a consultation with different groups across the Borough. We would like to thank the following organisations for their participation: Powerhouse International Ministries; Barking Muslims Association trust; Barking and Dagenham Disability Equality Forum; Lesbian Gay Bisexual and Transgender Forum, Silvertown Older Peoples Forum, and PACT/Barking and Dagenham Mencap. The findings are summarised below:

7.4.1 Views on the barriers to reporting hate crime:

Insufficient reporting schemes/location	Lack of awareness of support available
Concerns around the way hate crime is responded to by the police and fear of the consequence of reporting: This include fear of repercussions, social isolation and escalation.	Accessibility of reporting for people with learning disabilities or when English is not a victim's first language.
Lack of engagement with schools	Prevalence of hate crime on or around transport hubs
Perception of apathy or indeed prejudice towards victims	Lack of support from people witnessing hate crime
Members of certain ethnic groups frown at reporting and can be stigmatised as victims. This can stop certain people within the community, especially women, from reporting hate crime. The situation was compared to the stigma associated with reporting domestic violence. In some cultures, the elders believe in dealing with it themselves.	Perception of institutional racism "The police and council don't understand our culture... The media influences the negative stereotypes of Muslims and then the police and authorities think we are all the same. We are at a disadvantage before we even start" There is also a perception that victims may themselves be treated as perpetrators.
Lack of tangible benefits of reporting: This could also be a barrier where the victim of hate crime has in the past reported serious hate crime and nothing was perceived to have been done. Some victims perceive that reporting does not result in any prosecution. Victims fear not being believed by agencies.	Language and mental capacity is a barrier to reporting especially the minority ethnic background whose first language is not English. In was also noted that some victims with heavy accents do not feel that time is given to understand what they are saying.
Problem of crime/incident classification: Agencies often classify hate crime as anti social behaviour or bullying. This is more prevalent in school settings but can mean that not all reports end up in the right place.	Lack of victim's cultural awareness: The absence of victim's cultural awareness on the part of agencies sometimes mean that matters are not handled with the right amount of cultural sensitivity.

7.4.2 Suggestions on how to improve reporting:

<p>Awareness Raising</p> <ul style="list-style-type: none"> • Door to door leaflets drops • Word of mouth campaigns – potentially utilising existing networks • More publicity detailing how people are punished after they are found guilty 	<p>Improving support to victims</p> <ul style="list-style-type: none"> • By having a helpline they can ring and have a friendly person at the end of the phone to chat with, who will take their worries and concern on board without prejudice • By having a dedicated support group
<p>Community Engagement</p> <ul style="list-style-type: none"> • Shop keepers reporting hate incidents in their shops • Bus drivers reporting hate incidents in their buses • Neighbours reporting hate incidents in their community 	<p>Sensitive responses from services</p> <ul style="list-style-type: none"> • By been taken seriously • Ensure they ‘actively’ listen and are mindful of difficulties that people may have in communicating what has happened i.e. heavy accents, capacity, learning disabilities, heightened anxiety. • Take up the recommendations in the ‘hidden in plain sight report’
<p>Community cohesion</p> <ul style="list-style-type: none"> • The police should receive greater cultural awareness training from minority ethnic groups • Local newspapers should be used to publish articles on cultural customs. This will help promote cohesion rather than hate. • Workshops to gain trust and promote interaction 	<p>Service provision</p> <ul style="list-style-type: none"> • Follow it through and keep us informed • Better training for people who work in disability services to listen and support disabled people to report hate incidents • Needs to be more consistency in the level of support provided to victims
<p>Prevention</p> <ul style="list-style-type: none"> • Having a named person in schools responsible for hate reporting, someone young people can talk to in confidence and who is able to make phone call to other agencies on their behalf. • A handbook detailing what support is available to all disabled young people to help them to cope with life as a 	<p>Improving ways to report</p> <ul style="list-style-type: none"> • Utilising technology more i.e. explore options for developing- Apps for reporting • Text message reporting etc • Knowing who to contact • Sign posted to the right service • By having someone visit the centre

<p>disabled child and include details of what to do if they are bullied/ victims of hate incidents</p> <ul style="list-style-type: none"> • All schools should do more to promote equality to ensure the next generation understand that hate incidents in any form is not acceptable and help to ensure that in future people are not disabled by negative attitudes held in society • More training needed for disabled people – so they are prepared where possible to take action when something happens. 	<ul style="list-style-type: none"> • Easier website reporting form • To have a local person from within the community to whom we can share our experiences of hate crime. • Increase third party reporting at places of trust • Make it easier to report a crime and keep it discreet. • Have someone attend the Mosque at least once every two weeks to hear our experiences of hate crime and feed that back to the authorities.
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7.4.3 In addition consultation with the Barking & Dagenham Service User Group (Mental Health) in February 2013 highlighted very similar thematic concerns. Particularly, the stigma that individuals face in coming forward and the perception that professionals will not believe them or that they would not be dealt with in a sympathetic manner. It was also noted that it is important that Advocacy Services are fully engaged in the process to provide additional support to individuals.

7.5 Operational Responses

It is recognised that Hate Incidents and Hate Crimes are a Community Safety Partnership priority which requires a collaborative partnership response.

7.5.1 Hate Incident Panel

The Hate Incident Panel (HIP) was set up in 2008. The HIP meets once a month to facilitate the regular sharing of information between agencies, in doing so this allows for more effective hate crime case management across the CSP. The panel consists of partners from Victim Support, Police, LBBD ASB team, LBBD Housing, LBBD Adult Safeguarding, Racial Equality Project, and Disability Association Barking & Dagenham. All the agencies have a responsibility to initially research any contact with any individual's referrals and undertake actions as agreed by panel.

There are many services which can be considered for victims of hate incidents and hate crimes they include:

- Sanctuary Project – A target hardening scheme to make property safer
- Referral to support agencies
- Liaison with other agencies, including Police to prevent hate crime, for example high visible policing
- Housing options
- Injunctions
- Action against perpetrators

The Hate Incident Panel is able to hold perpetrators to account in the following ways

- Prevention, re-education
- Warnings
- Acceptable Behaviour Contracts/ASBOs
- Tenancy action
- Criminal action

National Strategies

8

National and Regional Strategies	Published	Summary
<p>Hate crime action plan: Challenge it, Report it, Stop it http://www.homeoffice.gov.uk/publications/crime/hate-crime-action-plan/action-plan?view=Binary</p>	<p>March 2012</p>	<p>'Challenge it, Report it, Stop it' is the government's blueprint to tackle hate crime, bringing together activity by a wide range of government departments - working with local agencies, voluntary organisations and our independent advisory group</p>
<p>The Equality and Human Rights Commission's (EHRC) 'Hidden in Plain Sight'</p>	<p>September 2011</p>	<p>Sets out the findings of its inquiry into disability-related harassment. The report made recommendations for government departments and their agencies based on the inquiry's findings, including a number of recommendations concerning the criminal justice system.</p>
<p>HM Government response to Hidden in Plain Sight http://odi.dwp.gov.uk/docs/odi-protects/hidden-in-plain-sight.pdf</p>	<p>July 2012</p>	<p>Government Response to Hidden in Plain Sight, the Equality and Human Rights Commission Report on Disability Related Harassment</p>

Safeguarding

9

Investigating concerns	Strategic Safeguarding
<p>An adult at risk is defined by whether, because of mental or other disability, age, or illness, an adult is unable to protect themselves against significant harm or exploitation. Where it is suspected that an adult at risk is experiencing hate crime, the Local Authority has the lead role in co-ordinating the multi-agency approach. This approach is set out within 'Protecting adults at risk: London multi-agency policy and procedures to safeguard adults from abuse' (www.scie.org.uk/publications/reports/report39.pdf).</p> <p>If a child is deemed to be experiencing hate crime the Children Act 1989 provides the legislative framework for agencies to take action. The London Child Protection Procedures (Apr 2011) cover all agencies and can be accessed at http://www.londonscb.gov.uk/procedures.</p>	<p>The Local Authority has a duty to co-ordinate safeguarding adult activity across the CSP, review practice, facilitate joint training, disseminate information, and monitor and review progress within its area. These functions are delivered through the Safeguarding Adults Board, which meets quarterly, and is attended by senior representatives from across the CSP; its Chair is Independent. In 2013 legislation is expected to be introduced to place the Safeguarding Adults Boards onto a statutory footing.</p> <p>Similarly the Local Safeguarding Children Board (LSCB) co-ordinates local safeguarding activity and drives improvement to safeguard and promote the welfare of children more effectively. Its role, functions, governance and operation are set out in Chapter 3 of the statutory guidance 'Working Together to Safeguarding Children'; it also has an independent Chair.</p>

Key Objectives

10

The Hate Crime Strategic Group in Barking and Dagenham has agreed to mirror the three objectives set out in the Government's Plan to tackle Hate Crime Challenge it, Report it, Stop it (March 2012):

To **PREVENT** hate crimes from happening by challenging the attitudes and behaviours that foster hatred, and encouraging early intervention to reduce the risk of incidents escalating.

To **INCREASE** the reporting of hate crime through increasing victims' confidence to come forward and by increasing their knowledge of how to report; and through working with partners to ensure the right support is available when they do.

To work with Criminal Justice agencies to **IMPROVE** the strategic and operational response to hate crime both in regard to the victim and the perpetrator.

How we arrived at our priorities 11

How we arrived at our priorities

The outcome of the Harmony House Consultation confirmed that there is reluctance within the borough to report hate crime. Thematic issues appeared to be that people did not understand how to report hate incidents; they feared attracting further abuse; they feared stigma if they reported (either within their own culture or wider) and they did not have confidence that the authorities would take their concern seriously if they did report it.

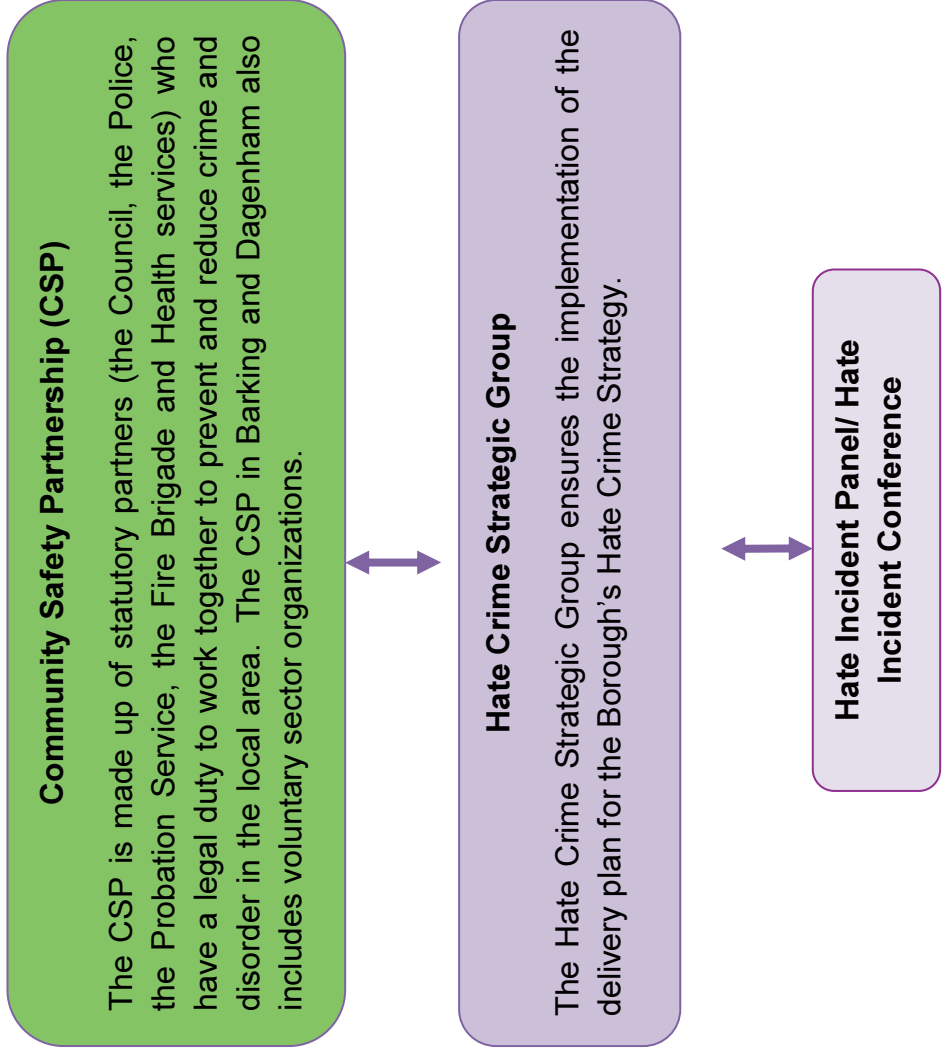
While the CSP accepts that anyone can be a victim of hate crime, we believe that it is right to focus our resources initially upon encouraging those people who are reluctant to report the abuse they experience because research indicates that if hate crime is left unchallenged it is more likely to escalate placing individuals at greater risk.

We believe that under-reporting is a significant issue among the following groups:^{xi}

- New migrant communities, including Asylum and Refugee communities;
- Transgender victims;
- Disabled victims particularly those with mental illness and learning disabilities;

The CSP recognises that hate crimes vary in seriousness and that the most serious incidences are thankfully rare. However we believe that if we can encourage people to report the lower level abuse then the process will also be in place to report the most high risk cases too. Therefore the priorities set out in the Delivery Plan purposefully focus upon lower risk hate incidents.

Governance Arrangements 12



Monitoring, Evaluation and Review 13

Like all strategies, success depends on regular and robust monitoring and review to ensure that the intended outcomes are being achieved and action is taken to address service failings, or any other problems that arise.

Throughout the life of this strategy the monitoring, evaluation, and review will be undertaken by the Hate Crime Strategic Group, which is accountable to the Community Safety Partnership (CSP).

Hate Crime Strategic Group

The group's role is to drive, develop and monitor the Hate Crime Strategy and its associated delivery plans. The group meets every three months and will share its updates on the Delivery Plan with the public on the Council's website. www.lbbd.gov.uk.

The membership of the Hate Crime Strategic Group is drawn from across the CSP and includes representation from the statutory and voluntary sector.

To ensure that the Strategy's Delivery Plan remains appropriate, it will be reviewed by the CSP Board in 2014-15.

Equality and Diversity 14

Equality and diversity is at the heart of the Hate Incident and Hate Crime Strategy. A full Equality Impact Assessment has been undertaken to support the Community Safety Partnership to identify the priority actions required to meet the needs of the Boroughs diverse communities. The findings of the assessment have been embedded into the delivery plan and are summarised below:

Age

There is an inadequacy of data and research around victim age profile however research around offender profiles indicate that offenders are more likely to be concentrated in the younger age range; therefore it is imperative that our strategy includes work with younger people.

Gender

There is an inadequacy of data in relation to the breakdown of victims by gender. However, research does indicate that Males account for the majority of those accused of hate crimes

Race/Ethnicity

Research indicated that there is lower confidence among Black Minority Ethnic & Refugee (BMER) groups in reporting hate incidents and hate crimes; this was reinforced by the findings of our local consultation undertaken as part of the development of the strategy. In response, this strategy is advocating further specialist training for police and greater BMER specialist representation upon the strategic board and the hate incident panel. We also need to ensure that our communication campaign is accessible for those for whom English is not their first language.

Religion/Faith

Locally we see very low levels of reporting of faith based hate but we also recognise that there are particular barriers faced by some groups in reporting incidents therefore this strategy aims to increase reporting through extending third party reporting sites.

Disability

Research indicates that individuals with disabilities are more likely to experience repeat incidents of ASB. National data also shows that there has been a recorded increase in reports of disability related hate. While this is likely to be due to better recognition and reporting it is important to ensure that services are accessible for individuals with disabilities. Particularly the use of easy read communication and awareness raising with those most at risk.

Sexual Orientation

The local low level of reporting indicates that there is likely to be high levels of under-reporting among Lesbian, Gay, Bisexual, and Transgender community.

Hate Crime Delivery Plan 2013- 2016 15

The actions to be taken by Barking and Dagenham Community Safety Partnership are set out within the separate Delivery Plan. This plan will be reviewed in 2014-15.

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ⁱ For instance see, Dick S, Homophobic Hate Crime: The Gay British Crime Survey 2008, Stonewall. Metropolitan Police Service, Diversity and Citizen Focus Directorate, Women's Experience of Homophobia and Transphobia: Survey Report, 2008, pp. 27–29. Southern R and James Z, Devon-wide Gypsy and Traveller Housing Needs Assessment, University of Plymouth, November 2006, p. 58. Jansson K, Black and Minority Ethnic Groups' Experiences and Perceptions of Crime, Racially Motivated Crime and the Police: Findings from the 2004/05 British Crime Survey, Home Office Online Report 25/06, pp. 23–24. Also, Disabled People's Experiences of Targeted Violence and Hostility: Research Report for the Equality and Human Rights Commission, Office for Public Management, March 2009, pp. 71–75. Disabled People's Experiences of

Targeted Violence and Hostility: Research Report for the Equality and Human Rights Commission, Office for Public Management, March 2009, p. 76. For example, Getting Away With Murder, Scope, United Kingdom Disabled People's Council, Disability Now, 2008. Hidden in Plain Sight, Equality and Human Rights Commission Inquiry into Disability-Related Harassment, p.141 (2011)

ii Disabled people's experiences of targeted violence and hostility, Office for Public Management, Equality and Human Rights Commission (2009)

iii For instance Iganski P, Hate Crime Hurts More, (2001)

iv Challenge it, Report it, Stop it – The Government's Plan to Tackle Hate Crime p.7, (2012)

v Cited in Latvian Centre for Human Rights, Psychological Effects of Hate Crime – Individual Experience and Impact on Community, p,12 (2007)

vi Cited in Latvian Centre for Human Rights, Psychological Effects of Hate Crime – Individual Experience and Impact on Community, p,12 (2007)

vii Cited in Latvian Centre for Human Rights, Psychological Effects of Hate Crime – Individual Experience and Impact on Community, p,13 (2007)

viii Rehabilitation of hate crime offenders. Research Report, Spring 2011, Submitted to the Equality and Human Rights Commission (Scotland)

ix Lancashire Constabulary, the Metropolitan Police Service, and the Police Service of Northern Ireland

x <http://www.homeoffice.gov.uk/publications/crime/hate-crime-action-plan/action-plan?view=Binary>

xi Challenge it, Report it, Stop it – The Government's Plan to Tackle Hate Crime p.8, (2012)

Challenge it, Report it, Stop it.

A Hate Incident and Hate
Crime Delivery Plan
for Barking and Dagenham
2013 – 2016



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Outcomes

<p>Our Vision and Overarching Outcome</p>	<p>To ensure that the Community Safety Partnership has an effective co-ordinated community response to hate crime.</p>
<p>Our Priority Objectives</p>	<p>Outcomes</p> <p>By 2016 we aim to have achieved the following:</p>
<p>1. To PREVENT hate crimes from happening by challenging the attitudes and behaviours that foster hatred, and encouraging early intervention to reduce the risk of incidents escalating.</p> <p>2. To INCREASE the reporting of hate crime through increasing victims' confidence to come forward and by increasing their knowledge of how to report; and through working with partners to ensure the right support is available when they do.</p>	<ul style="list-style-type: none"> • Disability Hate Crime Awareness Sessions with Year 6 children in four of the boroughs primary schools. • All Third Party Reporting Sites to have been reviewed to ensure that they are in the right places and functioning appropriately. • Six generic Hate Crime Awareness Sessions in secondary schools. • Reduce the risk and Number of incidents escalating
<p>3. To work with Criminal Justice agencies to IMPROVE the strategic and operational response to hate crime both in regard to the victim and the perpetrator.</p>	<ul style="list-style-type: none"> • 2 x Awareness Event each year for Equalities Week and 17.24.30 • Delivery of 2 x community based campaigns to encourage reporting with targeted groups e.g. Hairdressers/ Shop keepers/ Bus drivers/ Market Stall holders, Faith groups etc. • Increase the uptake of easy read reporting (baseline to be established year one) <ul style="list-style-type: none"> • Evidence of regular communication with interested networks and third party reporting sites. • Tell MAMA model explored. • Decrease repeat victimisation through the Hate Incident Panel.

Objective one: To PREVENT hate crime from happening

PRIORITY AREAS	ACTION	BY WHEN	LED BY
1.1 Young people will have an increased awareness of their Hate Crime	1.1.1 Programme of targeted Police and service user led Educational Awareness sessions around Disability Hate crime in education and youth settings	1.1.1 March 2014	1.1.1 Andrew Ewing
	1.1.2 Develop a hate crime resource for distribution to young People	1.1.2 March 2015	1.1.2 Helen Oliver
	1.1.3 Roll out of Sexual Exploitation and Healthy Relationships awareness programme in youth and education settings to explore gender based hate and sexual exploitation	1.1.3 March 2015	1.1.3 Helen Oliver
1.2 People with Disabilities will have increased awareness of their rights	1.2.1 'Say no to abuse' film session roll outs with service users	1.2.1 March 2016	1.2.1 Helen Oliver
	1.2.2 Distribution of Easy-read information	1.2.2 March 2014	1.2.2 Pip Salvador-Jones
	1.2.3 Consider development of Audio description version of 'Say No to Abuse' film or alternative format to make it more accessible to visually impaired people.	1.2.3 March 2015	1.2.3 Helen Oliver
	1.2.4 Review local implementation of Hidden in Plain Sight Recommendations.	1.2.4 March 2015	1.2.4 Helen Oliver
1.3 Engage with schools to help them tackle all forms of bullying, particularly bullying motivated by prejudice.	1.3.1 Review reporting structures within schools	1.3.1 March 2014	1.3.1 Helen Oliver
	1.3.2 Police Schools Liaison Officers to agree a timetable for generic hate crime awareness sessions in schools a year and specialist alternative provisions x 2 per year	1.3.2 March 2014	1.3.2 Andrew Ewing
	1.3.3 Map out the named individuals in schools and colleges responsible for hate reporting and establish regular communications and CPD to enhance reporting.	1.3.3 March 2014	1.3.3 Helen Oliver
	1.3.4 Write to all schools and colleges in the borough to outline the general principles schools can use to prevent and respond to bullying, particularly prejudiced based bullying, including the	1.3.4 March 2014	1.3.4 Helen Oliver, Pip Salvador-Jones & Rita

PRIORITY AREAS	ACTION	BY WHEN	LED BY
	<p>legal obligations and powers establishments have.</p> <p>1.3.5 Engage regularly with the Young Peoples Safety Group around approaches to tackling bullying in all its forms and campaigns to empower young people to act</p>	1.3.5 March 2015	Chadha Helen Oliver, Pip Salvador- Jones & Rita Chadha
<p>1.4 Strengthen Strategic leadership of hate crime</p>	<p>1.4.1 Continuation of the Hate Crime Strategic Group to oversee implementation of this Strategy and Delivery Plan</p> <p>1.4.2 Regular review of membership upon the Hate Crime Strategic Group to ensure that key partners are included.</p> <p>1.4.3 Continue to review links to other relevant strategic boards.</p> <p>1.4.4 Improve representation from statutory agencies upon the LGBT Forum</p> <p>1.4.5 Establish strategic links with the commissioned provider for hate crime reporting and advice.</p>	<p>1.4.1 Ongoing</p> <p>1.4.2 Ongoing</p> <p>1.4.3 Ongoing</p> <p>1.4.4 March 2014</p> <p>1.4.5 March 2014</p>	<p>1.4.1 Anne Bristow</p> <p>1.4.2 Anne Bristow, Rita Chadha</p> <p>1.4.3 Anne Bristow, Rita Chadha</p> <p>1.4.4 Anne Bristow, Rita Chadha</p> <p>1.4.5 Anne Bristow, Rita Chadha</p>
<p>1.5 Engage with communities at risk of hate crime to raise awareness of the law on hate crime, and increase reporting.</p>	<p>1.5.1 Consider membership to the Hate Crime Strategic Group for wider services providing services to New migrant communities, including Asylum and Refugee communities; Transgender victims; Disabled victims particularly those with mental illness and learning disabilities.</p> <p>1.5.2 Establish a virtual network of agencies wishing to receive regular updates on hate crime.</p> <p>1.5.3 Ensure that the commissioned provider for hate crime reporting and advice establishes regular contact with identified services to encourage engagement.</p>	<p>1.5.1 March 2015</p> <p>1.5.2 March 2015</p> <p>1.5.3 March 2014</p>	<p>1.5.1 Anne Bristow, Rita Chadha</p> <p>1.5.2 Anne Bristow, Rita Chadha</p> <p>1.5.3 Helen Oliver</p>

Objective two: To INCREASE the reporting of hate crime

PRIORITY AREAS	ACTION	BY WHEN	LED BY
2.1 Develop public communication plan	2.1.1 Annual awareness event for 17.24.30	2.1.1 Ongoing.	2.1.1 Hate Crime Strategic Group
	2.1.2 Annual awareness of Equalities Week	2.1.2 Ongoing	2.1.2 Hate Crime Strategic Group
	2.1.3 Development of campaign targeting Hair Dressers/Market Stall campaign and/or Bus driver campaign reporting	2.1.3 March 2016	2.1.3 Pip Salvador-Jones & Rita Chadha
	2.1.4 Promote the benefits of reporting through articles in the local press i.e. successful outcomes for victims.	2.1.4 March 2014	2.1.4 Allison Buchanan
2.2 Increase reporting across services	2.2.1 Ensure the availability of equality and diversity training for employees and volunteers working across the CSP.	2.2.1 March 2015	2.2.1 Hate Crime Strategic Group
2.3 Work with local groups to support additional cultural awareness training within the Police.	2.3.1 Provision of additional cultural awareness training (to be delivered in partnership with local communities) to the police.	2.3.1 March 2015	2.3.1 Andrew Ewing
2.4 Improve the ways to report using new formats	2.4.1 Easy read reporting forms should be made available across the CSP.	2.4.1 March 2015	2.4.1 Helen Oliver, Andrew Ewing
	2.4.2 Explore options for incorporating new technology to increase referral i.e. explore smart phone options such as Apps and SMS	2.4.2 March 2015	2.4.2 Helen Oliver
	2.4.3 Review website content including smart phone accessibility	2.4.3 March 2014	2.4.3 Helen Oliver

Objective three: To work with Criminal Justice agencies to IMPROVE the operational response to hate crime.

PRIORITY AREAS	ACTION	BY WHEN	LED BY
3.1 Improve effectiveness of third party reporting sites	<p>3.1.1 Review existing third party reporting sites</p> <p>3.1.2 Identify possible new third party reporting sites</p> <p>3.1.3 Hold a workshops to bring interested sites together and promote interaction</p> <p>3.1.4 Develop new third party reporting sites</p> <p>3.1.5 Publicise new third party reporting sites</p> <p>3.1.6 Establish regular communication with all third party reporting sites</p>	<p>3.1.1 March 2014</p> <p>3.1.2 May 2014</p> <p>3.1.3 August 2014</p> <p>3.1.4 Jan 2015</p> <p>3.1.5 April 2015</p> <p>3.1.6 March 2016</p>	<p>3.1.1 Helen Oliver</p> <p>3.1.2 Helen Oliver</p> <p>3.1.3 Helen Oliver</p> <p>3.1.4 Helen Oliver</p> <p>3.1.5 Helen Oliver</p> <p>3.1.6 Helen Oliver</p>
3.2 Follow best practice in relation to the measuring and monitoring of anti-Muslim attacks	3.2.1 Work with local communities to consider the Tell MAMA model	3.2.1 March 2014	3.2.1 Helen Oliver
3.3 Improve victim support and advocacy	3.3.1 Work with local advocacy providers to ensure that they are able to effectively support service users with capacity issues etc.	3.3.1 March 2015	3.3.1 Helen Oliver
3.4 Decrease attrition of cases through the Criminal Justice system	3.4.1 Local partnerships should seek to engage the CPS in hate crime work.	3.4.1 March 2014	3.4.1 Anne Bristow
	3.4.2 Police to review sanction detection rate and report back any thematic issues for cases not being progressed to the Hate Crime Strategic Group.	3.4.2 Ongoing	3.4.2 Andrew Ewing
3.5 Reduce repeat victimisation	3.5.1 Continue to support the delivery of the Hate Incident Panel	3.5.1 Ongoing	3.5.1 Helen Oliver, Andrew Ewing and Kulvinder Chakira

PRIORITY AREAS	ACTION	BY WHEN	LED BY
<p>3.6 Develop a greater understanding of hate crime in the borough by improving our evidence base</p>	<p>3.6.1 Improve flagging and recording in CJS 3.6.2 Improve flagging and recording within LBBD and third party sites. 3.6.3 Provide regular analysis of data on hate crime victimisation to the Hate Crime Strategic Group and Community Safety Partnership.</p>	<p>3.6.1 March 2015 3.6.2 March 2015 3.6.3 Ongoing</p>	<p>3.6.1 Andrew Ewing, CPS lead TBC Helen Oliver 3.6.2 3.6.3 Andrew Ewing</p>
<p>3.7 Promote good practice across agencies</p>	<p>3.7.1 Explore issues re Operation Nexus including the role of the police discretion in encouraging reporting from those whose immigration status or other activities may be a barrier to reporting hate crimes. 3.7.2 Explore models of self-help for victims of hate crime</p>	<p>3.7.1 March 2014 3.7.2 Sept 2015</p>	<p>3.7.1 Hate Crime Strategic Group 3.7.2 Pip Salvador Jones & Kulvinder Chakira</p>

CABINET

22 October 2013

Title: Growth Strategy 2013-2023	
Report of the Cabinet Member for Regeneration	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: David Harley, GM Economic Development and Sustainable Communities	Contact Details: Tel: 020 8227 5316 E-mail: david.harley@lbbd.gov.uk
Accountable Divisional Director: Jeremy Grint, Divisional Director Regeneration	
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary:</p> <p>The existing “Economic Development Strategy 2003” and “Regeneration Strategy 2008-13” were published some time ago and both now require updating in light of significant economic, political and policy changes particularly at national and regional level. The proposed new Growth Strategy 2013-2023 (Appendix 1) combines the function of the two former strategies into a single comprehensive document recognising the inter-relation between economic development and regeneration and how the importance of delivering growth has risen up the local and national policy agenda.</p> <p>The draft Strategy sets out the significant growth potential in the Borough, which puts it at an advantage to many other boroughs, however it also sets out the challenges and barriers to achieving the full potential and how they can be addressed. The draft Strategy adopts four inter-related themes to achieving growth - attracting investment, creating a higher skilled workforce, building businesses and widening the housing choice.</p> <p>The document has been produced in a visually attractive format as it is recognised having a well presented strategy assists the Council in lobbying organisations who can assist with unlocking growth potential. It is intended to complement, but not replace, the Council’s ‘London’s Newest Opportunity’ brochure which remains the key inward investment document aimed at potential investors and business relocations.</p> <p>The final section of the Strategy lists specific deliverables for 2013-16 and beyond which are subject to their own delivery plans and, where necessary, Cabinet approvals.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to approve the Growth Strategy at Appendix 1 to the report, which sets the vision, direction and deliverables for regeneration in Barking and Dagenham for 2013 - 2023.</p>	

Reason(s)

Implementation of the Strategy will be central to delivering the Council's overall objective of "Encouraging growth and unlocking the potential of Barking and Dagenham and its residents" as well as specifically addressing the following priority themes:

- Create thriving communities by investing in homes.
- Maximise growth opportunities and increase household incomes.

1. Introduction and Background

- 1.1 Barking and Dagenham last published an Economic Development Strategy in 2003 whilst the revised Regeneration Strategy was published in 2008 with a lifespan to 2013. Since this time significant changes have taken place economically, politically and regionally and the need to produce an updated strategy that reflects these changes has become important. Local changes have also impacted on the borough including demographic changes, geographical relationships and policy changes. The proposed draft strategy is informed by the work of the Local Economic Assessment produced in 2011 which provided an evidenced based narrative of the local economy.
- 1.2 Barking and Dagenham has experienced rapid population growth, evident in the initial release of the 2011 Census data last year. This revealed a population growth of 22,000 from 2001 to 2011. This has increased pressure on housing, schools and other community facilities. In addition, the economic downturn has resulted in higher numbers of residents out of work. The current Job Seekers Allowance claimant rate in the borough stands at 5.2% compared to the London average of 3.5%.
- 1.3 The Single Programme which falls under the Skills, Jobs and Enterprise Board provides an overarching programme of activity including skills, employment and youth agenda, the enterprise and business support programme and sustainable regeneration programme which includes improving housing. The Single Programme was a major factor in LBBD winning the Overall Best Small business supporting London Borough award.
- 1.4 The Growth Strategy aims to set out how progress can be made over the next 10 years to achieve these outcomes with more specific deliverables identified for 2013-16. Transport is clearly a critical issue to unlocking growth and there is a separate but related report on Transport Projects which are critical to deliver growth and increase opportunities for local residents.

2. Proposal and Issues

- 2.1 The new Growth Strategy 2013-2023 aims to combine the former economic development and regeneration strategies into one comprehensive document that sets out why growth is needed, what the Borough's growth potential is and how it can be delivered. The strategy focuses on four key themes of creating a successful local economy through attracting investment, creating a higher skilled workforce, building businesses and widening the housing choice. The strategy envisages the Council playing a pro-active role working with partners to unlock growth potential and utilising the range of tools it has available as set out on page 11 of the Strategy (Appendix 1).

- 2.2 The Strategy has been produced as a visually attractive document clearly showing the borough's growth possibilities and our focus on delivering them as it is critical in persuading national and regional government to make the investments required to deliver outcomes that boost the regional and national economy. The Strategy will therefore be a useful tool for the lobbying required. It should be noted however it does not replace the Council's 'London's Newest Opportunity' brochure which remains the key inward investment document seeking to attract investors and business relocations.
- 2.3 Barking and Dagenham forms part of the wider East London 'Growth Boroughs' opportunities which have strategic importance to the London and national economy. Work carried out by Oxford Economics has shown the economic potential of East London and the Strategy falls within that wider narrative and evidence base. Whilst there are specific convergence targets applicable to all Growth Boroughs, the Growth Strategy also identifies a number of Barking and Dagenham specific deliverables.
- 2.4 The Heseltine Growth review recognised the important role Local Authorities working with partners can play in supporting economic growth. There is even a resurgence in the idea of enterprising councils and the model of Joseph Chamberlain in Birmingham where civic leadership on infrastructure provision grew the local economy. There are clearly significant benefits for Barking and Dagenham in delivering growth. These include:
- Physical improvements/improved appearance (helping raise pride and confidence)
 - New jobs and facilities for residents
 - Widens choice of housing available
 - Growth attracts growth (virtuous circle)
 - New residents/staff/visitors help increase demand for local shops/services and help widen the offer
 - Enhanced image and profile
 - Financial:
 - Community Infrastructure Levy/Section 106
 - New Homes Bonus
 - Increased Council Tax
 - Business rates retention
- 2.5 However it is essential that the negative impacts of growth are mitigated by development proposals delivering the necessary infrastructure and that Government and other funding agencies provide the relevant resources to cover the costs to local agencies of the increased population.
- 2.6 Attracting new development, growth sectors and high growth businesses to utilise the significant amount of available affordable land is at the forefront of the strategy. The strategy sets out the potential growth sectors within the borough but recognises it is equally important to take actions to ensure residents can access employment opportunities elsewhere in London and the South East. Harnessing the borough's excellent connectivity into Central London and the South East will be crucial in delivering growth and attracting new businesses. The need to align the borough to

emerging growth sectors such as environmental technologies, sustainable construction and digital technologies is a priority going forward.

- 2.7 Housing is an essential part of the economic regeneration for the borough. Widening the housing choice to both existing residents and potential new residents is critically important to raising household incomes and growing the local economy. An influx of higher skilled residents and higher disposable incomes would have a knock on effect in the local economy as would new housing generating employment in construction and supporting the local supply chain. Major infrastructure will also be required to connect new communities such as a new rail link to Barking Riverside. Initiatives such as the estate renewal programme and new build programme will contribute to realising the above priorities.
- 2.8 The strategy has been produced in accordance with the new Community Strategy and other plans and strategies including the Single Programme, Local Development Framework, Corporate Housing Strategy, Area Action Plans, the Arts Strategy, Health and Well being strategy and the emerging Barking Town Centre Strategy. The Barking Town Centre strategy will take account of demand studies and other research underway which concludes in December enabling a new draft strategy to be presented to Cabinet early in 2014.

3. Options Appraisal

- 3.1 The Strategy is not seeking agreement or funding to any specific project – every element will be subject to its own approval processes. Options appraisals have been or will be carried out for individual projects and programmes within the strategy. The document itself does however seek to clearly state the Council's approach and direction for the broad ambitious economic development and regeneration agenda and as such there are a range of possible broad options.
- 3.2 At one end of the spectrum an alternative approach could be to resist new development and rather than support growth to actively hinder it. This option has been rejected as it would fail to address the challenges which make regeneration essential (as set out in page 9 of the strategy). A more laissez-faire approach could be adopted whereby the Council leaves regeneration to the private sector. This has been rejected as it is clear that even at the height of the property boom, the public sector needed to be a key player in the borough to help unlock development potential and this role is even more important during challenging economic conditions. The strategy recognises the Council has to work with partners to realise growth but the extent of Council involvement varies from project to project, site to site from being project lead through to supporting and lobbying.

4. Consultation

- 4.1 A number of meetings and workshops have been held with the Skills, Jobs and Enterprise Board – the private sector led board supporting the Single Programme – to discuss and develop the strategy. The Strategy has also been discussed at the regular Roundtable events for the Chamber of Commerce to meet the Cabinet member for Regeneration. These events gave the private sector as well as other public and third sector organisations the opportunity to input into the strategy and confirm our shared focus for unlocking growth.

- 4.2 A Pre-assembly briefing open to all Councillors was held on the 16th January 2013 on 'implementing growth strategies' which provided the chance to have a general discussion on the potential content of the strategy.

5. Financial Implications

Implications completed by: Martin Henwood, Deputy Chief Financial Officer

- 5.1 The change in funding system for local government from April 2013 transfers much financial risk from central to local government. However, it also provides opportunities for pro-active Councils to benefit directly from improvements to local economies and housing stock. This can happen in three ways:
- Gains from increases to NNDR (National non-domestic rates) income. For information, LBBD will receive 10% of any net increases above base level income. Lobbying will occur to have this increased, but HM Treasury has set a low level at this stage to create flexibility in the system in case of teething issues and fundamentally as a help towards the national finances;
 - New Homes Bonus grant;
 - Council Tax from the new properties.
- 5.2 The Growth Strategy identifies the numerous challenges and opportunities for the Council. In order to create a virtuous circle and realise the financial gains it will be essential for the Council to ensure its priorities reflect the need for delivery, and capacity is geared towards this.
- 5.3 Whilst the new funding system for local government is transferring risk to local government which would encourage an increase in reserves, it would be a sound action to use of part of these towards pump priming. This would increase the likelihood of achieving quick wins and early momentum towards creating a virtuous circle of realised outcomes underpinned by operational success and financial resilience. The alternative of failure to deliver will lead to a vicious circle of increasing demand and insufficient resources to meet this.

6. Legal Implications

Implications completed by: Eldred Taylor-Camara, Legal Group Manager

- 6.1 Legal Services has been consulted in the preparation of this report and has no legal comments to add.

7. Other implications

- 7.1 **Risk Management** - Specific projects identified within the strategy which are led by the Council or involve funding going through the Council's accounts will all be subject to the Council's internal Capital Programme Management Office processes. This requires all of the project risks to be identified and mitigated via an actively managed risk management plan before approval is given for the scheme to commence.
- 7.2 **Staffing Issues** - Delivery of the ambitious proposals in the strategy does require sufficient staff resources and skills. A 33% cut to the Economic Development Team budget for 2014/15 will reduce staff resources and funding for enterprise and

business support projects. A restructure will focus the team on delivering the Strategy's objectives however any further reductions would severely impact on delivery potential. The private sector recognises the role Local Authorities can play in supporting and enabling growth and are supportive of adequate resourcing to ensure opportunities are unlocked.

7.3 **Customer Impact** - The Strategy is focussed on delivering two of the Council's key priorities.

7.4 **Safeguarding Children** - A key focus of the Strategy, as well as specific deliverables, concern delivery of new affordable housing and estate renewal alongside improving the environment and employment prospects. The Strategy aims to give better life chances to residents.

7.5 **Health Issues** - The important role that housing, the local environment and in particular employment can play in people's health is well recognised. The development of new affordable housing will have a positive impact on ill health attributed to poor housing conditions and overcrowding. General health and wellbeing will be improved as a result of improved visual appearance of the borough, thereby increasing the regeneration impact and civic pride. Overall, bringing forward new homes and jobs would be expected to result in a benefit upon local wellbeing and an improved quality of life for our residents. Supporting walking and cycling in new developments will also support health improvements.

The strategy will contribute to reducing health inequalities by applying consistent standards across the borough. The Joint Strategic Needs Assessment housing section and the Health & wellbeing Strategy are both in alignment with the strategy.

7.6 **Crime and Disorder Issues** – There is evidence that increased employment and an improved environment and facilities can help reduce crime and anti-social behaviour. New development and public realm that is attractive and well maintained helps to ensure that an area is kept clean, is well used and less likely to attract crime and anti-social behaviour. The perception of crime is a recognised barrier to inward investment and something that needs to be addressed.

7.7 **Property / Asset Issues**- The way the Council utilises its property assets can enhance or potentially hinder economic growth potential. Utilising its assets to unlock potential is a key example of how we have been a 'Can Do Council' unlocking growth (eg. London Road/North Street, Dagenham Library etc). The Strategy seeks to ensure the Council continues to use its assets to maximise growth and therefore the Strategy will influence the emerging Assets Management Strategy.

Background Papers Used in the Preparation of the Report:

- Local Economic Assessment 2011
- Local Development Framework
- Community Strategy
- Arts Strategy
- Corporate Plan 2013/14
- Draft Housing Strategy 2012 – 2017
- Health & wellbeing Strategy

- Joint Strategic Needs Assessment
- Strategic Regeneration Framework (Olympic Convergence)
- London's Newest Opportunity brochure

List of appendices:

Appendix 1: Draft Growth Strategy

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CABINET

22 October 2013

Title: Transport Projects to Deliver Growth	
Report of the Cabinet Members for Regeneration and Environment	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Daniel Pope, Development Planning Group Manager	Contact Details: Tel: 020 8227 3929 E-mail: daniel.pope@lbbd.gov.uk
Accountable Divisional Director: Jeremy Grint, Divisional Director Regeneration	
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary:</p> <p>This report reviews the transport projects necessary to unlock the regeneration potential of London Riverside. In Barking and Dagenham London Riverside comprises Barking Town Centre, Barking Riverside and South Dagenham including Beam Park, Chequers Corner and Dagenham Dock. The regeneration of London Riverside is crucial to delivering the vision for the borough of encouraging growth and unlocking the potential of Barking and Dagenham and its residents. To deliver this it is recommended that the following transport projects are supported by the Council. These are in no particular order:</p> <ul style="list-style-type: none"> • A13 improvements • Barking to Stratford direct rail link • Gallions Reach river crossing and Silvertown Crossing • London Overground Extension to Barking Riverside • Barking Station improvements • East London Transit to the Royals <p>It is recommended that these projects are embodied in the emerging Local Plan and the Growth Strategy 2013-2023, which is the subject of a separate report to this meeting, so that the Council can be clear with those responsible for delivering new transport infrastructure what its priorities are and why. It also lists a number of actions for the Council to support the delivery of these projects. The report ends with a Vision for Transport which provides an image of what transport in Barking and Dagenham would be like in 2030 if the Council's transport priorities were delivered.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to agree:</p> <p>(i) To support and lobby for the following key transport projects to assist the regeneration of London Riverside and to improve transport conditions in the Borough:</p>	

- A13 improvements
- Barking to Stratford direct rail link
- Gallions Reach road crossing and Silvertown Crossing
- London Overground Extension
- Barking Station improvements
- East London Transit

(ii) The actions listed in paragraph 2.53 to support the delivery of these transport projects.

Reason(s)

This report reviews the transport projects necessary to unlock the regeneration potential of London Riverside. The regeneration of London Riverside is crucial to delivering the vision for the borough of encouraging growth and unlocking the potential of Barking and Dagenham and its residents.

1. Introduction and Background

1.1 Barking and Dagenham enjoys a pivotal location at the centre of an internationally significant growth zone with the Royal Docks, Stratford and Lower Lea Valley to the west, the M11 and Stansted Corridor to the north and the Thames Gateway to the east. It is home to some of London's most significant development opportunities. However investment in transport infrastructure is necessary to unlock their potential.

1.2 The existing policy framework consists of the London Plan, the Mayor's Transport Strategy, the London Riverside Opportunity Area Planning Framework, the Local Plan and the Second Local Implementation Plan. Transport priorities are also contained in the East and South East London Sub-Regional Transport Plan, the Host Boroughs Olympic Legacy Transport Action Plan and the Transport for London Olympic and Paralympic Transport Legacy Action Plan. They all recognise the importance of investing in transport infrastructure to realise the potential of London Riverside to deliver 14000 new jobs and 25000 new homes. This report will review and challenge the transport priorities they contain. They can then be embodied in the emerging Local Plan and Growth Strategy so the Council can be clear with those responsible for delivering new transport infrastructure what its priorities are and why. For some projects the business case may not be sufficiently developed and in these instances the report will recommend this work is done so the Council can lobby from a position of strength.

1.3 The next section of this report will review what officers consider are the transport projects necessary to unlock the regeneration potential of London Riverside. From this the report will crystallise precisely which interventions the Council should pursue and the actions necessary to deliver them.

2. Proposal and Issues

A13 improvements

2.1 Figure 35 of the East London Sub Regional Transport Plan Challenges and Opportunities document shows that the A13 is a congestion hotspot particularly between Lodge Avenue and Marsh Way westbound in the AM peak. Figure 36 of

the same document shows that the A13 between the A406 and the Goresbrook Junction experiences the highest flows of Heavy Good Vehicles movements of any main road in London excluding the M25.

- 2.2 Transport for London considers that this congestion is invariably affected by the available river crossings in the area which heavily influence routing choices. Whilst this is an important factor it is the case that average traffic speeds are significantly higher and delays significant lower in Havering and in Newham than in Barking and Dagenham during the AM peak.
- 2.3 The Mayor's Transport Strategy predicts that there will be a 60% growth in container traffic at the London Gateway Port in Thurrock which will further increase lorry movements on what is already one of the busiest freight corridors in London. Therefore the Challenges and Opportunities document predicts that congestion levels will worsen across London especially in those areas where it is worst now. The whole of the A13 corridor is also one of the most polluted roads in London with particularly poor air quality at the Lodge Avenue flyover and Goresbrook Junctions.
- 2.4 For these reasons the Council considers that a grade separated junction at Renwick Road remains a priority. Whilst other parts of the A13 have been significantly improved in recent years the stretch between Movers Lane and the Goresbrook Junction remains untouched. Currently eastbound traffic turning into Renwick Road is controlled by an at grade traffic signalled junction. This means that when eastbound traffic is given the green light to enter Renwick Road westbound traffic must be stopped. This causes delays during the morning peak hour for westbound traffic. The existence of this junction undermines the significant investment that has been made on the remainder of the A13 in the last fifteen years. This includes realignment of the A13 east of the Goresbrook Junction to the M25, and the upgrade of a number of junctions west of Goresbrook Road up to and including the Limehouse Link road. The result is that this junction is the only at grade junction on the A13 between Limehouse and Benfleet. (There are over 20 grade separate junctions along this stretch of the A13).
- 2.5 An "at grade" junction at Renwick Road is not only necessary to sustain and enhance the competitiveness of the employment areas south of the A13 it is also necessary to support the successful development of Barking Riverside. Without the junction improvement, the housing occupation level at Barking Riverside will be capped at 3,999 homes. To achieve the full 10,800 homes, the Section 106 Agreement acknowledges the requirement for a grade separated junction to replace the short-term improvements.
- 2.6 Whilst the Mayor of London in his London Plan supports improvements to the Renwick Road Junction this is subject to funding. Following submissions from the Council the recently published Transport for London response to the Road Task Force highlights that Renwick Road Junction Improvements will be funded from the £4bn set aside in the TfL Business Plan 2016-2021/22 for investment in the TfL road network.
- 2.7 The original grade separated scheme commissioned by Transport for London is estimated to cost £75 million. A less expensive alternative is for a bus bridge across the A13, a slip road off the A13 into Renwick Road and a road linking Renwick Road to the Lodge Avenue Roundabout. A Council study has confirmed the bus

bridge is feasible at a cost of between £10-£12 million and the link to lodge Avenue roundabout would cost around £20m. This link would be complicated by the need to compulsory purchase affected land.

- 2.8 In addition under the Design Building Finance Operate contract for the A13 Transport for London are obliged to replace the Lodge Avenue flyover before 2025. Clearly, in the interests of minimising disruption and economies of scale it would make sense to undertake these two projects at the same time, which would mean bringing forward the Lodge Avenue flyover replacement.
- 2.9 To complicate matters Transport for London's response to the Road Task Force report also states that Transport for London will assess by mid 2014 possible locations for roofing over or tunnelling major roads to minimise traffic impact, enable development and reduce community severance, especially to reduce community impacts in growth areas. Officers consider that the A13 between Lodge Avenue and Gale Street is a prime candidate in this regard. This would remove the severance caused by the A13 and enable free movement from Renwick Road across to Castle Green and the Becontree Estate. This is a radical solution, with a number of challenges to overcome, but one that officer's recommend is worth investigating since Transport for London is looking for possible locations. It is also the right time to consider this before work begins in earnest on the Lodge Avenue Flyover replacement and Renwick Road Junction Improvements.
- 2.10 Therefore officers recommend that the Council asks TfL to assess the feasibility of undergrounding the A13 between Lodge Avenue and Gale Street. Irrespective of this officers will also continue to engage with TfL to get more clarity on the status of the Renwick Road Junction Improvements and the timing of the Lodge Avenue Flyover replacement and make the case for them to be delivered in unison.

Barking to Stratford direct link

- 2.11 A direct rail link from Stratford to Barking would connect Stratford which is East London's largest growth centre and the Thames Gateway which is the region's largest growth corridor. The Mayor of London's proposals for new airports in the inner and outer Thames Estuary recognise the criticality of this link hence the proposed location of a Rail Hub at London Riverside. However in officers' opinion this link is necessary irrespective of future airport plans.
- 2.12 Therefore leaving aside the any future rail links for Thames Estuary airports there are three ways a direct link from Barking to Stratford could be achieved:
- C2C services to Liverpool Street
 - Crossrail 1
 - Crossrail 2
- 2.13 A small number of services are currently timetabled to run into Liverpool Street via Stratford and services are diverted into Liverpool Street at weekends during engineering work on the approach to Fenchurch Street. The Invitation to Tender for the Essex Thameside franchise, published September 2013, invites bidders to review the opportunities to use Liverpool Street station. The new franchise is due to be awarded in April 2014 and commence September 2014. The Council has

emphasised to the bidders its support for more services being run into Liverpool Street via Stratford.

- 2.14 However a major impediment to this is the fact that the current link runs across rather than over the Greater Anglia lines into Liverpool Street before connecting into them. Therefore peak services from Barking to Stratford are not possible. Officers recommend that a study is commissioned into the feasibility and cost of improving this junction using Local Implementation Plan funding to inform future discussions with rail operators. A key output of this study would be to determine the project's cost benefit ratio to help make the case for the project.
- 2.15 Crossrail 1 and Crossrail 2 services would encounter the same problem.
- 2.16 Crossrail 1 services commence in 2019. The nearest stations are Chadwell Heath and Custom House. There is no indication that additional routes are being considered but if the investment in the junction can be justified the ability to route some Crossrail services through the Thames Gateway is clearly an attractive one.
- 2.17 Transport for London has recently consulted on their preferred route alignment for Crossrail 2. There are two options a metro service from Wimbledon to Alexandra Palace and a regional service which would extend to Hackney, Tottenham Hale and onto Cheshunt. Crossrail 1 would interchange with Crossrail 2 at Tottenham Court Road and HS1 services at Euston St Pancras.
- 2.18 Originally Transport for London proposed an eastern route extension via Stratford which would serve key regeneration sites at Barking Town Centre, Barking Riverside and Dagenham Dock, and the wider London Riverside Opportunity Area and Thames Gateway growth corridor. However Transport for London discounted this since in their view the cost of the extension (£4 billion) is not outweighed by the benefits. The Council has responded to the consultation querying the business case for the extension and its benefits for growth, passengers and train operations. A final decision on the alignment is due by the end of 2013.

River Crossings

- 2.19 Over the last two years Transport for London have been consulting on options for new river crossings in East London to overcome the delays at the Blackwall Tunnel, the need to replace the ageing Woolwich Ferry Infrastructure and the need for additional road connections to support growth.
- 2.20 The Mayor of London's two favoured options are:
- The "Silvertown Tunnel": a road tunnel between the Greenwich Peninsula and Silvertown. The earliest this could be delivered is by 2021. The tunnel would be built to modern standards, and would be large enough to carry all sizes of vehicles, including buses.
 - The "Gallions Reach Ferry": a vehicle ferry between Thamesmead and Beckton, potentially replacing the Woolwich Ferry. The earliest this could be delivered is by 2017. A new ferry between Thamesmead and Beckton could carry up to 300 vehicles per hour in each direction. A new ferry would use modern infrastructure to ensure a quick and reliable service.

2.21 Two other options are:

- A replacement ferry at Woolwich. While this could be cheaper than implementing an entirely new ferry at Gallions Reach it would not resolve the traffic congestion problems at the terminals. Initial analysis also shows that many of the uses of the Woolwich Ferry have origins and/or destinations east of Woolwich, which means a crossing further east might be more convenient and reduce travel distances.
- A bridge or tunnel at Gallions Reach. If a new ferry is provided at Gallions Reach TfL concede that this would mean a new bridge or tunnel would be unlikely to be built for 20 years. An alternative option is to construct a bridge or tunnel instead of the Gallions Reach ferry. However this would mean significant sums of money would need to be spent on maintaining the Woolwich Ferry in the interim. Transport for London consider that this crossing would be two lanes in each direction

2.22 The consultation on these options finished in February 2013. Overall a significantly higher percentage of respondents favoured a bridge or tunnel at Gallions Reach over an improved Ferry Service. There was also strong support for a new Silvertown Tunnel. The Mayor's favoured option is the Silvertown Tunnel and a new ferry at Gallions Reach however he remains open to a bridge or tunnel at Gallions Reach too. Consequently Transport for London is now undertaking further work on the options for ferries/fixed link at Gallions Reach as follows:

- April – September 2013: Traffic modelling, engineering, economic analysis and development potential, charging strategy and wider benefits
- October – December 2013: Gallions Reach options consultation
- March – April 2014: Presentation of Gallions Reach consultation to the Mayor
- May 2014: Mayoral announcement on Gallions Reach preferred option

2.23 Transport for London considers that the most appropriate way to fund new river crossings would be to charge a toll for using the Silvertown Tunnel and any new crossing linking Thamesmead and Beckton. Tolling would provide a new revenue stream to pay for the crossings, and would ensure that those who benefit most from these new projects – by using them – help to pay for them in return. This includes tolling the existing Blackwall Tunnel. TfL would consult on the tolling regime in advance of its introduction however it has suggested that similar charges to those at the Dartford Crossings would be levied. Officers recommend that should tolling be introduced that the Council makes the case for ringfencing the proceeds not only for the cost and maintenance of the crossings but also for improvements to the Transport for London Road Network in east London. Although it is not known how much income tolling would generate it may help fund the Renwick Road Junction Improvements which are covered earlier, in this report. Previously tolling proposals for the original Thames Gateway Bridge included discounts for local traffic, this could also be explored.

2.24 Officers recommend that the Council continues to support a bridge or tunnel at Gallions Reach, in favour of a new ferry and in addition to the Silvertown Tunnel. In addition officers consider that the Council should continue to make the case that the Lodge Avenue Flyover and Renwick Road Junction improvements should be

implemented before the Silvertown tunnel opens in 2021. The original East London Transit proposals included an ELT3 route across the original Thames Gateway Bridge to Barking Town Centre. The arrival of Crossrail services at Custom House Station and the continuing regeneration of the Royal Docks increases the importance of this link and for this reason officers consider that any new fixed link at Gallion's Reach should incorporate bus services to Barking Town Centre. In advance of this officers will continue to work with Transport for London and landowners to progress the Barking to Royal Docks Bus Corridor.

Lower Thames Crossing

- 2.25 The Department for Transport has recently consulted on four options for a lower Thames crossing.
- option A: at the site of the existing A282 Dartford-Thurrock crossing
 - option B: connecting the A2 at the Swanscombe peninsula with the A1089
 - option C: connecting the M2 east of Gravesend with the A13 east of Tilbury and the M25 between junctions 29 and 30
 - option C variant: connecting the M2 with the A13 and the M25 between junctions 29 and 30, and additionally widening the A229 between the M2 and the M20
- 2.26 The Government consultation explains that it recognises the strategic importance of the existing Dartford-Thurrock crossing and that the congestion problems currently experienced have serious implications for businesses and the national economy. The Government acknowledged the need for additional crossing capacity in the Lower Thames area in the 2010 Comprehensive Spending Review announcement and in the November 2011 update to the National Infrastructure Plan which included the Lower Thames crossing as one of the top 40 priority infrastructure projects.
- 2.27 Of particular concern to the Council is the current resilience of the A13, the main strategic road link from London Riverside to the M25.
- 2.28 The existing crossing experiences high levels of traffic, with typical daily traffic flows of 140,000 vehicles compared to the original design capacity of the crossing, which was 135,000 vehicles. The existing crossing was found to have operated above its design capacity on 257 days during 2010.
- 2.29 When delays occur on the Dartford crossings, this often results in significant knock-on effects to traffic on the A13, long traffic queues and severe journey time delays. This in turn has impacts on air quality, often exacerbating health problems experienced by those living/working adjacent to the A13.
- 2.30 The Final Review Report makes clear that which option is best depends on what weight is attached to their relative benefits and disbenefits. Whilst Option A provides the greatest congestion relief at the existing crossing it would place even greater stress on the surrounding road network due to the extra demand it would create at this point. Option B was also found to increase stress on the A13 corridor. Option C and Option C (variant) offer the greatest potential to deliver growth, reduce congestion, improve journey times and improve local air quality at the existing crossings, enhance the resilience of the strategic road network and improve connectivity, particularly between areas of South Essex and North Kent. However these options would result in the most significant impacts on environmentally

sensitive areas and would therefore need to be carefully planned and any effects satisfactorily mitigated. Option A has the best benefit cost ratio, followed by C, C variant and B. The report highlights that Option C and C variant are likely to require some public funding since they are not forecast to generate sufficient tolling to cover their cost.

- 2.31 Officers consider the value for money of these options must not be considered in isolation but must also be assessed taking into account the M25 Junction 30/31 improvement scheme and the long overdue grade separated junction at the Renwick Road/A13 junction. For the maximum benefits of a Lower Thames Crossing to be realised these projects must also be implemented. It is not clear from the Final Review Report what if any account has been taken of the Transport for London work on river crossings and officers consider it is imperative that Transport for London and the Department for Transport make sure that their preferred options are complimentary. A decision on the Department for Transport's preferred option is due this autumn. However officers consider this is premature and should be delayed until the Davies Commission has produced its final report on airport capacity. Several of the submitted projects including the Mayor of London's preferred option of the Isle of Grain depend on Option C of the Lower Thames Crossing. It would be premature to rule out Option C until the Commission has reported.

London Overground extension from Barking Station to Barking Riverside

- 2.32 The Mayor of London's Transport Strategy 2010 and 2008 London Plan both support the extension of the DLR from Gallions Reach to Dagenham Dock. The latter forecast that the DLR would be in place by 2017. A Transport and Works Act (TWA) order application was made to the Secretary of State for Transport in April 2008 to get permission to build the extension. The application was subsequently withdrawn in December 2009. Whilst funding had been set aside to progress the order none was ever committed to fund the implementation of the project and hence the TWA could not be progressed.
- 2.33 Outline planning permission for 10800 homes at Barking Riverside was granted in August 2007. The DLR extension was a key component as it allowed higher densities to be planned around the DLR stations and therefore provided the uplift in land values necessary to make the project commercially viable. This was enshrined in the S106 agreement which does not allow more than 1500 homes to be occupied until the TWA order is agreed and 4000 homes to be occupied until the DLR extension is in operation.
- 2.34 In the intervening period progress has been made in implementing the East London Transit, also a requirement of the S106, and to date 228 new homes have been completed including a new primary school, place of worship and community space. 458 homes are currently under construction and will be complete by Spring 2015. However progress beyond this point remains dependent on a fixed rail link and the funding that has been applied for to fund road infrastructure within the development. This is covered later in this report.
- 2.35 Once it became clear that the TWA was unlikely to be resurrected in the short to medium term, due to the prohibitive cost of the DLR extension, which at the time was estimated at £750 million, Council officers and Transport for London turned to consider more affordable alternatives. As well as different DLR alignments which

avoided the need for tunneling an extension of London Overground to Barking Riverside was also put forward. This is estimated to cost £150 million, a fifth of the cost of the original DLR extension. The Mayor of London confirmed his support for this in his Vision 2020.

- 2.36 In the 2013 budget the Chancellor of the Exchequer confirmed £115 million funding for the electrification of the Barking to Gospel Oak line which will allow Transport for London to introduce five car trains effectively doubling the current capacity. This also includes funding for further feasibility work on the Gospel Oak line extension. Transport for London is currently producing the business case for the extension as the basis for a request to Government to commit funding to the scheme in the Autumn Spending Review.

Barking Station improvements

- 2.37 Barking Station is the only station in East London other than Stratford where London Overground, London Underground and National Rail services intersect. It is served by 50 trains an hour.
- 2.38 Rail station usage data shows that from 2007 to 2012 the number of passengers entering and exiting Barking Station doubled from 3,762,562 to 7,427,422. This growth shows no sign of abating with an increase of 15% in 2012 compared to 2011. In the process Barking has risen from 79th to 46th busiest station in the country. This growth only exacerbates the problems at the station and increases the case for improvements to be made.
- 2.39 This growth will not only be fuelled by population growth, 5000 homes are planned in Barking Town Centre alone, but also by the enhanced services which are likely to be running from the station in the future.
- 2.40 New trains are being introduced on the Hammersmith & City and District line this year. Trains will have full-length walk-through interiors and air conditioning, CCTV and improved audio and visual information system. They will also feature a number of accessibility improvements, including lower floors, dedicated wheelchair spaces, and multi-purpose areas for customer with pushchairs or luggage. An upgrade of the signalling system will be complete by 2018. This will reduce journey times and allow trains to run closer together, enabling the service to carry 17% more people.
- 2.41 In the 2013 budget the Chancellor of the Exchequer confirmed £115 million funding for the electrification of the Barking to Gospel Oak line which will allow Transport for London to introduce five car trains effectively doubling the current capacity.
- 2.42 Current problems at the station include:
- Poor internal condition of the station which is brought into relief by the Council's investment in the station forecourt
 - Lack of genuine step free access. Although it is classified as a step free station there is only one lift from one platform and this is not obvious.
 - Major internal congestion at peak times due to inadequate capacity at gatelines and ticket hall
 - No departure board regarding London Underground trains within the Station concourse

- 2.43 The Mayor's Transport Strategy identifies Barking Station as suffering from severe congestion and in need of capacity improvements. The Better Rail Stations report published by the Department for Transport in 2010 identified Barking Station as a priority for funding but this funding was axed. It is now clear that the best route to secure the necessary improvements to Barking Station is through the current refranchising process.
- 2.44 In 2009 at the outset of the refranchising consultation process the Council highlighted the urgency of improvements to Barking Station. As a consequence improvements to Barking Station were included as a priced option within the Invitation to Tender for the new franchise which was published in July 2012. The tender states that bidders should engage with the scheme promoters and other relevant stakeholders and propose their approach for taking responsibility to deliver the redevelopment of the station. The basis for the improvements is the scheme contained in the Barking Station Masterplan which was approved by the Council on 22 February 2012 (minute 62 refers). This embodies the following improvements:
- Removing the retail units from the main concourse, restoring the station to its former open structure and allowing for better movement through the station
 - Re-providing the retail on an overbridge extension to deliver an easier access retail space, within a larger floorplate.
 - Providing lifts to each platform, substantially improving accessibility.
 - A new canopy extension to the rear of the existing station envelope would allow natural daylight to flood into the concourse area creating a much improved space for people transferring between platforms.
 - Increased number of gates.
- 2.45 This scheme was estimated to cost £20m. It is now understood that these benefits can be delivered for considerably less by avoiding the over bridge extension. The discussions the Council has had with potential bidders have been encouraging. To demonstrate its support the Council has committed £900,000 of its Transport for London Local Implementation Plan allocation towards the cost of the project. This funding would be available between 14/15 and 16/17. The Council can use this funding as leverage to secure the improvements within this period.
- 2.46 The tender process was re-launched in September 2013 and is due to be awarded in April 2014 with the new franchise starting in September 2014. Following lobbying by the Council improvements to Barking Station are now an integral part of the specification rather than a priced option and a significant factor in the scoring of the bids.
- 2.47 Officers will respond to the re-launched Invitation to Tender and continue their engagement with each of the shortlisted bidders in the meantime.

East London Transit

- 2.48 In 2009 Transport for London received £18.5 million from Government to introduce the East London Transit. This project has been delivered in two phases. The first phase saw the introduction of EL1 from Ilford to Thames View and EL2 from Ilford to Dagenham Dock in February 2010. The second phase involves significant investment to allow future East London Transit services to serve Barking Riverside. These improvements which were recently completed include:

- widening of River Road for dedicated bus lanes to allow for fast, frequent and reliable journeys for existing and future bus services
- re-aligning of Thames Road to allow for two general traffic lanes and a bus lane in the westbound direction
- upgrading and improving traffic signals and junctions
- carriageway reconstruction and resurfacing along River, Thames, Creek and Long Reach Roads

From 7 September 2013 EL1 services were extended to the Rivergate Centre.

2.49 The S106 for the Barking Riverside development ties the extension of East London Transit services to the number of new homes built as follows:

- The ELT route shall be finished:
 - through the western quarter to the local centre prior to the occupation of 1,500 dwellings on the site;
 - through the eastern quarter prior to the occupation of 3,200 dwellings on the site;
 - through the whole site prior to the occupation of 6,000 dwellings.

2.50 In addition to the recent Transport for London investment further investment is necessary for roads within Barking Riverside to achieve these links. Whilst it is the responsibility of Barking Riverside Limited to build the road infrastructure they say they are unable to do so due to sales proceeds not being sufficient to cover future infrastructure costs. Consequently the Council has made two separate bids, one to the Transport for London Growth Fund for grant funding and a second one to the Local Enterprise Partnership (LEP) Growing Places Fund in respect of the viability of a loan. Both bids are for funding of up to £26.9 million to provide the new roads necessary to route ELT through Barking Riverside from River Road/Thames Road to Choats Road. It is understood that loan funding from the LEP is very unlikely to be successful. However the merits of the Growth Fund bid are still being debated within the GLA family. It is unlikely a decision will be made on this until the future of the London Overground link is clear. The TFL Growth Funding is a grant, not a loan, but would be conditional on the delivery of a set number of new homes.

2.51 As well the above we also need to look to improve the links to the Royal Docks, City Airport, Crossrail at Custom House and the potential new Asia Pacific 24 hour city. Previously there was an ELT proposal to provide a link from Barking to the Royals , but this has been dropped more recently by TfL . It is essential that we try and get this on the agenda again.

Summary

2.52 It is recommended that the following transport projects are prioritised by the Council to unlock the regeneration potential of London Riverside. These are in no particular order:

- A13 improvements
- Barking to Stratford direct rail link
- Gallions Reach road crossing, Silvertown Crossing
- London Overground Extension

- Barking Station improvements
- East London Transit to the Royals

2.53 It is recommended that the following actions are undertaken in support of these projects:

A13 Improvements

- The Council writes to Transport for London to ask it to include the A13 between Lodge Avenue and Gale Street on its list of schemes to assess the feasibility of undergrounding; and to get more clarity on the status of the Renwick Road Junction improvements and the timing of the Lodge Avenue Flyover replacement.

Barking to Stratford direct rail link

- The Council commissions a study into the feasibility and cost of improving the "Forest Gate Cut" junction to allow direct trains to run between Barking and Stratford

Gallions Reach road crossing, Silvertown Crossing and Lower Thames Crossing

- The Council confirms its backing for a road tunnel or bridge at Gallions Reach in favour of a new ferry and in addition to the Silvertown Tunnel during the consultation in October 2013. The Council should also use this opportunity to restate the case that the Lodge Avenue Flyover and Renwick Road Junction Improvements should be implemented before the Silvertown Tunnel opens in 2021
- The Council writes to the Department for Transport asking it to delay a decision on the Lower Thames Crossing until the Davies Commission reports on its preferred option for increasing airport capacity

London Overground Extension

- The Council writes to the Treasury in advance of the Autumn Statement restating the business case for the London Overground extension from Barking Town Centre to Barking Riverside. The Council continues to work in partnership with Transport for London, Greater London Authority and Barking Riverside Limited in establishing the business case for this scheme.

Barking Station Improvements

- The Council continues to engage with the shortlisted bidders with regard to the invitation to tender for the Essex Thameside franchise due to be issued in September 2013 and uses its funding contribution to secure the improvements by 2017.

East London Transit link to the Royals and Custom House

- The Council writes to the Mayor/Transport for London to ask for the previous ELT 3 scheme from Barking Town Centre to the Royals be put in the Transport Strategy and included within their next business plan

- 2.54 In light of the above a draft transport vision has been prepared to provide an image of what transport in Barking and Dagenham would be like in 2030 if the Council's transport priorities were delivered.

Barking and Dagenham Transport Vision 2030

- 2.55 Over the next 20 years unprecedented investment in transport infrastructure will have transformed the connections Barking and Dagenham enjoys with the Thames Gateway, the Royal Docks, Stratford and the Lower Lea Valley and the M11 and Stansted Corridor.
- 2.56 By 2017 Barking Station will provide a fitting gateway to the town centre, providing genuinely step free access, an unobstructed entrance hall, and expanded gateline inside a listed building restored to its original grandeur. By 2018 London Underground improvements will be complete increasing capacity by 17%. In the same year the station will be served by an enhanced electrified London Overground service, with four five car trains an hour including an extension to Barking Riverside. This, along with extended East London Transit services, will unlock further phases of Barking Riverside including a new district centre adjacent to the Barking Riverview School.
- 2.57 By 2015 Transport for London will have agreed plans to tunnel the A13 between Lodge Avenue and Gale Street allowing the Council to proceed with a transformational masterplan for the area south of Castle Green including the Scrattons Farm Estate, banishing the severance caused by the A13 whilst at the same time improving the flow of traffic along the A13 by removing the Lodge Avenue Flyover and Renwick Road signals.
- 2.58 By 2021 the first of three new road crossings across the Thames will have been built helping to tackle the delays caused by the lack of resilience at the Blackwall Tunnel and Dartford Crossing. This will be followed by the Lower Thames Crossing in 2025 and the Gallions Reach Fixed Link in 2029 opening up new markets to the borough's businesses.

3. Options Appraisal

- 3.1 This report reviews and recommends the transport projects necessary to unlock the regeneration potential of London Riverside. It is necessary for the Council to be clear on what its transport priorities are so that it can embody these in its Local Plan and Economic Growth Strategy and lobby for transport improvements from a position of strength. For each transport issue the report covers the alternatives and explains what is the preferred option and why.

4. Consultation

- 4.1 This report asks members to agree the transport projects regarded as necessary to unlock the regeneration potential of London Riverside. Once agreed they would be embodied in the emerging Local Plan which is subject to an extensive process of consultation during its preparation. In addition transport projects such as river crossings must go through statutory consultation processes in order to get consent.

5. Financial Implications

Implications completed by: Philip Horner, Principal Accountant

- 5.1 The report recommends the transport projects that the Authority should prioritise as these are felt to be of importance in maximising the development potential of London Riverside. The economic regeneration and further development of this area will have positive financial implications for the Authority in terms of Business Rates, Council Tax, Section 106 payments, Community Infrastructure Levies and New Homes Bonuses. Obviously, at this early stage, without knowing which of the proposed projects will be supported by Central Government and the Mayor for London, the longer term financial implications of this report are not possible to quantify.
- 5.2 Paragraph 2.53 indicates the more immediate actions which are felt to be necessary in order to support the transport projects that should be prioritised. The costs associated with these actions can be met from existing Regeneration and Economic Development budgets.
- 5.3 The costs of a study into the feasibility and cost of the Barking to Stratford direct rail link mentioned in paragraph 2.14 can be covered by the £100,000 received annually from TfL for local transport funding. This sum forms part of the Council's annual Local Implementation Plan allocation.
- 5.4 The report mentions in paragraph 2.45 that the Council will commit £900,000 of its local transport funding towards the cost of the proposed Barking Station improvements. This sum was included in the Authority's Local Implementation Plan for 2014/15 to 2016/17, the details of which were approved by the Cabinet on 24th September 2013
- 5.5 Paragraph 2.50 mentions the Council has made two separate bids, one to the Transport for London Growth Fund for grant funding and the other to the Local Enterprise Partnership (LEP) Growing Places Fund in respect of viability for loan finance. Both concern funding on behalf of Barking Riverside Ltd (BRL) of up to £26.9 million.
- 5.6 The TfL Growth Fund bid, if successful, would be received by way of a grant and, therefore, there are not likely to be any significant financial implications with regard to this.
- 5.7 It is understood that the LEP loan is unlikely to be successful. However, it is not known at this preliminary stage whether such a loan would come to BRL or the Council although it would be BRL's responsibility to repay the loan. Barking Riverside Limited has made it clear that they can only afford to pay back the loan if the London Overground rail link is agreed.
- 5.8 At this stage, financial consideration of the appropriateness of such a loan arrangement has not been conducted. An assessment of whether this is a viable way forward needs to be undertaken. This issue will need to be clarified and addressed in order to ensure the Authority is not exposed to a substantial financial risk. Any future consideration would be brought to Cabinet.

6. Legal Implications

Implications completed by: Paul Field Senior Lawyer

- 6.1 As identified in the report the Council as a Local Planning Authority is obliged to establish a Local plan for its area. It must be positively prepared, justified, effective and consistent with national policy in accordance with section 20 of the Planning and Compulsory Purchase Act 2004 (as amended) and the National Planning Policy Framework. These potential opportunities will inform the authority's Local plan going into the future.
- 6.2 The effect of some of the proposals may not only have economic effects but environmental and sustainability impacts too. For example works to the A.13 could considerably improve people's lives in terms of noise and emissions reductions and open up sites for development. For the Council to shape these proposals it may involve procurement and tendering of expertise and such commissioning will be subject to European contract rules.
- 6.3 The Government acknowledges the need for local government to be able to speak up for communities and by Section 1 of the Localism Act 2011 ("The Act") introduced a new "general power of competence" for local authorities, defined as "the power to do anything that individuals generally may do" and which expressly includes the power to do something for the benefit of the authority, its area or persons resident or present in its area. This power enables the Council to press its case more broadly for supporting the transport projects outlined in this report than on planning interests alone should Members so decide.

7. Other Implications

- 7.1 **Risk Management** - Should any of the priorities be abandoned or delayed, or alternative schemes progressed, it will be necessary to review the implications and report back to Cabinet. However by agreeing its transport priorities and the actions listed in 2.53 the Council will be doing what it can to support their delivery and reduce the risk that schemes are chosen which are less beneficial to the regeneration of London Riverside.
- 7.2 **Staffing Issues** - The actions listed in paragraph 2.53 would be the responsibility of the Council's Regeneration Division and specifically the Transportation Planning and Policy Team. As part of agreed savings the team will lose a post by 1 April 2014 but the team should have the capacity to deliver these actions.
- 7.3 **Customer Impact** - This report reviews the transport projects necessary to unlock the regeneration potential of London Riverside. The regeneration of London Riverside is crucial to delivering the vision for the borough of encouraging growth and unlocking the potential of Barking and Dagenham and its residents.
- 7.4 **Health Issues** - This approach on the face of it makes best use of limited resources. It also ensures that new infrastructure is identified only after other approaches have been appraised and considered. It promotes and supports a more sustainable transport network by encouraging efficient use of existing road and rail resources, encouraging sustainable mode choices through targeted rail enhancements and providing better opportunities for strategic public transport and

freight movements. In respect of tackling the determinants of health the benefits are three fold subject to health impact assessment:

- improving journey times and connections – to tackle congestion and the lack of integration and connections in transport which impact on our high level objectives for economic growth, social inclusion, integration and safety
- reducing emissions – to tackle the issues of climate change, air quality and health improvement which impact on our high level objective for protecting the environment and improving health, and
- improving quality, accessibility and affordability – to give people a choice of public transport, where availability means better quality transport services and value for money or an alternative to the car.

7.5 Property / Asset Issues - These transport projects in particularly the Barking to Stratford direct link and London Overground extension are likely to have a positive impact on land and asset values and should inform the Council's management of its land and property portfolio within London Riverside.

Background Papers Used in the Preparation of the Report:

- Community Strategy 2013-16, Barking and Dagenham Partnership, 2013
- Barking and Dagenham Council's Corporate Plan 2013/14, LBBB, 2013.
- Barking Station Masterplan Assembly Report, Minute 22, 22 February 2012.
- London Plan consolidated with alterations since 2004, Mayor of London, February 2008
- London Plan, Mayor of London, July 2011
- Mayor's Transport Strategy, Mayor of London, May 2010
- Draft London Riverside Opportunity Area Planning Framework, Mayor of London, December 2011
- Local Plan Core Strategy, LBBB, July 2010
- Second Local Implementation Plan, LBBB, June 2011
- Vision 2020 – The Greatest City on Earth, Mayor of London, June 2013
- Essex Thameside franchise Invitation to Tender, Department for Transport, July 2012
- Crossrail 2, Summary of Option Development, Transport for London, May 2013
- River Crossings Consultation Report, Transport for London, April 2013
- Options for a New Lower Thames Crossing, Department for Transport, May 2013
- River of Lower Thames Crossings – Final Review Report, Department for Transport, May 2013
- 04/01230/OUT, Outline Planning Permission for Barking Riverside and S106 agreement, Barking Riverside Limited, August 2007.
- Budget 2013, HM Treasury, March 2013
- Better Rail Stations Report, Department for Transport, November 2009
- Barking Station Masterplan Supplementary Planning Document, LBBB, February 2012
- Delivering the Vision for London's Streets and Roads - Transport for London response to Road Task Force report, Transport for London, July 2013
- Joint Strategic Needs Assessment, Barking and Dagenham Partnership, October 2011

List of appendices: None

CABINET

22 October 2013

Title: Becontree Heath Masterplan and Land Sales	
Report of the Cabinet Members for Housing and Regeneration	
Open report, with an exempt appendix (Appendix D)	For Decision
Wards Affected: Heath, Valence and Whalebone	Key Decision: Yes
Report Author: Suzanne Pettigrew, Regeneration Manager	Contact Details: Tel: 020 82275738 E-mail: suzanne.pettigrew@lbbd.gov.uk
Accountable Divisional Directors: Jeremy Grint, Divisional Director of Regeneration, and Ken Jones, Division Director of Housing Strategy	
Accountable Directors: Graham Farrant, Chief Executive, and Darren Henaghan, Corporate Director of Housing and Environment	
<p>Summary:</p> <p>On 24 April 2012 (minute 144), Cabinet agreed that Althorne Way, a council owned residential tower block would be included on the Estate Renewal programme for demolition. Cabinet also agreed that a comprehensive masterplan would be prepared for the surrounding Becontree Heath area to regenerate the area and ensure that the leisure, residential, retail/supermarket, vehicle and pedestrian areas integrate to improve the quality of the environment and encourage visitors to make full use of all the facilities in this area.</p> <p>The report recommends development strategies for the delivery of individual sites in the plan.</p>	
<p>Recommendation(s)</p> <p>Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree the Becontree Heath masterplan proposals as set out in the report which include the potential sites identified for redevelopment, the Merry Fiddlers Public Realm improvements, the procurement of a Developer Partner for Althorne Way and other potential sites, and the commencement of enveloping works to Stour Road and Gosfield Road housing blocks; (ii) Authorise the Chief Executive, in consultation with the Head of Legal and Democratic Services, the Chief Finance Officer and the Cabinet Member for Finance, to agree the terms of sale of Becontree Leisure Centre car park and vacant strip of land to Morrisons, as shown on the map at Appendix B, and to enter into all necessary agreements; 	

- (iii) Agree to begin negotiations with the owners of the Ship and Anchor site with the option of acquiring the privately owned land and marketing the site for a commercial use;
- (iv) Agree that Becontree Heath be included as a potential pilot project under the proposed Borough-wide ECO retrofitting scheme partnership with British Gas, which is to be the subject of a detailed report to the next meeting of Cabinet on 19 November 2013;
- (v) Note that a further report will be presented to Cabinet in due course to seek the necessary approvals, including the allocation of funding for the redevelopment works, to enable the delivery of the Becontree Heath proposals; and
- (vi) Agree that consultation is carried out with local residents and businesses on the proposals.

Reason(s)

In order to assist the Council to achieve its vision to 'Encourage growth and unlock the potential of Barking and Dagenham and its residents' and the priorities 'Creating thriving communities by maintaining and investing in new and high quality homes' and 'Maximise growth opportunities and increase household income of borough residents'.

1. Area Context

- 1.1 On 24 April 2012 (minute 144), Cabinet agreed that Althorne Way, a council owned residential tower block would be included on the Estate Renewal programme for demolition. Cabinet also agreed that a comprehensive masterplan would be prepared for the surrounding Becontree Heath area to regenerate the area and ensure that the leisure, residential, retail/supermarket, vehicle and pedestrian areas integrate to improve the quality of the environment and encourage visitors to make full use of all the facilities in this area.
- 1.2 Becontree Heath is a predominantly residential neighbourhood. Its retail offer consists of a number of shopping parades (Fiddlers and Whalebone Lane South), a large Morrisons supermarket and petrol station. It has a Neighbourhood Centre planning designation; the economic vitality and viability of the neighbourhood centre is encouraged under Policy CM5 in the Local Plan. The area also comprises the new Becontree Leisure Centre, Council offices at Stour Road, small green spaces, and housing, as well as health facilities at Laburnum Health Centre. All of these uses are grouped around the road junction locally referred to as The Fiddlers. The map in Appendix A illustrates the key components of the area.
- 1.3 The shopping parades include around 60 individual retail units. A diverse range of specialist and traditional retailers are present, along with an Iceland and Morrisons, bank and a petrol station. Across from the shopping parade, the former pub the Ship and Anchor is a prominent building on the junction that has since fallen empty. Within walking distance of the Leisure centre are two secondary and three primary

schools and, to the east, the Civic Centre bordering Central Park (part of the Green Belt) which links into Eastbrook End Country Park.

- 1.4 Heath Ward, where the majority of the masterplan area lies, is one of the most deprived wards in the borough and the 10th most deprived ward in the country.
- 1.5 Strong clusters of housing tenures and types define the area. Based on the 2001 census 40% of housing in the area is council rented, 5.6 % is private rented and 52.4% is owner occupied accommodation. This is still a high proportion of council rented accommodation in comparison with owner-occupied properties, therefore there is scope to further diversify the housing mix by providing more private housing for sale. To the north-west of the masterplan area the housing is predominantly inter- and immediate post war private sector housing (owner occupied and private rented). To the west and south, the inter-war Becontree estate comprises mostly council rented, low rise terraced properties, with an increasing number of private houses acquired over the last two decades under Right to Buy. To the east, either side of Wood Lane and between the Fiddlers junction and the Civic Centre, the residential stock is almost all Council-rented medium and high rise blocks built in the 1960' and 70's.
- 1.6 The area has no tube or rail links but has a number of bus routes linking it to Dagenham East, Dagenham Heathway, Barking, Romford and Ilford underground and overground stations. Apart from the road junction improvements currently underway, no further public transportation improvements are planned for this area.

2 Recent Developments

- 2.1 Several schemes affecting the masterplan area have been completed recently, or are on-going and expected to be finalised in the near future. These projects complement the proposed masterplan by improving movement in the area and enhancing the quality of the environment:
 - The completion of the new leisure centre in 2011 has resulted in significantly more people visiting the area and presents real potential inward investment for retailers and a more attractive proposition for homes being built. Its high quality and improved hard and soft landscaping to the public realm of its immediate boundary have highlighted the tired and neglected quality of the public realm of the wider area.
 - The public realm/shopping parade improvement works along Whalebone Lane South have created a more pleasant and integrated façade for its adjoining businesses.
 - The Merry Fiddler's junction improvement scheme is a £1m, 3-year highways project aimed at reducing the severance effect of the junction, reducing traffic queuing and improving the quality, efficiency, safety and ease of use for pedestrians and cyclists of the junction and the entry and exits respectively from Becontree Avenue, Althorne Way, Morrisons supermarket and Stour Road. The project, funded by TfL and Section 106 monies, will also deliver safety/accessibility improvements to several adjacent junctions/turnings, as well as improvements to the public realm. The scheme is due to be completed in March 2014.

- The Fiddlers Business Partnership meeting is a regular meeting hosted by LBBB for retailers and business in the area.

- 2.2 The Local Development Framework Site Specific Allocations (SSA) policy SM10, suggested uses for future development of this area should include an expansion of existing health facilities on site. This could be relevant in relation to re-allocating the pharmacy currently located on Althorne Way Estate. Further recommendations for future uses are bus standing facilities, housing and retail. If new housing were to be planned, the SSA suggests complementing this with public transport improvements due to the existing poor public transport (PTAL level 1).
- 2.3 Concerns expressed by the residential and business communities are that the full social and economic potential of the area is not being realised due to the severance effect of the junction (works currently underway). The other concern is the poor quality of the environment and public realm.
- 2.4 The following report highlights what further interventions the Council should make to masterplan the area in order to deliver regeneration, stimulate local growth and development, and guide Council and private investment in key development opportunities. Together this will deliver real improvements for the local environment, shops, businesses and residents.

3 Issues Affecting the Area

3.1 Issues Affecting the Area:

- Different land uses and destinations are not well integrated
- Althorne Way estate regeneration
- Redevelopment opportunity sites and demand for additional housing
- Severance effect of the Fiddlers Junction and isolation of various activities on each of the junction
- Poor quality public realm
- Lack of accessibility and permeability for pedestrians and cyclists around the area
- Dominance of car parks on streetscape
- Vacant and underused open space sites
- Recently built Leisure Centre with complementary public realm improvements
- Poor urban design and physical appearance, inactive frontages
- Possible expansion of Morrisons and impact on car parks

- 3.2 In response to these issues, the Living and Working Board (16th September 2013) agreed that a Cabinet report should be progressed to agree a masterplan for the area.

4 Masterplan Objectives

- 4.1 The masterplan is aimed at re-integrating the currently disjointed land uses and commercial activity by linking vacant, unproductive and undeveloped sites. The existing projects have kick-started two main aims of this plan; to improve car, cycle and pedestrian flows, and enhance the quality of the public realm. The masterplan will unlock economic growth by regenerating key sites and creating a visual link in the streetscape. Residents will enjoy a better quality of life as a result of upgraded

open spaces and public realm, renovated housing stock and amenities, and newly built homes. The masterplan aims to achieve the following objectives:

1. Improve living standards by optimising poor quality estates and to regenerate and increase the housing stock;
2. Increase the quality of parking facilities for cars and cyclists, by providing further strategic parking opportunities that encourage combined shopping trips, create safe pedestrian routes and pleasant public realm;
3. Improve the quality of the public realm according to the works already carried out around the leisure centre;
4. Improve cycle and pedestrian safety and accessibility, as a means of increasing the number of journeys made by these modes;
5. Attract further inward investment, encourage local business to expand and facilitate improvement to their business strategy and physical manifestation in the public realm;
6. Co-ordinate the investment in the Becontree Heath area.

5. Masterplan redevelopment sites

A proposed masterplan area is included in Appendix A. The delivery of these individual sites will be crucial to the comprehensive redevelopment of the area:

Former Ship and Anchor Pub Site and Adjacent Land Owned by the Council (Site 1- Appendix A)

- 5.1 The site is in two separate ownerships, LBBD own part of the site which is currently vacant apart from advertising hoardings on the exterior. The income from the advertising hoardings is currently around £20,000 per annum. The former Ship and Anchor pub site is owned privately, but has not been in use for some time. The owner approached the Council with a view to buying the Council's adjoining land with a potential proposal to develop a hotel on site. However, discussions did not progress further. Now there is an opportunity to bring both sites forward for redevelopment as one piece of land, which would increase its value and commercial viability. In addition there is an unused piece of Council owned green space to the east of the pub site that could be incorporated as part of a wider development scheme, which would need further feasibility testing in relation to the impact on the road network.
- 5.2 Property consultant GVA Grimley has examined the viability of potential uses on the site. A petrol station was included as an option but is not recommended based on access issues. The second potential use identified of a drive through restaurant is recommended as a potential use, but as a coffee shop and not a fast food chain, as this would not conform with the Council's planning policy of not locating fast food restaurants within 400 metres of schools. A stand alone commercial or retail unit were also considered. The option of a hotel use was not explored but, as was proposed by the private owner, it could be a potential option given the visible location of the site.
- 5.3 It is proposed to identify the site as a redevelopment opportunity in the masterplan with potential for commercial/retail use (A1- A3 uses) as well as hotel use (C1), and to begin negotiations with the Ship and Anchor owners to dispose of the entire site for a commercial use, incorporating the adjoining Council-owned green space. In

the short term the hoardings contract for the LBBB site could be renewed with appropriate break clauses to allow for comprehensive redevelopment of the site in the future. Further information on valuations in respect of this site are included in Appendix D in the private and confidential section of the agenda.

Merry Fiddlers Shopping Parade - Public Realm Improvements (Site 2)

- 5.4 Transport consultant Parsons Brinkerhoff were commissioned to carry out the redesign of the junction, this included an options analysis of the public realm in front of the Fiddlers shopping parade. It is recognised that this space could better enhance the setting of the shopping parade and improve pedestrian movement across the junction between the retail and leisure centre uses.
- 5.5 Following analysis of initial designs and officer consultation the concept design in Appendix C is recommended as the preferred approach for this space. It includes re-configuring the parking bays so they are nearer to the shops and less prominent in the space, a raised table pedestrian crossing, central pedestrian route through the space, and improved landscaping. The scheme is subject to further detailed design, costings and consultation with businesses and residents. Funding for the implementation of this scheme has been secured via Transport for London.

Morrisons Supermarket Extension & Merging of Leisure Centre and Morrisons Car Parks (Site 3)

- 5.6 Morrisons have submitted a planning application to extend their store into their existing car park. The application is to be considered by the Development Control Board on 14 October 2013. The extension, if approved, will provide an extended store frontage that links to the Fiddlers shopping parade visually and it is hoped it will increase combined shopping trips. The scheme involves the extension of the supermarket along Wood Lane on its existing car park, and, to compensate for lost parking spaces, Morrisons are proposing to create an extension their car park onto a strip of LBBB owned land south of the existing car park (see area outlined in green on plan in Appendix B). This land is currently vacant and unused. In addition Morrisons are also proposing to acquire the Becontree Leisure Centre car park from the Council to create a joined car park for both the supermarket and the leisure centre. This area is outlined purple on plan in Appendix B.
- 5.7 It is proposed that the Council disposes of the freehold of this vacant site, and the leasehold of the leisure centre car park, to Morrisons to create a combined car park for shoppers and leisure centre users to park anywhere within this space. It is expected that a combined car park will host fewer parking spaces overall but will enable larger parking bays, a safer, pedestrian-friendly layout and the extension of the retail space. It will also give users the opportunity to combine their trips between different uses in the area. The proposed terms of the disposal are set out in Appendix D (private and confidential section).
- 5.8 Right-turns are being discontinued from the Morrisons car park as part of the junction improvements, allowing left turns only onto Wood Lane. Vehicles will continue to be able to exit the car park via Althorne Way and also via new link to Rainham Road North via Stour Road. The proposed combined car park layout takes into account this change. The junction improvements approved by Cabinet on 19 March 2013 included the combination of the Leisure Centre and Morrisons car

parks.

21 – 91 Althorne Way and other potential housing sites (Sites 4- 8)

- 5.9 This block has been identified for demolition in the estate regeneration programme, approved by Cabinet on 24 April 2012 (minute 144). Since then the decant of the block has been on-going; the tenant re-housing is progressing well with approximately 10 tenants left in the block. All leasehold purchases have been agreed with 1 left to complete. There are 2 commercial tenants remaining on the ground floor and alternative premises are currently being sought. As well as the residential and commercial uses there are several utility boxes and an electricity sub-station on the site which may have time and cost implications unless they can be incorporated in-situ into any future development proposal.
- 5.10 The Council has made a large financial commitment to the decanting and buying back of leasehold interests to enable the redevelopment of Althorne Way. The redevelopment of this site is vital to the successful redevelopment of Becontree Heath and must successfully connect the surrounding developments and land uses, as well as incorporate additional development sites, which are expected to deliver a more comprehensive and viable scheme.
- 5.11 An active street frontage along Wood Lane is recommended to enhance the streetscape closer to pedestrian flows, such improvements create a sense of enclosure, activity and safety. In addition additional private housing will be sought as part of the redevelopment to diversity the housing mix in the area. Furthermore, the London Plan states that there should be no net loss of affordable housing through estate regeneration schemes.
- 5.12 As this site is part of a larger masterplan, combining Althorne Way with other sites in the area, new mixed tenure housing could be considered for all of these sites. The other possible sites (as referred to in the map at Appendix A) include:
- Site 5: Green Space to south of Stour Road, with the option of further extending this option east along Stour Road. This site is owned by LBBD.
 - Site 6: The inclusion of the TfL owned bus terminus is subject to agreement with TfL however this is a large site and its redevelopment would provide an enhanced frontage onto Wood Lane. Initial discussions have taken place with TfL to explore the potential of bringing the bus terminal into the Althorne Way development scheme.
 - Site 7: Green space in front of Laburnum House; this site may be impacted by overshadowing from the tower blocks. It would, however, together with the bus terminal, create a more comprehensive frontage development onto Wood Lane. The land is owned by LBDD.
 - Site 8: The green space to the east and south of Butler Court could provide additional homes. The land is owned by LBBD.
- 5.13 The next step will be to appoint a development partner using the Council's or the GLA Development Panel setting out a clear brief specifying the mix of housing and other uses to be provided (private and affordable housing, commercial uses)

including the identification of the additional sites listed above in the development brief. The appointment of a developer partner for the scheme, and a development options appraisal, will be brought back to Cabinet for approval.

Stour Road Offices and Car Park (Site no 9)

- 5.14 Both LBB office buildings (Numbers 2 and 90 Stour Road) were identified some time ago as being surplus to the Council's Corporate Accommodation Strategy and are due to be vacated and closed by 2014. Staff at 90 Stour Rd will be moved out by November 2013, with 2 Stour Rd to follow in 2014, with staff being relocated to the Civic Centre.
- 5.15 90 Stour Road is physically linked to adjacent residential blocks, whereas 2 Stour Rd could be removed with less impact on the surrounding area. The sites are identified as potential redevelopment options in the masterplan, subject to the necessary approvals under the Council's Corporate Accommodation Strategy arrangements.

British Gas ECO Pilot Scheme (Affecting wider Becontree Heath area)

- 5.16 The Cabinet will be presented with a report at its next meeting (19 November 2013) on the proposal to enter into a partnership with British Gas who will invest up to £35 million in a borough-wide housing retrofitting scheme. The works will include installing cavity wall insulation, external solid wall insulation, and district heating systems, where feasible.
- 5.17 Becontree Heath has been nominated for a pilot scheme totalling a £4.4million investment in the area. There are two parts to the project: the insulation of cavity walls on existing council properties (up to 399 homes) and subject to public consultation, the installation of a district heating system fuelled by biomass. The district heating system would incorporate a smart metering system and provide an estimated 47% reduction in residents' annual fuel bills. The main boiler/plant for the district heating system would be installed at the back of a building, with pipe lines running underground to other large buildings in the area. The large number of redevelopment sites in the masterplan area would allow for maximum efficiency of the district heating system. The maintenance, billing and metering would be managed by British Gas.
- 5.18 As an additional element of the fully-funded pilot, British Gas would provide external wall insulation to an extra 100 flatted dwellings, subject to further discussions.
- 5.19 Disruption is expected to be minimal although thorough public consultation would be carried out to determine residents' views and concerns in advance of any works taking place. If given the go ahead, works would begin in 2013 and be completed in 2014/15.

Stour Road and Gosfield Road Housing- Improvement works

- 5.20 There is currently a capital allocation of £5m in the HRA Investment Programme for enveloping works to Becontree Heath including external cladding, windows and internal works. This is profiled £1m in 2013/14, £2m in 2014/15 and £2m in 2015/16.

6 Public Consultation

- 6.1 Public consultation has taken already place in relation to the junction works, Althorne Way estate regeneration and the Morrisons planning application. Further consultation with Ward Councillors, local residents and businesses on the wider masterplan would be undertaken, as well as more detailed consultation in respect of the individual sites as they come forward for redevelopment. As referred to above, there would also be consultation on the ECO pilot scheme.

7. Financial Implications

Implications completed by: Carl Tomlinson, Group Finance Manager

- 7.1 The report contains several master plan delivery options each of which have separate financial implications. In most cases, however, the financial implications cannot be specifically quantified as exact details of the proposals have not yet been drawn up and agreed. The following paragraphs do, however, identify the general financial implications for each of the proposals contained within the report.

Former Ship and Anchor Pub Site and Adjacent Council Owned Land

- 7.2 This area consists of three pieces of land, two of which are Council owned with the site of the Ship and Anchor pub being privately owned.
- 7.3 The preferred option of acquiring the Ship and Anchor site and then marketing the whole area for a commercial use is likely to ensure this site developed more quickly. However, initially the Authority will need to enter purchase negotiations with the current owners of the former public house. GVA Grimley has advised on the likely purchase price and this is shown in Appendix D. This sum will need to be recouped when the whole site is sold to a private developer.
- 7.4 Once the Council has acquired the Ship and Anchor site, revenue funding will be required to meet the cost of any necessary premises maintenance, NNDR charges and security costs until it is sold. These costs will be met from current budgets.
- 7.5 The value of the combined site has not been assessed and will depend upon market conditions at the time of the sale and further negotiations with prospective developers.
- 7.6 The advertising hoardings that currently exist on the Council owned area of land adjacent to the former pub earn the Authority around £20,000 per year and if the site was sold then this income would be lost.
- 7.7 If, as the master plan recommends, the whole site was to be sold for a commercial or retail use then the Authority would receive a capital receipt and on completion of the redevelopment, increased NNDR income would go some way to offsetting the loss of the advertising revenue currently received.
- 7.8 In addition, it is highly likely that the Authority would enter into a Section 106 agreement with the developer or receive a sum through the Community Infrastructure Levy. These sums would contribute towards funding the enhancement of the public realm of the adjacent area.

Merry Fiddlers Shopping Parade – Public Realm Improvements

- 7.9 The proposed works can be funded from sums received from the TfL LIP programme. It is anticipated that the future cost of maintaining any enhanced highways infrastructure and public realm will be met from existing budgets, however, this will depend on the final scheme designs that are agreed following consultation with local stakeholders.

Morrisons Extension and the Redevelopment of the Leisure Centre and Morrisons Car Parks

- 7.10 There is an estimated income from Becontree Leisure Centre Car Park of approximately £20,000 to the council. This is currently collected through the pay and display machines and via cashless payment facilities, and is part of the Parking Services base budget. Following the sale of the car park, this income will be forgone to the service.
- 7.11 There are associated costs of maintenance and enforcement of the car park which is estimated to be in the region of £18,000. The majority of this amount relates to a small percentage of the wider enforcement and overhead costs of the service so unlikely to be realised if the car park is sold. Therefore, there will remain an ongoing pressure in the parking account of £20,000 until these costs can be appropriately re-distributed.
- 7.12 The proposed extension to the Morrisons store will result in the Authority receiving a share of the increased NNDR that would be chargeable. As mentioned above, a section 106 agreement has also been drawn up which will contribute to the proposed improvements to the local public realm.
- 7.13 The proposal will require the Council to sell to Morrisons the freehold for an adjacent HRA strip of land and the leasehold of the Leisure Centre car park. These sales will create a capital receipt for the Council; however, amounts are currently subject to negotiation.

Estate Regeneration, 21 – 91 Althorne Way

- 7.14 The cost of demolishing the flats at Althorne Way has been included in the Council's Housing Investment Programme and the associated costs involved in buying back leasehold properties and re-housing existing tenants have been and will continue to be met from Housing capital budgets.
- 7.15 Future development options will need to be the subject of a further Cabinet report, showing detailed project appraisals, so that the financial implications can be properly assessed.
- 7.16 There are also proposals within the report to provide additional private and affordable housing although at this early stage there is no indication as to how many additional properties will be provided.
- 7.17 The provision of net additional housing will enable the Authority to claim a new homes bonus from the Government and will also result in an increase in the Council Tax base. This income will be offset by the additional demand that extra residents will no doubt place on the services the Council provides.

- 7.18 The Council is likely to incur a cost if it is to bring the bus terminus into the Althorne Way development scheme. As negotiations with TfL have not yet taken place the cost of acquiring this area of land is not currently known.

Stour Road Offices and Car Park

- 7.19 Plans for the future use of the offices at 2 and 90 Stour Road is contained within the Council's Office Accommodation Strategy. Financial implications will be considered as part of the Strategy.

British Gas ECO Pilot Scheme

- 7.20 British Gas has proposed a programme of energy efficiency and heating investment in Borough's flatted estates up to the value of £35 million, with works completed by March 2015.
- 7.21 This is the subject of a separate Cabinet report due in November 2013 which will consider the full financial impact on the council. The current proposal includes using £4.4m of the available funding to pilot the scheme on Becontree Heath.

Becontree Heath Enveloping

- 7.22 There is currently a capital allocation of £5m in the HRA Investment Programme for enveloping works to Becontree Heath. This is profiled £1m in 2013/14, £2m in 2014/15 and £2m in 2015/16.

8 Legal Implications

Implications completed by: Jason Ofosu, Senior Property Lawyer

Advertising hoarding at Former Ship and Anchor Pub

- 8.1 The licence for advertising hoarding for the LBBB site could be renewed on a short term basis and should contain a break clause allowing the Council to terminate the licence at any time on short notice. The council would be able to exercise this break clause on the grounds of redevelopment. The flexibility of the Council-only break clause would allow the council to continue to gain income from the site and still redevelop the site in the future.
- 8.2 The Council could jointly market the site with the owners of the Ship and Anchor. Section 120 of the Local Government Act 1972 provides a general power to a council to acquire land by agreement. There is no "best value" requirement per se in relation to an acquisition; however there is an overriding duty for council decisions to be administratively and fiscally responsible and justifiable. Therefore the Council should first obtain an independent valuation before it makes any offer to purchase the former Ship and Anchor Pub. If negotiations were not successful the Council could decide to exercise its powers to compulsorily purchase the former pub.

Morrisons

- 8.3 Under Section 123 of the Local Government 1972 the Council has the power to dispose of freehold land. The only constraint is that the land must not be sold for less than market value. One constraint is that the disposal must be for the best consideration reasonably obtainable unless there is ministerial consent or the transfer is to further local well being. If the land is to be sold at less than market value then under paragraph 5.1 of the Council's Land Acquisitions and Disposal Rules (Part D of the Constitution) an Appraisal at Undervalue must be completed and considered by the Property Asset Group (PAG) and, if supported, referred to Cabinet for consent.
- 8.4 Paragraph 6.4 of the Council's Land Acquisition and Disposal Rules permit disposal to a special purchaser (described in the constitution as a purchaser with an interest in an adjoining property or with an inferior or superior interest in the property) rather than needing to market the site. Morrisons would be a special purchaser and the Council can negotiate the sale of the vacant land with them.
- 8.5 The Council can enter into a long lease with Morrisons of the car park. Property Services and the Legal Practice should be consulted on the terms of the lease. Morrisons would be responsible for the security and upkeep of the Car Park. The management responsibilities of Morrisons should be set out in a Management Agreement between the Council and Morrisons. The Legal Practice should be consulted on the terms of this Agreement prior to entering into it.

21-91 Althorne Way and other potential housing sites

- 8.6 Once the tender has taken place and a developer has been chosen the Council would enter into a Development Agreement with the developer. Legal Practice should be consulted on the necessary documentation.
- 8.7 This report states that the Council or the GLA Development Panel or Framework would be used in procuring a partner for the re-development of Althorne Way. The EU Procurement Regulations permits the setting up of frameworks for use by the public bodies referred to at the time the framework was advertised in the OJEU. The relevant framework procedures should however be adhered to in this procurement, and all relevant agreements should be presented to the Legal Practice prior to entering into them.
- 8.8 Furthermore Cabinet is being asked to authorise that the Chief Executive, in consultation with the Chief Finance Officer, the Head of Legal and Democratic Services and the Cabinet Member for Finance, to agree the terms of, and enter into, all necessary agreements.
- 8.9 Under the Council's Contract Rules (Rule 13.3), the Chief Commissioning Officer has the power, in the absence of direction to the contrary from Cabinet, to award contracts of above £50,000 in value provided this is undertaken in consultation with the Council's Section 151 officer (currently the Chief Finance Officer).

9 Other Implications

- 9.1 **Risk Management** - Delivery of the proposed schemes and sites in the masterplan, if they require capital expenditure, will be subject to the Council's internal Capital Programme Management Office structure. This process requires all of the project risks, for each site separately and combined as a programme, to be identified and mitigated via an actively managed risk management plan before approval is given for the scheme to commence.
- 9.2 **Contractual Issues** - The proposal to deliver any new homes will be through the use of the Council's existing Construction and Professional Services Frameworks or GLA frameworks and panels, if appropriate. This will ensure compliance with both the Council's Contract Rules and the Public Contracts Regulations 2006 (as amended).
- Future management arrangements for sites (such as the Morrisons car park arrangement) will be dealt with under delegated powers via the required legal processes, following agreement of this report.
- 9.3 **Staffing Issues** - There are no staffing implications arising from this report, the land disposal, acquisitions, procurement of a developer, planning application process, appointment of a main contractor and project management of any construction can be dealt with by officers from Regeneration, Property, Development Management and Asset and Capital Delivery in the course of their normal duties.
- 9.4 **Customer Impact** - Approval of the proposed masterplan will contribute directly to the delivering the Council's corporate priorities of: Reduced crime and fear of crime, Improving health and well-being through all stages of life, Creating thriving communities by maintaining and investing in new and high quality homes, and maximising growth opportunities and increasing the household income of borough residents. The delivery of these objectives will be achieved by improving the quality and heat performance of new and existing homes, discouraging fast food takeaways near schools, improving the quality of the environment, encouraging walking and cycling, and reducing crime, fear of crime and anti-social behaviour (via developing vacant /neglected sites, increasing the amount of people using the area, improving natural surveillance and improvements to the physical environment).
- 9.5 **Safeguarding Children** - The regeneration and development of sites for housing will improve conditions for those families in housing need who are housed in them. The decision not to pursue a drive through takeaway as a potential use for the LBBB/Ship and Anchor site due to the proximity of several local schools will also safeguard the health of children.
- 9.6 **Health Issues** - The masterplan will improve the quality of housing and the environment; discourage additional fast food takeaways, improving the heat performance of existing and new Council housing stock and encourage more people to walk and cycle in the area. The delivery of these objectives will have a positive impact on the health and well-being of residents and visitors.
- 9.7 **Crime and Disorder Issues** - Section 17 of the Crime and Disorder Act 1998 places a responsibility on councils to consider the crime and disorder implications of any proposals. The proposals contained will help make the area safer by improving the quality of the environment, unlocking vacant sites and making the area more

vibrant, therefore encouraging more natural surveillance via people walking and cycling between sites.

- 9.8 **Property / Asset Issues** - The masterplan will have an impact on future use of the Council's Property and Assets where the sale or acquisition of land is concerned.

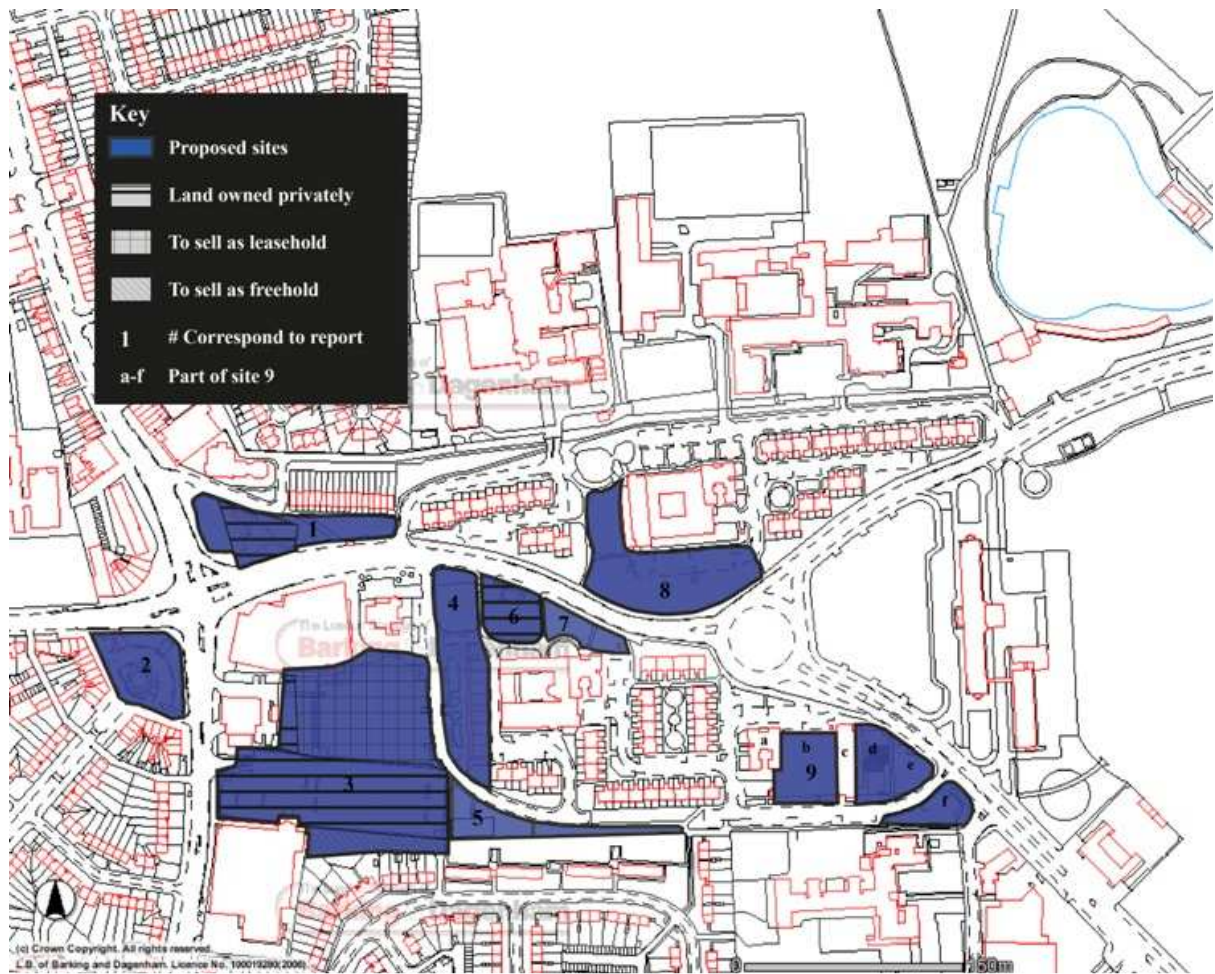
Background Papers used in the preparation of the report:

- Becontree Heath Masterplanning- Cabinet, 24th April 2012
- Becontree Leisure Centre Car Park Property Appraisal Group report- 27 June 2013
- LAW Board Report Becontree Heath Masterplan- 16 September 2013
- Merry Fiddlers Junction Cabinet Report -19 March 2013

List of appendices:

- **Appendix A** – Proposed Masterplan Sites
- **Appendix B** – Morrison's and Council Car Park land
- **Appendix C** – Merry Fiddlers Public Realm Design
- **Appendix D** – Land Valuations (exempt information)

Becontree Heath Masterplan



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Use	Existing Area (sqm)	Proposed Area (sqm)
Residential	337 (2014/15)	202
Commercial	231 (14/15)	74 (15/16)
Public Open Space	20 (12/13)	74 (15/16)
Other	442 (2014/15)	303

GENERAL NOTE
 All work to be carried out in strict accordance with the current Building Regulations and all other applicable legislation. All work to be carried out in strict accordance with the current Building Regulations and all other applicable legislation. All work to be carried out in strict accordance with the current Building Regulations and all other applicable legislation.

- PROPOSED LAND TO BE SOLD ON A LEASERHOLD BASIS
- PROPOSED LAND TO BE SOLD ON A FREEHOLD BASIS

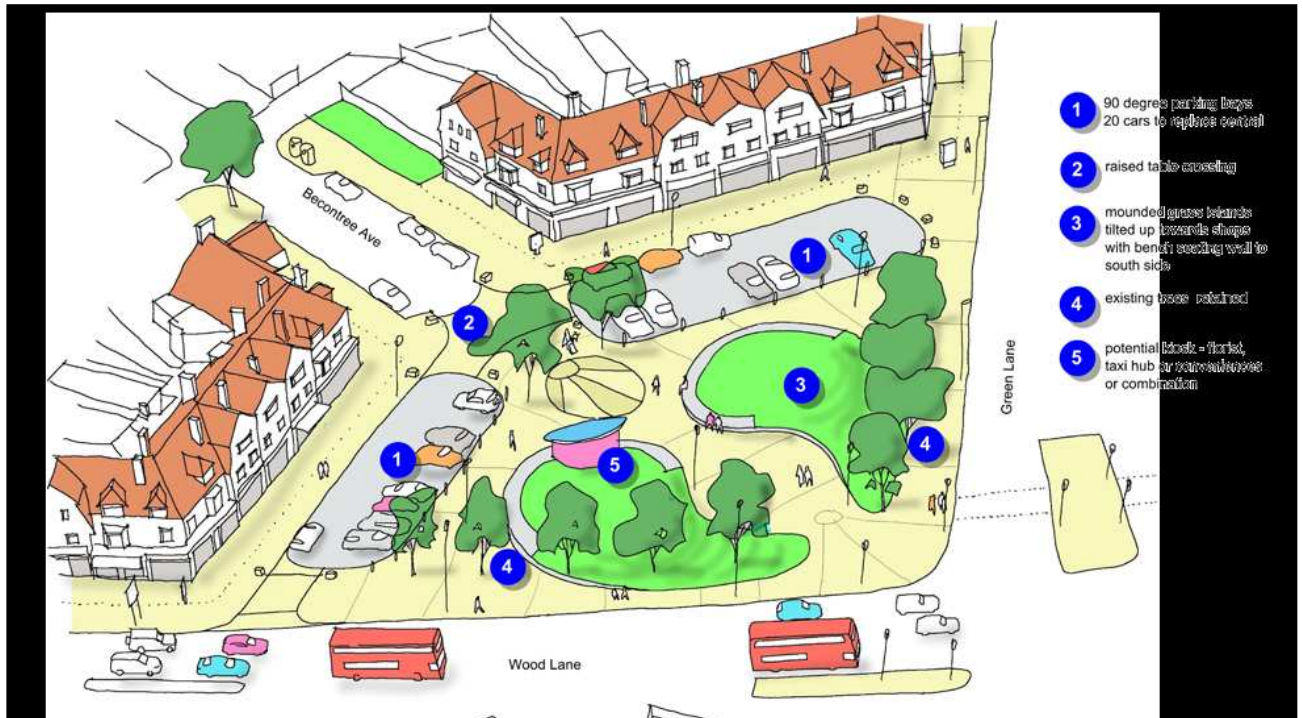
darntonegs
 WASTE ENVIRONMENT CONSULTANCY
 LONDON BERKELEY WARWICK

PROJECT INFORMATION
 Project: Proposed Site Plan
 Location: ALTHORNE WAY, WOOD LANE, GREEN LANES
 Date: 13/00201/P1

13/00201/P1

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Merry Fiddlers public realm concept design



* The design is subject to further detail and costings.

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CABINET

22 October 2013

Title: Parking Modernisation Programme	
Report of the Cabinet Member for Crime, Justice and Communities	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Sharon Harrington, Group Manager, Parking Services	Contact Details: Tel: 020 8227 2952 E-mail: sharon.harrington@lbbd.gov.uk
Accountable Divisional Director: Robin Payne, Divisional Director of Environment	
Accountable Director: Darren Henaghan, Corporate Director of Housing and Environment	
<p>Summary:</p> <p>This report provides an update on Phase 1 of the Parking Modernisation Programme and requests investment to implement the final stages of this work. These series of investments are taking advantage of new technologies to automate the process of parking payments and the enforcement of parking and deregulated traffic controls.</p> <p>The key benefits of the proposals to implement cashless parking across the Borough are:</p> <ul style="list-style-type: none"> • The current on street equipment for casual parking does not provide the optimum service for our customers. New technology is available which will increase customer choice and should increase customer satisfaction as well as reducing running costs for the service. • Removing cash payment on street will help to reduce theft and vandalism and lower maintenance and cash collection costs across the borough. <p>The Modernisation Programme will make the service more effective and the expected savings form part of the 2014/15 Budget.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree:</p> <p>(i) A three-year capital investment programme for 2013/14 - 2015/16 totalling £1.18m to be funded through borrowing, the main elements of the programme being:</p> <p>(a) Investment of £0.5m for the implementation of new parking schemes which will include new technology required for the correct enforcement of an area.</p> <p>(b) Investment of £0.51m for the development of proposals to enable better use of pay and display areas by cashless parking and Controlled Parking Zones (CPZ).</p>	

(c) Investment of £0.17m for the introduction of a map based scheduling IT system for the management of Traffic Management Orders.

- (ii) The implementation of cashless payment methods as set out in the report, subject to the Corporate Director of Housing and Environment, in consultation with the Cabinet Member for Crime, Justice and Communities, being authorised to vary the implementation arrangements in response to comments received from the draft Traffic Order public consultation.

Reason(s)

To improve the efficiency and effectiveness of the Parking Service at the same time as improving Customer Service and to decrease cash collections from Pay & Display machines.

1. Introduction and Background

1.1 For many years officers have engaged with local communities to seek their views regarding the development of potential residents' parking schemes across the borough. The majority of schemes that exist have been successful in achieving their aims and objectives and many benefits have been realised:

- Improved quality of life; residents find it much easier to use and park their vehicles, in controlled parking zones without having to worry about insufficient space being available;
- Streets are safer & less congested with vehicles circling the area searching for a parking space, particularly early in the mornings and in some areas late evenings;
- Access to properties has improved, which has benefited people with limited mobility. There is also improved access for emergency vehicles, waste vehicles and delivery vehicles.

1.2 The true cost of implementing new schemes is a limiting factor on their development, and will invariably exceed the revenue generated in any one financial year (the payback period on a CPZ is at least 7 years). Similarly efficiencies will have a pay back over time, both in terms of improved productivity or cost avoidance. Funding for these new schemes and improvements has to compete with other demands on the annual parking budget and as a consequence scheme development or service improvement is delayed or indefinitely postponed.

2. Controlled Parking Zones (CPZs)

2.1 There are many areas currently being identified for the development of Controlled Zones / Restricted areas across the borough.

2.2 CPZ implementation involves considerable costs, such as surveys, consultations, ensuring they comply with legislation, signs and lineage, back office resources, Traffic Management Orders (TMO) costs, advertisement of enforcement time and tariff in the local and national newspapers.

3. Development of future schemes

- 3.1 There are a number of issues that are likely to generate requests for additional schemes to be considered, including:
- a. The impact of other transport / regeneration related projects
 - b. The impact of the East London Transit (ELT) routes
 - c. Proximity to other parking schemes (displacement of vehicles to other areas)
 - d. New development proposals; for example - car free developments; that may impact on parking anywhere in the borough.
 - e. Congestion
 - f. Road Safety
 - g. Cashless parking
- 3.2 Approval is sought through this report to enable Parking Services to secure capital funding of £0.51m for the development and implementation of parking schemes to a maximum of £170k per annum for the three year period 2013/14 to 2015/16.
- 3.3 Schemes will be robustly managed with a full programme that will be available at the end of each financial year for information purposes.
- 3.4 The parking schemes will include all aspects of parking controls to include:
- Controlled Parking Zones - areas where on-street parking is controlled by permit during specified times.
 - Restricted Parking Zones - areas where waiting and /or loading restrictions apply but where no lines have been painted.
 - Permit Only Zones – as per controlled parking zones but without visitor permits.

4. The Parking Modernisation Programme

- 4.1 There have been several successful schemes introduced since the start of the Parking Modernisation Programme in April 2010. These schemes have been implemented in line with the corporate saving proposals that are required from the Parking account by 2014/15. In total the schemes have delivered £1.11 million in service efficiencies.
- 4.2 Within the next two years (2013/14 and 2014/15) further changes are required within the enforcement service to meet the required savings. These include:
- Reducing Pay & Display machine costs with the modernisation of pay & display machines to enable more payment choice and options around cashless parking.
 - Transfer to a virtual parking permit scheme; residents and businesses will be able to apply for and purchase permits on line, this will reduce print costs, distribution and postage costs.
 - Increase mobile and fixed camera enforcement by using CCTV / ANPR technology; this is a more robust way of enforcement which will reduce errors and increase payment rates.

- Increase static camera enforcement in areas that are identified as potential road safety issues ie: schools, junctions etc.

4.3 The cashless parking pilot has been a great success with positive uptake and minimal negative feedback. The move to cashless parking will not only address the issue of theft but would have the additional benefit of militating against other crimes funded by the stolen cash. Also by reducing the amount of cash to be collected, there will be less vehicle journeys made for cash collection; therefore reducing carbon reduction.

4.4 All on-street parking spaces are transferred to card / phone payment methods only from 12 months of this report. Car parks will remain with a cash facility for a minimum of 12 months; however pay & display machines will be kept to a minimum and new machines ordered will have the card payment facilities incorporated.

4.5 The fees and charges set for 2014/15 will be increased to enable the incorporation of the convenience charge; this will ensure that all motorists will pay the same parking charges regardless of their preferred method of payment.

4.6 The fees and charges set for 2014/15 will also reflect more consistency across areas.

4.7 In summary the following schemes are being implemented as part of the final stages of the programme. The estimated cost is £0.67m:

- Purchase of Lanewatch Cameras
- Cashless Parking in off-street car parks
- Static cameras
- Webview – giving the ability for customers to view their PCN on-line
- CCTV Link London Road Multi-Storey – allowing 24/7 CCTV coverage
- Updated system / technology
- Map based scheduling IT system for the management of Traffic Management Orders
- On-line applications for permits
- Introduction of scratch cards

5. Consultation

5.1 The process of implementation of new traffic and Parking schemes includes full consultation with residents, businesses and ward members and the publication of appropriate draft Traffic Orders.

5.2 The proposals include a reduction in the number of street based enforcement staff. Consultation will take place with staff to ensure the effective implementation of these changes.

5.3 The changes will require adaptations to the service support provided by Elevate in relation to the Customer Contact Centres and ICT. Discussions have taken place with Elevate and have confirmed that these changes are able to be accommodated at no additional cost. This is dependant on parking successfully and fully moving online for all parking permits.

5.4 Consultation with residents will be undertaken on any new scheme proposed that would have direct impact on the residential area.

6. Financial Implications

Implications completed by: Jahangir Mannan, Group Accountant

6.1 The Parking Account is regulated in accordance with the Road Traffic Regulation Act 1984. Section 55 of the Act stipulates that a Local Authority must keep an account of their income and expenditure in respect of parking places which are in a Civil Enforcement Area, and the income and expenditure that they incur as an enforcement authority.

6.2 At the end of each financial year any deficit must be made good out of the Council's General Fund. Alternatively any surplus from the Parking Account may be applied to one of the purposes listed below or carried forward to the next financial year so that it may be applied to one of these purposes (this is not an exhaustive list).

- a) The making good of any amount charged to the General Fund in any of the immediate preceding four years.
- b) Meeting all or part of the cost of provision and maintenance by the local authority, or making contributions to other local authorities for provision and maintenance.
- c) If it appears to the local authority that further provision of off-street parking is not necessary, the following purposes are permissible:
 - (i) Meeting costs incurred in the provision of public passenger transport services.
 - (ii) The purpose of highway or road improvement.

6.3 It is a requirement that the Council shall, at the end of each year, report to the Secretary of State any actions with respect to surplus or deficit in the account for that year.

6.4 The report requests capital investment of £1.18m over the three years 2013/14 to 2015/16 which will be funded through borrowing. The investment constitutes £0.67m in 2013/14 to fund the final phases of the Parking Modernisation Programme and £0.51m equally divided over the three years for the introduction of Controlled Parking Zones.

6.5 Financial analysis indicates that the combination of additional income generated and efficiency savings delivered is sufficient to cover the cost of borrowing and repayments. This in turn is required to reduce the Council Tax payers contribution to other Highways related costs currently incurred by the General Fund.

6.6 The service has delivered savings of £1.04m in 2011/12 and a further £70k in 2012/13. It is also scheduled to deliver a further £250k from improved processes - £150k in 2013/14 and £100k in 2014/15. The investment detailed in this report is sought to deliver these targets. There is a further £300k

savings target in 2014/15 relating to the rationalisation of on-street CEO's through more mobile CCTV usage – this is outside of this report.

- 6.7 Recent zero based budgeting exercise showed the service was operating with base budget pressures of approximately £200k. It also recommended that in order to preserve its long term ability to cover its own costs, greater emphasis had to be placed on controlled parking zone (CPZ) implementation, rather than relying on enforcement income. A CPZ area would encourage drivers to purchase relevant street permits or take advantage of the pay and display facilities.
- 6.8 A capital budget of £0.3m was agreed to deliver Phase I of the Parking Modernisation Programme. It is estimated that a further £0.67m is required to complete the final phases. This will enable the service to use ANPR enforcement, paperless permitting and cashless parking processes, and is expected to make a substantial improvement in the way that the service operates.
- 6.9 This report also requests an annual capital budget of £0.17m per annum from 2013/14 to 2015/16 for the implementation of CPZ's. This equates to £0.51m over the 3 years.
- 6.10 It is proposed that the total requirement of £1.18m over the three years is funded from borrowing with the Parking Account paying for the cost of finance through savings delivered as a result of investment.
- 6.11 The likely investment return on the two parts of the scheme are detailed in the tables below:

Final Stages of Modernisation Programme - £0.67m investment

It is expected that investment of £0.67m in 2013/14 will deliver savings of £0.518m over 3 years based upon a full year ongoing saving of £0.192m.

ICT & IMPROVED PROCESSES	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000
Phase 2 and 3	500			500
ParkMap	170			170
Total required	670	0	0	670
Borrowing Cost at 4%	27	27	27	80
Repayment over 8 years	84	84	84	251
Cost of Borrowing	111	111	111	332
Expected income	(134)	(192)	(192)	(518)
Net position	(23)	(81)	(81)	(186)

- 6.12 The expected savings from this investment is expected to increase to £0.192m per annum by the 2nd year (1st year assumes part year benefit). This means that sufficient income/savings will be generated per annum to cover the cost of borrowing related to the investment.

CPZ implementation - £0.51m

It is expected that investment of £0.17m per year from 2013/14 to 2015/16 will deliver savings of £0.136m over 3 years.

CPZ IMPLEMENTATION	2013/14	2014/15	2015/16	Total
	£'000	£'000	£'000	£'000
Investment	170	170	170	510
Borrowing cost - interest @ 4%	7	14	20	41
Borrowing cost - repayment (20 yrs)	8.5	17	25.5	51
Cost of Borrowing	15.5	31	45.5	92
Permit Income	(23)	(45)	(68)	(136)
Net position	(7.5)	(14)	(22.5)	(44)

- 6.13 From the above table, it can be seen that the borrowing costs of implementing CPZ schemes is affordable when factoring in the income expected through permit income. The estimated cost is based on a sample of recently implemented schemes and assuming that future schemes will have a similar cost per metre of CPZ introduced. The cost of borrowing reflects the current average for the authority, whilst the 20 year repayment is based on the service estimate in terms of how long the created CPZ areas can be sustained before further review or investment is required.
- 6.14 The expected income has been estimated with the assumption that at least 40% of those households affected will take up residential permits at an average of £40, and that the remaining households will purchase at least one pack of visitor permits. It is likely that any shortfall will be mitigated by additional PCN income as a result of the increased CPZ area.
- 6.15 Analysis indicates that the above schemes generate a return on investment and are affordable.

7. Legal Implications

Implications completed by: Paul Field, Senior Corporate Governance Lawyer

- 7.1 Controlled Parking Zones are operated under powers given in the Road Traffic Regulation Act 1984 (The Act). The making of charges for the zones is regulated by the Act so as to ensure the operational cost of the scheme acts as if self-financing and where there is a deficit to the general fund as a result of operation the income should be so applied and alternatively any surplus to prescribed expenditure such as parking provision, public passenger services, road improvement and maintenance, London transport strategy and environmental improvements.

7.2 The legislative requirement to establish effectively a self-financing scheme contemplates that it may run a deficit to the General Fund, however this should be no more than four years so business plans need to take this into account in income stream planning.

8. Other Implications

8.1 **Risk Management** - Audit assurance activity supports and independently verifies the risk management framework of the Council.

8.2 **Contractual Issues** - New technology will be reviewed on an annual basis to ensure it is in keeping with current legislation and providing the service required.

8.3 **Staffing Issues** - Staff directly employed by the Council will not be affected by the implementation of this strategy. There will however be changes required to staffing by our contractors / cash collectors.

For our equipment maintenance contractors, provision is already made in their new contract for the move to cashless parking.

For our pay by phone contractor staff who currently take enquiries and registration phone calls for the cashless parking pilot, we will need to initiate a change request which is already in place that controls the increase the level of service required under the current contract.

There will also be reductions in the cash collection rounds required, which will impact on staff volumes required by both the collection service and the cashiers processing service.

8.4 **Customer Impact** - Many disabled motorists can sometimes experience difficulties getting back to their vehicle in time before their parking runs out due to mobility issues or overrunning appointments – Pay by Phone parking offers a convenient way to top up your parking time without the need to return to your vehicle.

Deaf motorists can use Pay by Phone parking by using a SMS text service

The number of motorists who do not own a phone and/or credit/debit card is considered to be very low, however the service will need to ensure we support customers, that are able to, to transfer to cashless free parking.

8.5 **Crime and Disorder Issues** - Current vandalism issues regarding Pay & Display machines / parking meters should reduce as a direct result of the cashless programme implementation.

8.6 **Information Technology Implications** - The current handhelds utilised by Civil Enforcement Officers are already updated to be able to enforce via Automatic Number Plate Recognition (ANPR) to the Pay by Phone website.

The cashless parking system has a live data link directly into the parking system software “Civica”; this will therefore allow the move to CCTV / ANPR more robust for enforcement.

- 8.7 **Business Plan Implications** - No adverse effects are expected on the Business Plan; however the reduced costs relating the theft and vandalism and cash collection will be a benefit to the revenue account and increasing enforcement by ANPR is essential to delivering the savings proposals for 2012/13 to 2014/15.

Background Papers Used in the Preparation of the Report:

- Cabinet Report 16 April 2013 entitled “Modernisation of Cashiering Services Phase 2”
<http://moderngov.barking-dagenham.gov.uk/documents/s68303/Cashiers%20Services%20Phase%202%20Report.pdf>
- Equalities Impact Assessment:
<http://www.lbld.gov.uk/TransportAndStreets/Parking/Pages/ParkingPolicies.aspx>

List of appendices: None

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CABINET

22 October 2013

Title: Business Rates Pooling Opportunity	
Report of the Cabinet Member for Finance	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Jonathan Bunt, Chief Finance Officer	Contact Details: Tel: 020 8724 8427 E-mail: jonathan.bunt@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
Summary	
<p>This report seeks Cabinet approval for the Council to enter into a business rates pool with the London Borough of Havering, Thurrock Council and Basildon District Council.</p> <p>The arrangement is estimated to retain the pool an additional £13.2 million in business rates over the next 4 years that would be distributed between its members.</p> <p>Local authorities are required to submit their pooling application for 2014/15 to the Department for Communities and Local Government (CLG) by 31 October 2013. Thurrock Council has been nominated as the Lead Authority for the pool.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to agree:</p> <ul style="list-style-type: none"> (i) The creation of a business rates pool with the London Borough of Havering, Thurrock Council and Basildon District Council from 1 April 2014; (ii) To delegate authority to the Chief Finance Officer, in consultation with the Cabinet Member for Finance, to agree the operational details of the pooling arrangements with the participating councils; and (iii) To authorise the Chief Finance Officer, in consultation with the Head of Legal and Democratic Services, to make any amendments to the draft Memorandum of Understanding attached at Appendix A to the report as may be required by the Secretary of State, and to enter into the final Memorandum of Understanding on behalf of the Council. 	
Reason(s)	
<p>The proposals would support the Council's overall vision to 'Encourage growth and unlock the potential of Barking and Dagenham and its residents' specifically contributing to the priority to 'Maximise growth opportunities' and the theme 'a well-run organisation'.</p>	

1. Introduction and Background

- 1.1 Following the localisation of business rates, Central Government has given authorities the option to pool their business bases and be treated as one authority for the purpose of any levy calculation.
- 1.2 The levy payment is relative to the size of an authority's business base and certain authorities can pool and reduce the levy payment that would otherwise go to Central Government. For some authorities the levy rate is calculated to be zero.
- 1.3 A levy is only raised on rates retained above an authority's baseline. The baseline represents the rates central government expects the authority to retain if there was no economic growth and is based on past performance.
- 1.4 This report considers the potential benefits and risks of a pool between Barking and Dagenham to form a pool with Thurrock Council, London Borough of Havering and Basildon District Council.
- 1.5 Proposals for new pools must be submitted to CLG by 31 October 2013.

2. Pooling Opportunity

- 2.1 There are currently thirteen pools nationally, comprising of ninety different authorities. Based on forecast data, those authorities are projected to keep £17m more of their growth at local level than they would otherwise have done.
- 2.2 The act of setting up pools can help further the process of joint working and could result in wider benefits and collaboration over service delivery.
- 2.3 A review by LG Futures of potential pooling opportunities between authorities near the Borough has been undertaken. This identified benefits to the Council of pooling with the London Borough of Havering, Thurrock Council and Basildon District Council.
- 2.4 The individual levy rates for these authorities and the combined rate is shown in the table below.

Local Authority	Levy
London Borough of Barking & Dagenham	0.0%
Basildon District Council	50.0%
London Borough of Havering	0.0%
Thurrock Council	44.0%
Total	4.2%

- 2.5 Barking and Dagenham and Havering are both Top-up authorities. This means both councils collect less business rates than their baseline level of need. Barking and Dagenham currently retain rates of £16.7m and receive a top up from Central Government of £33.7m.

- 2.6 Thurrock and Basildon are both tariff authorities. This means both councils collect more rates than their baseline level of need. A levy is charged on the tariff authorities on any growth generated.
- 2.7 By creating a pool, the levy for Basildon and Thurrock would be significantly reduced and the benefits would be distributed to all members of the pool.
- 2.8 Projections show that the pool would generate £13.2 million more over the next four years than the authorities would receive individually. This and the other four most beneficial combinations of the authorities are shown in the table below. These projections are based on estimated growth rates submitted by each council.
- 2.9 There are several possible methods for sharing the potential growth. This is still subject to discussion by officers. Possible approaches include allocating the growth:
- In proportion to the Needs Baseline, determined by local need;
 - In proportion to the NDR Baseline, determined by each authority's contribution to the pool;
 - In proportion to the councils who have contributed to the growth;
 - In proportion to the councils who have contributed to the reduction of the levy;
 - Using a combination of the factors above.

Combination	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
BD, B, H, T	1.7	2.4	4.3	4.8	13.2
BD, H, T	1.2	1.9	4.0	4.6	11.7
BD, T	1.2	1.9	4.0	4.6	11.7
BD, B, T	1.2	1.6	3.0	3.5	9.3
H, T	0.7	1.1	2.3	2.6	6.7

BD = Barking & Dagenham, B = Basildon, H = Havering, T = Thurrock

- 2.10 Before agreeing to a new pool, CLG will need assurance that governance arrangements are in place, detailing the rights/obligations of pool members and how the money will be disbursed between pool members. A copy of the draft Memorandum of Understanding which sets out the governance arrangements is attached in **Appendix A**. Final proposals will need to be signed off by the Section 151 officers of each authority in the pool.
- 2.11 Local authorities are required to submit their pooling application for 2014/15 to Communities and Local Government (CLG) by 31 October 2013. For this application a Lead Authority must be identified through which all business rates payments with CLG will be channelled. Thurrock Council has been nominated as the Lead Authority for the pool. Administration costs associated with running the pool are expected to be minimal and will be financed through growth from the pool.
- 2.12 A model form of Pooling Agreement has been established which is attached in Appendix A. This may need further amendment following feedback from the Secretary of State once he has considered the joint pooling proposal.

3. Pooling Risk

- 3.1 Although the pool will be established on the basis that no authority should be worse off by pooling there are scenarios under which this would be unavoidable.
- 3.2 This would require both Basildon and Thurrock to achieve no growth in rates above their baseline and for Barking and Dagenham to see an increase in rates above its baseline. Individually Barking and Dagenham doesn't pay a levy on any growth, but as a pool the levy would be 4.2%. Another principle of the pool is that Barking and Dagenham and Havering will be compensated for the 4.2% levy on any growth.
- 3.3 Based on the modelling undertaken by LG Futures, the scope for growth in Basildon and Thurrock and the improving economic climate it is unlikely this scenario would occur. However the Council has the opportunity to leave the pool in future years should it become in its interests to do so.
- 3.4 Local authorities can also withdraw from a designated pool before the pool comes into effect, if after seeing the Local Government Finance Report they no longer believe that pooling provides the opportunities previously expected. The withdrawal must be notified to the CLG within 28 days of the publication of the draft.

4. Options Appraisal

- 4.1 London Councils has investigated the option of creating a London wide business rates pool. The conclusion was that the pool would not be financially beneficial and London Boroughs would need to consider other pooling opportunities.
- 4.2 A pool with Newham, Redbridge and Tower Hamlets has not been considered as all authorities, including Barking and Dagenham, are top-up authorities and have a levy rate of zero. Therefore pooling would not retain additional rates through reduced levy payments as none of the authorities are subject to a levy. Pools require at least one top-up authority to be feasible.
- 4.3 In deciding whether to designate a pool or not, CLG will have regard to the likely benefits for the Government's wider objectives for growth and the promotion of strategic and service integration. As such CLG generally expects pools to have continuous boundaries. This is why a pool with Basildon, Havering and Thurrock is the only viable option rather than a combination of just one or two of these authorities.
- 4.4 Currently there are no other pooling opportunities to consider but the Council is free to switch to another pool in the future if it is deemed more beneficial.

5. Financial Implications

- 5.1 Financial implications have been considered throughout the report.

6. Legal Implications

Implications completed by: Paul Feild, Senior Governance Lawyer

- 6.1 Pools are established under paragraph 34 of Schedule 7B to the Local Government Finance Act 1988 (as inserted by Schedule 1 to the Local Government Finance Act 2012). The Secretary of State has advised the Department of Communities and Local Government will consider all applications for designation received by 31 October 2013. In deciding whether to designate a pool or not, the Department will have regard to the:
- the likely benefits of the proposals for local authorities and the Government's wider objectives for growth, and improved strategic and service delivery;
 - the proposed governance arrangements; and
 - the extent to which proposals are affordable in terms of the rates retention scheme as a whole.
- 6.2 However the Secretary of State reserves the right, in such exceptional circumstances, to consider factors such as the overall affordability of the rates retention scheme in deciding to designate a pool. In making the proposal to the Secretary of State he will examine the proposals to ensure there is a strong, clear rationale for the proposed pool. The Guidance has indicated a preferred joining up of geographic coverage of the pool so the proposal set out in this report would appear to accord with the preferred form of application though the onus will be on the authorities to produce a strong rationale to support the proposal.
- 6.3 In designating a pool for 2014-15, the Department will attach conditions to the designation in accordance with paragraph 35(1) of Schedule 7B to the Local Government Finance Act 1988, appointing a lead authority and requiring the authority to take the steps set out in its application in the event that the pool is dissolved. It also reserves the right to attach such other conditions as it sees fit, in accordance with paragraph 35(2) of Schedule 7B. If the Department attaches conditions these are likely to be around the publication of information by the lead authority in the interests of transparency.
- 6.4 The arrangement, if approved by the Secretary of State, will need to be established between the parties with clear governance documentation setting out responsibilities. The lead borough is proposed to be Thurrock Borough Council.
- 6.5 Final proposals will need to be signed off by the s.151 Chief Finance Officers of each authority in the pool. As it is possible that the Secretary of State may require amendments before approval it is recommended that the power to agree the final form and terms of the proposal and agreement is delegated to the Chief Finance Officer in consultation with the Head of Legal and Democratic Services.
- 6.6 The decision to commit to the proposed pooling is a major decision as once it is made while the Secretary of State will agree to revoke the Pool Scheme if any member authority of the pool requests it will only come into effect for the following financial year.

Background Papers Used in the Preparation of the Report

Business rates retention scheme: pooling prospectus

<https://www.gov.uk/government/publications/business-rates-retention-scheme-pooling>

List of Appendices:

- **Appendix A - Draft Memorandum of Understanding**

DRAFT**The Barking and Dagenham, Basildon, Havering and Thurrock
Business Rate Pool 2014****Memorandum of Understanding**

This Memorandum of Understanding is made between

The London Borough of Barking and Dagenham

and

Basildon District Council

and

the London Borough of Havering

and

Thurrock Borough Council

(Together referred to as the 'Pool' or 'Pool Members').

1. Purpose

- 1.1. It is the express intention of the Pool Members to improve the well-being of the communities we serve. By working together we can retain a greater proportion of any business rate growth within the Pool area, providing an opportunity to promote further economic growth as well as building financial resilience.
- 1.2. It is the purpose of this Memorandum of Understanding to act as a Statement of Intent that will support the realisation of these benefits. The Pool Members have agreed to enter into this Memorandum of Understanding to formalise their commitment and to set out their respective roles and responsibilities.

2. Glossary of Key Terms

2.1. There are a number of technical terms used throughout this document. The meanings of these terms are as follows:

Levy	The excess business rates generated locally compared to the need to spend that have to be paid over to central government. Calculated using a nationally set formula.
Business Rate Pool	A voluntary arrangement amongst a group of local authorities to

pool the business rates generated locally to ensure at least some of any levy is retained locally.

Net Retained Levy The amount of levy retained locally. This is calculated as the sum of levies to be paid by individual Pool members if the Pool did not exist less the levy to be paid by the Pool less any safety net funding that would have been due to individual Pool members if the Pool did not exist and less the administrative costs of the Pool

Safety Net The additional funding received by an authority, from central government, if, in the government's opinion, the decline in business rates in any year would leave an authority with insufficient resources. Calculated using a national formula

Economic Regeneration Fund A fund that will hold an element of the Net Retained Levy to be used by the authorities within the pooling area.

NNDR1 A central government form used to estimate a future year's business rates. Prepared on an annual basis by all billing authorities and used as the basis for allocations

Lead Authority The Pool member who will act as the lead in managing the Pool's resources and being the key contact between central government and the Pool

3. Key Principles

3.1. The Pool Members agree that they will operate the Pool in accordance with the following principles:

- **Increase in Resources**
The Pool Members recognise that the fundamental objective of the Pool is to generate increased resources for the area, and individual Pool Members
- **Risk Management**
The Pool Members agree to protect and mitigate as far as possible the risks associated with the level of business rate income. Income streams to the Pool Members may be more volatile, whether as the result of a one-off event (for example a successful large appeal) or something structural within an area (for example the closure of a major plant). The pooling arrangements should reduce this volatility.
- **Fairness**
The Pool Members agree to share the costs, risks and benefits of local business rate retention proportionately. Pool Members should be no worse off than if they were outside the Pool.
- **Transparency, Openness and Honesty**
Pool Members will be open and trusting in their dealings with each other, make information and analysis available to each other, discuss and develop ideas openly and contribute fully

to all aspects of making the Pool successful. It also includes sharing data and intelligence outside of the formal reporting mechanisms on any substantive issues relating to business rate retention within their area.

- Reasonableness of Decision-Making
Pool Members agree that all decisions made in relation to this Memorandum of Understanding shall be made by them acting reasonably and in good faith.

4. Binding Memorandum

- 4.1. This Memorandum of Understanding is produced as a Statement of Intent and, with the exception of Sections 5, 10 and 11, is not intended to be legally binding.
- 4.2. Sections 5, 10 and 11 are intended to be legally binding and to create obligations between Pool Members with immediate effect from the execution of this Memorandum of Understanding.
- 4.3. Pool Members have approved this Memorandum of Understanding in advance of the Secretary of State designating the Pool for the purposes of the Business Rates Retention Scheme. If the Secretary of State adds conditions to the designation, either initially or at any point in the future an immediate review of this Memorandum of Understanding, as outlined in Section 12, will be triggered.

5. Term of Memorandum

- 5.1. This Memorandum of Understanding shall continue to be in place unless terminated in accordance with these terms.
- 5.2. Any Pool Member can leave the Pool from 1 April of the following financial year providing:
 - Written notice is given to other Pool Members and CLG in at least sufficient time for the Pool to remain in place for the remaining Pool Members, should they wish it to continue. Sufficient time is taken to be at least the time specified by CLG in regulations and/or guidance.
 - All liabilities to and from the Pool are paid.

6. Decision-Making

- 6.1. The Section 151 Officers shall be responsible for overseeing the operation of the Pool and making recommendations to their respective authorities about the way forward.
- 6.2. The Lead Authority shall ensure that reports are sent to the Section 151 Officers of each Pool Member at least on a quarterly basis updating them of the performance of the Pool and advising them of any issues. These reports should be available within six weeks of the quarter end.
- 6.3. For the avoidance of doubt, any substantive decision e.g. commitment of resources, changes in governance or major operational changes shall be referred to each Pool Members' decision-making regime.

7. Dispute Resolution

- 7.1. The Pool Members shall attempt in good faith to negotiate a settlement to any dispute arising between them arising out of or in connection to this Memorandum of Understanding. If this cannot be resolved by the Section 151 officers it will be referred to a meeting of all Member authorities Heads of Paid Service for resolution.

8. Resourcing

- 8.1. Each Pool Member will provide the appropriate resources and will act with integrity and consistency to support the intention set out in this Memorandum of Understanding.
- 8.2. The Lead Authority may need to incur additional expenditure in order to administer the pool. Any reasonable costs agreed by pool members should be the first call on the Net Retained Levy.

9. Lead Authority

- 9.1. Thurrock Borough Council will act as the Lead Authority for the Pool.
- 9.2. The responsibilities of the Lead Authority are:
- To make payments on behalf of the Pool to central government and Pool Members on time and in accordance with the schedule of payments,
 - To liaise with and complete all formal Pool returns to central government on behalf of Pool Members,
 - To keep Pool Members informed of all communications with central government,
 - To manage the resources of the Pool in accordance with this MoU,
 - To prepare quarterly monitoring reports and consolidate intelligence on future resource levels on behalf of the Pool,
 - To prepare the annual report of the Pool's activity,
 - To co-ordinate the annual review and refresh of the Pool's governance arrangements and the methodology for the allocation of resources,
 - To consult on and administer the schedule of payments between Pool Members in respect of all financial transactions that form part of the Pool's resources, and
 - To lead on the timely provision of the information required, by Pool Members, in preparing their annual Statement of Accounts in relation to the activities and resources of the Pool.
- 9.3. To assist the Lead Authority in fulfilling this role, the responsibilities of individual Pool Members are:
- To make payments to the Pool on time and in accordance with the schedule of payments,
 - To provide accurate, timely information to the Lead Authority to enable all formal Pool returns to central government to be completed,
 - To inform the Lead Authority, as soon as is practical, of any intelligence that may impact of the resources of the Pool either in the current year or in future years,
 - To provide such information as the Section 151 Officers agree is reasonable and necessary to monitor/forecast the Pool's resources within the timescales agreed,
 - To provide such information as the Section 151 Officers agree is reasonable and necessary on the use of the Pool's resources for inclusion in the Pool's annual report, and

- To provide accurate and timely information on the end of year financial performance of the business rates collection fund to enable the Lead Authority to calculate the end of year accounting entries needed.

10. Cash Management

- 10.1. The governing principle for the cash management of the Pool is that no individual Pool Member, including the Lead Authority, should incur a treasury management gain or loss as a result of the transfer of funds between Pool Members.
- 10.2. The Pool will receive/pay interest annually on any retained resource at the average investment rate of the Lead Authority.
- 10.3. Interest will be calculated on an annual basis and allocated to Pool Members based upon a method agreed by the Section 151 Officer.
- 10.4. Where the Pool is required to make a payment to the Secretary of State, each authority in the Pool is jointly and severally liable to make that payment.
- 10.5. Any late payment may be subject to a late payment interest charge at base rate plus 4%.

11. Allocation of Pool Resources

11.1. Principles

The allocation of resources will be based on the following principles:

- No authority will receive a lower level of funding than they would have received without the Pool.
- Any additional resource is generated because of the Pool and therefore the benefits will be shared across the Pool. The allocation of any retained resource will reflect where the growth occurred and the relative spending need of Pool Members.
- The rationale for the Pool is to encourage economic growth therefore Pool Members are encouraged to use the additional resource to promote further economic growth.

11.2. Basis of Allocation

The underlying basis of allocation is as follows:

A: The running costs of the pool, if any, will be paid to the lead authority.

B: Each individual authority, where resources allow, will receive the same level of funding they would have received without the Pool (excluding running costs).

The remaining amount will be the net retained levy.

If after commitment A, commitment B cannot be met, each authority will receive an allocation of resources proportional to the amount that would have been received without the pool. For example, if £10m was required to meet commitment B and only £9.8m in resources was available, each authority would receive 98% of the amount that would have been received without the pool.

11.3 Allocation of the Net Retained Levy

The allocation of the Net Retained Levy will be calculated as follows:

- xxxxxx
- x% to the Economic Regeneration Fund

11.4 Allocation from the Economic Regeneration Fund

- Allocations will be made from the Fund by the Lead Authority to projects and initiatives agreed by the Pool Members.
- Every effort should be made to achieve unanimous decisions in respect of the allocations. In the event of a disagreement, the matter will be referred to the Heads of Paid Services for a resolution.
- When a Pool Members leaves or the Pool is dissolved each authority will refund the Pool or receive from the Pool the balance in their Memorandum Local Volatility Fund.

12. Review Arrangements

- 12.1. A review and refresh of the Pool's governance arrangements and the methodology for the allocation of resources will be undertaken on an annual basis. It will be co-ordinated by the Lead Authority on behalf of the Section 151 Officers and in sufficient time for any changes in Pool Membership to be in place before the start of the following financial year.

13. Signatories on behalf of the Pool Members

The London Borough of Barking and Dagenham

Basildon District Council

London Borough of Havering

Thurrock Borough Council

CABINET

22 October 2013

Title: Proposal to Regularise Property Leasing Arrangements	
Report of the Cabinet Member for Finance	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Andy Bere, Asset Strategy Manager	Contact Details: Tel: 020 8227 3047 E-mail: andy.bere@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
<p>Summary:</p> <p>This report seeks approval from Cabinet on a policy to formalise and regularise property leasing arrangements within regards leases at less than market value.</p> <p>At present there is no clear and consistent approach on the level of support given to third parties wishing to lease Council property assets at less than market rent and historically, the Council has entered into property agreements with a number of organisations which vary in terms of structure, rent support and recovery of costs. Some organisations pay market rents, some pay no rent at all and others make minor contributions to the costs of utilities, maintenance and other liabilities.</p> <p>This policy seeks to address this and proposes a revised set of arrangements that allows a mechanism for third parties to apply for financial support with rent that is linked to the delivery of corporate and departmental objectives and provides a transparent and consistent approach in the leasing of Council property assets.</p> <p>An officer working group, established by CMT with representatives from all Departments, met on several occasions to discuss the revised process and the revised arrangements as set out in this report.</p> <p>The proposed Policy will exclude rents associated with Community Asset Transfers driven by the Council and agreed by Members in September 2008 with regards to Community Centres as well as the Transfer of Assets or Services as part of the Community Right to Bid or the Community Right to Challenge elements of Localism Act 2011. These came into force in 2012 and will be dealt with under the Governments Guidance applied to these transactions.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Agree that future leases with third parties in respect of Council property assets be at a market rent, with rent subsidy levels considered through the submission of a business case; and</p>	

- (ii) To authorise the Chief Finance Officer, in consultation with the Cabinet Members for Finance and Crime, Justice and Communities, to agree the formal policy including the scoring mechanism, linked to the delivery of Council priorities, by which rent subsidy levels shall be determined.

Reason(s)

To ensure that property leasing agreements at less than market rent provide consistency and transparency that link to the overall priorities and objectives of the Council. This policy will assist the Council in making better use of its resources and assets.

1. Introduction and Background

- 1.1 The Council has a number of property assets leased or occupied by third party organisations on rental terms that are less than the market rent or at peppercorn rents. Many of these arrangements are historic and involve voluntary and community sector groups.
- 1.2 The Council currently has a relationship with a number of voluntary and community sector organisations and provides financial support in one form or another to many of these through grants, commissioning agreements or service contracts. However, the form of financial support that the Council provides to these organisations related to the use of property assets has varied.
- 1.3 This report sets out the arrangements for agreeing a policy to formalise future property leasing agreements based on a market rent and then the subsequent agreement to apply a 'subsidy' or grant to support those groups unable to afford the market rent and is able to demonstrate they deliver against Council objectives.
- 1.4 This regularising of the Council's approach to all property leasing arrangements will provide a transparent and consistent approach in ensuring that the occupation of all Council property is on a commercial market rent basis and that groups receiving a rent subsidy are delivering against agreed Council priorities.
- 1.5 It is proposed that the process outlined in this report excludes Community Asset Transfers driven by the Council and Transfer of Assets or Services as part of the Community Right to Bid or the Community Right to Challenge elements of Localism Act 2011 (which came into force in 2012) as these will be dealt with under the Governments guidance applied to these transactions.

2. Proposal and Issues

- 2.1. Without a regularised approach to managing property leasing arrangements the Council is unable to safeguard the use of their property assets or ensure that any group receiving a subsidy in respect to rent, deliver and continue to deliver against Council priorities and objectives.
- 2.2. Under the proposed policy, the practice of advertising all vacant Council property assets at market value (following a rental valuation) would continue and any third party group / organisation that subsequently approach the Council requesting

financial support with the rent would initially be required to satisfy certain criteria such as financial viability (ability to meet the required rent), access to external grant funding (i.e. Lottery), to help determine those groups whose financial position is sufficient to sustain a rent for any length of time.

- 2.3. Should the group meet these criteria, an appropriate 'sponsoring' Service Department would be identified to assist in drafting a business case to outline the basis for agreeing rent support. A template for the business case will ensure a consistent approach and would include the following -
 - How the third party's occupation contributed towards the delivery of the Council's corporate and departmental objectives.
 - Details of any service contracts connected with the occupation of property assets, as these should run co-terminus with the length of any property agreement (lease etc).
 - Any liabilities associated with the occupation that may remain with the Council.
 - The condition and use of the property to be leased and any other specific lease terms.
- 2.4. The business case would then be 'scored' against the number of Council priorities and Departmental objectives it delivered against in order to calculate the level of rent subsidy to be applied.
- 2.5. Formal documentation (e.g. the lease) would then be prepared based on the market rent along with the details of the rent support agreed and groups should not be allowed to occupy property assets without some form of formal agreement in place (lease, tenancy at will, licence to occupy etc).
- 2.6. The rent subsidy would be agreed for three years with annual monitoring to ensure the satisfactory performance against the delivery of Council objectives.
- 2.7. Regularising the Council's approach to all property leasing arrangements will provide a transparent and consistent approach to ensure that the occupation of Council property assets is provided on the basis of a unified leasing policy.
- 2.8. Where a third party occupies part of a building only or where the use/occupation has limited commercial interest i.e. – its value is in its use by that particular organisation (e.g. – miniature railway at Barking Park), the cost of occupation to the third party should at least cover the Council's running costs (utilities, rates etc).

3. Reviewing Existing Arrangements in Place

- 3.1 Work across all Departments has taken place to establish to extent of the existing arrangements in place for groups occupying property assets at less than market rent.
- 3.2 Many groups already have market rent leases in place and are therefore not subject to this Policy whilst a small number of other groups receive assistance with maintenance liabilities or have leases on peppercorn rents. The ability to amend any current arrangements is therefore limited to within the constraints of the current

legal documentation and these arrangements will be left to run the term of their lease.

- 3.3 Where current groups are in occupation with no formal agreement in place it is proposed that these be reviewed under these new policy arrangements.
- 3.4 The proposals outlined in this report are designed to respond to specific property related issues. They are not intended to interfere in any way with other grant or support strategies operated by the Council which cover a broader range of issues that relate to groups which may not occupy Council property assets.

4. Consultation

- 4.1. In addition to the officer group that have met on several occasions, various service departments within the Council have been consulted in the writing of this report.

5. Financial Implications

Implications completed by: Jonathan Bunt, Chief Finance Officer

- 5.1. This report is seeking permission to create a formal policy to outline the treatment of leasing Council-owned properties to external organisations.
- 5.2. This report outlines that the Council would receive additional income if all occupants of property owned by the Council paid the market rate. As the market rate would only be applicable at the lease renewal date the Council would not receive the full benefit in year one but on a phased basis.
- 5.3. Any income budgets for the buildings in question sit either within the Property Services Commercial portfolio or with the relevant service area, which currently has responsibility for that particular building.
- 5.4. The report suggests that all organisations pay the full market value of the property they are occupying and those VSO organisations that are eligible for financial support receive this by means of a subsidy application to the council. Assuming all organisations receive full subsidy for any increase in rent, the impact on both the Council and the organisation will be neutral with a budget to pay the subsidy created offsetting the extra income. Where there is an instance of less than full subsidy, there will be additional income to the Council.
- 5.5. By allocating for a three year period and incorporating annual reviews, the authority retains the ability to ensure that the organisation receiving the subsidy continues to meet Council priorities. Should this not be the case, the subsidy would stop or reduce resulting in potential additional net income.

6. Legal Implications

Implications completed by: Eldred Taylor-Camara, Legal Group Manager

- 6.1. The report details proposals to regularise leasing arrangements with voluntary sector organisations occupying Council premises. Section 123 Local Government Act 1972 and the Council's land disposal rules require land to be disposed at market value.

- 6.2. Statutory consent for disposal at undervalue is available to local authorities if it secures the promotion or improvement of the economic, social or environmental well-being of its area provided that the undervalue (as assessed) does not exceed £2m.
- 6.3. It is necessary for the Council to develop a policy in relation to its leasing arrangements generally and in particular in relation to the Voluntary Sector. The adoption and robust and fair application of a policy reduces the risk of a legal challenge or judicial review of its decisions. A clear policy ensures transparency in the process.
- 6.4. A key area for consideration is the impact of any policy or lack of policy on procurements where the voluntary sector seeks to compete with the private sector for Council contracts. Procurement rules require that there is transparency and non-discrimination in the tender process. Voluntary sector bodies should for example compete for Council contracts e.g. to provide services in Council properties, on the same basis as the private sector to ensure that bids are evaluated on the same basis such that the total price bid includes the respective bodies' rental costs. It would be discriminatory to require a private sector bidder to pay rent to the Council but not a voluntary sector body.
- 6.5. There are also equalities issues that need to be addressed and incorporated into any such policy.
- 6.6. The Legal Practice should be consulted to assist with the preparation and completion of any such leasing policy.

7. Other Implications

- 7.1. **Risk Management** - There is a significant risk that regularising property leasing arrangement, and hence implementing full market rents, could cause a number of Voluntary and Community Sector Organisations to cease operating because the costs of them doing so will become too high to bear. Implementing the provision of financial assistance through service departments at the same time as regularising property leasing arrangements will reduce but not negate the risk of Voluntary and Community Sector Organisations failing as a result of adopting this approach as it is fair to assume that in time some of these organisations will cease to receive financial support from the Council. However, the recommended approach should ensure that financial support is at the discretion of the service department best placed to ensure a clear, fair and consistent approach that is accountable and which supports the Council's key aims and policies. In addition, it is clear that without the regularisation of property leasing arrangements the Council will continue to potentially put itself at risk by merely reducing rents payable for its properties as this could be seen as offering a hidden subsidy towards the operational costs of occupying organisations.

The regularisation of property leasing arrangements will assist in the mitigation of 'Corporate Risk 23 - Asset Management' and assist with clarity around 'Corporate Risk 25 – A thriving Third Sector'.

Doing nothing retains the risk that the Council will continue to subsidise lease rents without a clear, articulated and consistent approach in this respect. In the many

instances this may also leave the Council open to the tenant subsequently assigning the lease to another party that is not a community or voluntary sector organisation at the same preferential rent for the remaining period of the lease term, hence negating the reason for the subsidy in the first instance.

7.2. **Contractual Issues** - The Council's legal team will continue to deal with property related documentation in its usual professional manner.

7.3. **Customer Impact** - The regularisation of property leasing arrangements will provide clarity for current and prospective Council leaseholders.

The introduction of any revised approach is likely to result in some groups that consider themselves disadvantaged but hopefully these can be kept to a minimum through ensuring the provision of financial assistance through service departments in implementing alongside the regularisation of property leasing arrangements.

7.4. **Health Issues** - There is a risk that these proposals could impact on health issues if a Community or Voluntary Sector Organisation providing health services ceases to operate because the costs of them doing so will become too high to bear as a result of the proposed regularisation of property leasing arrangements. However, consideration of this element will need to be considered when formulating the service department criteria for the provision of financial support in a clear, fair and consistent manner to minimise any potential impact.

7.5. **Property / Asset Issues** - This report is centred on property /asset issues so they are covered in the body of the report.

Background Papers Used in the Preparation of the Report: None

List of Appendices: None

CABINET

22 October 2013

Title: Sale of Footpath Land to Facilitate the Former Barking Magistrates Court Development	
Report of the Cabinet Members for Regeneration and Finance	
Open Report	For Decision
Wards Affected: Abbey	Key Decision: Yes
Report Author: David Harley, Economic Development Group Manager	Contact Details: Tel: 020 8227 5316 E-mail: david.harley@lbbd.gov.uk
Accountable Divisional Director: Jeremy Grint, Divisional Director Regeneration	
Accountable Director: Graham Farrant, Chief Executive	
Summary	
<p>The former Barking Magistrates Court in the heart of Barking Town Centre has lain empty since the court use ended some years ago and due to lack of attention it has appeared on English Heritage's 'At Risk' list. The site was recently purchased by a developer who has secured planning approval (subject to a Section 106 agreement) for a development which will restore the existing building and develop a modern extension on the rear car park with ground floor commercial uses and upper floor residential flats for both the new and existing space. If implemented the scheme would safeguard the future of a key historic building, add vibrancy and vitality to the town centre including providing space which could attract a better quality restaurant/café to widen the town centre's offer.</p> <p>To implement the scheme the developer, Chrisfys Properties, needs to offset the modern extension from the existing building with a glazed link - this requires the development to extend out and include the existing footpath at the rear of the site. The developers are seeking to purchase this land from the Council in order for the scheme to proceed.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to approve the freehold sale of the area of footpath land adjacent to the former Barking Magistrates Court, shown hatched on the plan at Appendix 1, to Chrisfys Properties on the terms set out in the report.</p>	
Reason(s)	
<p>Any land sale with a value over £5,000 is required to secure Cabinet approval. If approved this would be a good example of the Council using its land and powers to assist unlocking regeneration potential and delivering growth whilst failure to agree would result in an unviable, undeliverable development proposal meaning the existing building continuing to lie vacant.</p>	

1. Introduction and Background

- 1.1 The former Barking Magistrates Court is a landmark building in a pivotal location in Barking Town Centre. Its future is therefore important to the regeneration and economic development of the town centre – a vibrant, active use can support town centre regeneration whilst if it lies vacant it would symbolise stagnation and decline. The building has a Grade II Listed status and is on English Heritage’s ‘At Risk’ list due to lack of care over recent years. A development proposal to bring the building back into use together with a modern extension to the rear requires the transfer of a strip of LBBD land (the existing footpath) shown on Appendix 1.

2 Proposal and Issues

- 2.1 A planning application has recently been approved (subject to a S106 agreement) by a private sector developer for a scheme which involves restoring and reusing the existing building with ground floor commercial (ie. restaurant, café) uses and 13 private residential flats on upper storeys. On the rear car park site they propose demolishing the unattractive single storey extension and utilising the whole site for a modern building with the same mix of ground floor commercial uses and 24 residential flats on upper storeys. The rear of the Magistrates court is by far the least attractive façade whilst a modern building can complement and enhance the historical building as well as ensuring a viable development.
- 2.2 The developers would not be able to secure a viable scheme on the basis of conversion of the existing building alone given residential values in the borough and the fact that safeguarding some of the internal original features (staircases etc) means the development is not as space efficient as a new build would be. The application documents included a viability assessment by BNP Paribas showing the project costs are £6.8m but the scheme is extremely marginal and that a £6k per unit S106 contribution towards education provision or any affordable housing would make the scheme unviable. The S106 would cover public realm improvements, local labour/supply obligations and a lighting scheme for the front of the building.
- 2.4 The developer is experienced and knowledgeable about the restaurant market and given the quality of the development believes an operator who would improve the town centre’s offer can be secured. The assessment includes an 18 months rent free period to attract good quality tenants. There has been interest however no deals are likely to be signed until the development is underway. Given the lack of evening economy and the desire to expand the opportunities alongside the new Leisure centre and the Broadway theatre, the Magistrates court development is important and helps link these facilities to the Technical Skills Academy (with its evening economy offer) and the ASDA and its parking facilities which are currently under construction.
- 2.5 As part of the scheme the developer proposes extending the new building at the rear to cover the area which currently forms the footpath. This would enable the rear extension to be offset from the main building with some glass walling providing a break between the old and new buildings and allowing better servicing arrangements for residential and commercial uses (see the plan at Appendix 1 and CGI image at Appendix 2). This helped secure English Heritage’s support for the planning application. They would remove the ‘At Risk’ designation if the application was implemented.

- 2.6 To accommodate for the loss of the footpath, Clockhouse Avenue can be altered to create a shared surface. Clockhouse Avenue will be less busy when the Police station moves although it will remain a principal servicing route for the market. A shared surface will reduce the dominance of the road making links between East Street and Town Square more attractive for pedestrians. The area in front of Iceland's service yard however will continue to require a tarmac surface given the nature of vehicles carrying out tight manoeuvres which limits the potential for an alternative paving treatment in this area. As part of the implementation of the scheme public realm work would occur on three sides of the development. The main frontage public realm works would form part of the East Street public realm improvements.
- 2.7 Clearly there is limited value to the footpath apart from to the owner of the former Magistrates Court land and the Property Advisory Group has recommended a sale price of £50,000. This is likely to be challenging for the viability of the scheme.
- 2.8 The land is currently public highway however the intention is that following sale it will form part of the development site and will be stopped up under the powers in the Town and Country Planning Act 1990. During this time the developer would need to negotiate with utility providers who have services in the footpath to ensure any diversions are carried out. The developer would be responsible for funding any utility diversions into the adjacent public highway.

3. Options Appraisal

- 3.1 The two key options are to either agree to the sale or not.
- 3.2 The 'Do Nothing' option of refusing to sell the land would result in the developer being unable to deliver the scheme that planning permission has been secured for. This is likely to result in the building continuing to lie vacant with its heritage at risk. There is a risk the developer may seek to sell the building and a use which would not have the regeneration impact of quality commercial units and private residential units may come forward. A number of uses could operate in the building under its current D1 planning use class without need for planning approval.

4. Consultation

- 4.1 The issue has been discussed at a number of Property Advisory Group meetings involving Members and officers. The Planning application was subject to public consultation.

5. Financial Implications

Implications completed by: Phillip Horner, Principal Accountant

- 5.1 The sale price agreed for the area of land at the rear of the Court House, which is currently public highway, is £50,000.
- 5.2 The sale of the land, enabling this project to commence, will create the potential for the Authority to increase the Council Tax base by 37 units which will generate at least a further £32,000 per year. There will also be an additional share of business rates received from the proposed commercial units.
- 5.3 An additional 37 residential flats will also generate a New Homes Bonus for the Authority of £277,500.
- 5.4 The Section 106 agreement has not yet been finalised, however, it is important that the monies paid to the Authority will be sufficient to fund all of the public realm works that become necessary as a result of this development.
- 5.5 Paragraph 2.4 mentions the possibility that commercial tenants will be given an initial rent free period of 18 months. This arrangement would be between the developer and its tenants and, therefore, there would be no financial implications for the Authority if this arrangement was agreed.

6. Legal Implications

Implications completed by: Jason Ofosu, Property Lawyer

- 6.1 The land is highway land and currently unregistered land at the moment and the land should ideally be registered at the Land Registry before any potential disposal. The land will need to be stopped up before the transfer of land could take place. If the developer needed to use the land prior to the proposed sale the Council could grant a licence to occupy the land and enter into sale conditional on the council registering the land at the land registry.
- 6.2 Under Section 123 of the Local Government Act 1972 ("LGA" 1972), the Council has powers to dispose of land in any manner that they wish which includes the sale of land at market value. An independent valuation has been carried out and the disposal is at market value.
- 6.3 The Council can dispose of the land by private treaty to the developer as a special purchaser but must take into account part D of the Land Acquisitions and Disposal Rules (paragraph 6.4). That paragraph stipulates that the progress of the negotiations with the developer will need to be recorded in writing and documented by Property Services on their disposal file.

7. Other Implications

- 7.1 **Risk Management** – The issue of any service utilities in the land would need to be addressed prior to the transfer ensuring that the developer fully funds any diversion works.

7.2 **Crime and Disorder Issues** - Reuse of the existing former Magistrates Court with new commercial and residential uses will bring more activity and natural surveillance to the area improving safety.

7.3 **Property / Asset Issues** - These are explained in detail in the body of the report.

Background Papers Used in the Preparation of the Report:

- Former Magistrates Court Planning Application and association documents

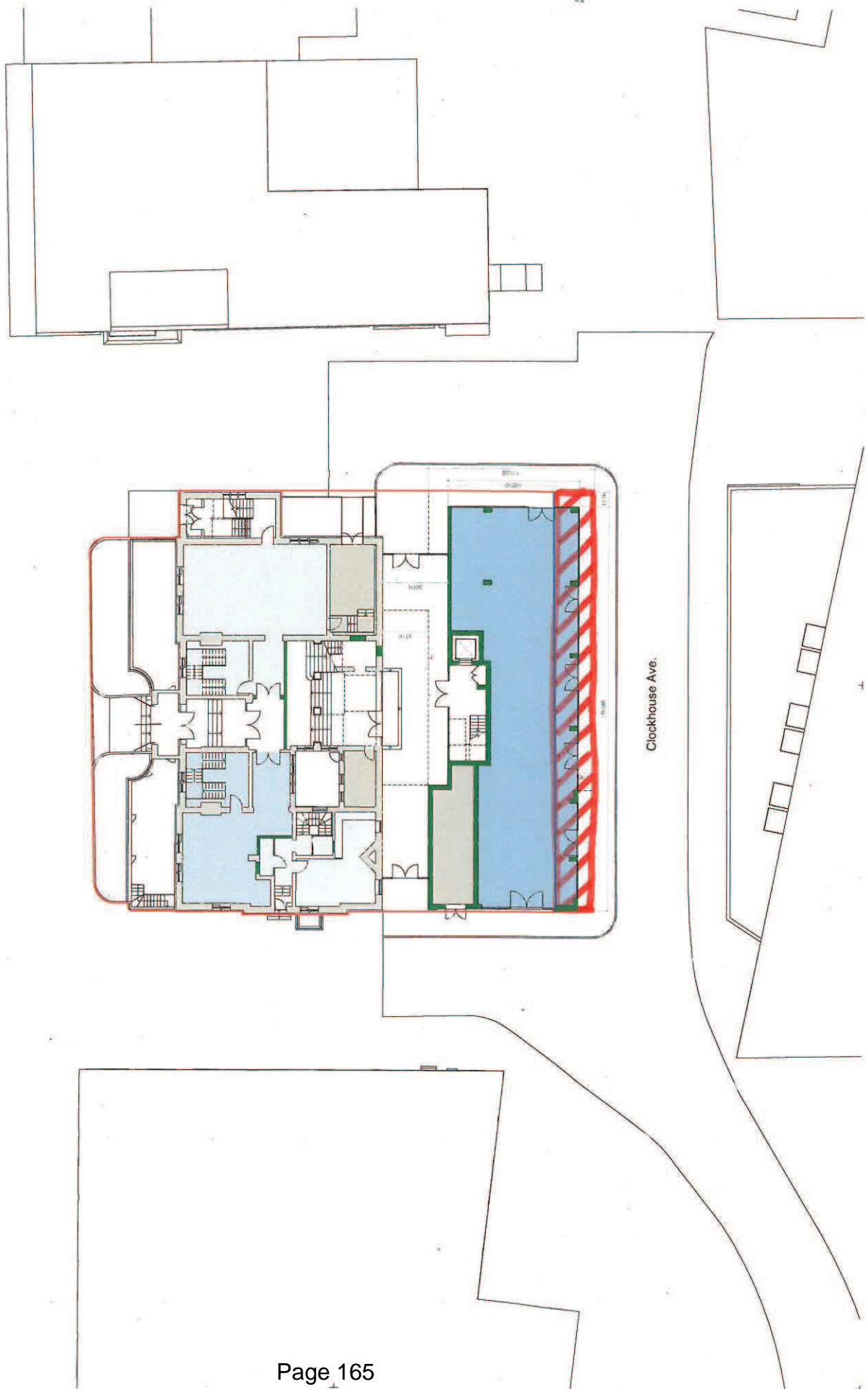
List of appendices:

- Appendix 1: Plan of new development and land proposed to be transferred
- Appendix 2: Computer Graphic Image of Proposed Development

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APPENDIX 1

1. All work shall be in accordance with the latest edition of the Building Code of Australia (BCA) and the relevant Australian Standards (AS).
 2. The contractor shall be responsible for obtaining all necessary permits and approvals from the relevant authorities.
 3. The contractor shall ensure that all work is completed in accordance with the approved plans and specifications.
 4. The contractor shall maintain access to all public areas and services at all times.
 5. The contractor shall be responsible for the safety of all workers and the public.
 6. The contractor shall provide a site safety plan and risk assessment.
 7. The contractor shall provide a program of construction management.
 8. The contractor shall provide a program of environmental management.
 9. The contractor shall provide a program of community relations.
 10. The contractor shall provide a program of stakeholder engagement.
 11. The contractor shall provide a program of quality management.
 12. The contractor shall provide a program of health and safety management.
 13. The contractor shall provide a program of risk management.
 14. The contractor shall provide a program of compliance management.
 15. The contractor shall provide a program of reporting and communication.
 16. The contractor shall provide a program of record keeping.
 17. The contractor shall provide a program of closeout and handover.
 18. The contractor shall provide a program of post-project evaluation.
 19. The contractor shall provide a program of continuous improvement.
 20. The contractor shall provide a program of sustainability management.



Overall finish
 Proposed finish

By Department Legend

- By Dept
- By Dept
- By Dept
- By Dept
- By Dept
- By Dept
- By Dept



AWW

1. Project Name
 2. Project No.
 3. Project Date
 4. Project Location
 5. Project Status
 6. Project Manager
 7. Project Engineer
 8. Project Designer
 9. Project Checker
 10. Project Approver

Building Information Chart

Project No. 3120
 Project Name 1110
 Project Date
 Project Location
 Project Status
 Project Manager
 Project Engineer
 Project Designer
 Project Checker
 Project Approver

Date 3120
 Title 1110
 Author
 Checked
 Approved

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Computer Graphic Image of Proposed Development



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CABINET

22 October 2013

Title: Award of Contract for the Provision of Personal Protective Equipment and Uniform	
Report of the Cabinet Member for Finance	
Open report, with exempt appendices	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: Euan Beales, Procurement Category Manager, Elevate East London	Contact Details: Tel: 020 8227 5226 E-mail: euan.beales@lbbd.gov.uk
Accountable Divisional Director: Robin Payne, Divisional Director of Environment	
Accountable Director: Darren Henaghan, Corporate Director of Housing and Environment	
<p>Summary:</p> <p>At its meeting on 22 January 2013 (Minute 86), the Cabinet approved proposals for the procurement of a new Term Contract for Personal Protective Equipment (PPE) and Uniform for a term of three years from 1 May 2013, with the possibility of a one year extension subject to satisfactory performance. Cabinet also asked that a report be presented on the outcome of the procurement exercise as it wished to award the contract.</p> <p>This report advises on the results of the procurement and recommends the appointment of the contractor who achieved the highest score against the tender evaluation criteria, Rexel UK Limited (trading as Parker Merchanting).</p> <p>The new Term Contract will provide the Council with a cost effective and high quality service for the provision of PPE and Uniform and will ensure contract coverage and compliance in line with European and Council procurement rules.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> i) Award a three-year Term Contract for the Provision of Personal Protective Equipment and Uniform (Lots, 1, 2 and 3) to Rexel UK Limited (trading as Parker Merchanting) with effect from 1 August 2013, with the option of a one-year extension subject to satisfactory performance, on the terms set out in the report; and ii) Authorise the Head of Legal and Democratic Services to enter into and execute the contract with Rexel UK Limited. 	

Reason(s)

To ensure the Council fulfils its obligations under the Health and Safety at Work Act (1974) and its own due diligence in maintaining the wellbeing of its staff.

1. Introduction and Background

- 1.1 The Council has a statutory responsibility to comply with the Health and Safety at Work Act (1974) which includes providing appropriate staff with PPE and Uniform.
- 1.2 Up until now, these materials have been purchased through ad-hoc arrangements or via alternative materials and consumables contracts. These were not deemed to be the cost-effective.
- 1.3 To mitigate the Council's commercial and financial risk, the Cabinet agreed proposals for a new Term Contract for the provision of PPE and Uniform at its meeting on 22 January 2013 (Minute 86 refers). LBBB acted as the lead authority on behalf of neighbouring East London Solutions (ELS) members although at the time of the procurement only Newham Council actively participated.

2. Proposal and Issues

- 2.1 Tenders were sought through an open ITT Procedure following an advertisement in the Official Journal of the European Union (OJEU), with LBBB named as the lead authority.
- 2.2 Tenderers were invited to bid for one or more of the following four "lots":
 - Lot 1 – LBBB Safety Footwear;
 - Lot 2 – LBBB Clothing;
 - Lot 3 – LBBB Equipment and Accessories;
 - Lot 4 – LB Newham Clothing and Equipment.
- 2.3 At the time of the previous report to Cabinet, the annual spend by LBBB on PPE and Uniform was estimated at £109,000. A further £40,000 per annum was project for the in-house Housing Repairs and Maintenance DLO (which transferred back to the Council on 1 May 2013, taking the total projected spend at that time to £150,000 per annum.
- 2.4 Since that report however, further areas of spend were identified across the Council and other services identified new requirements to be included in the contract. Therefore, at the time of tendering the revised forecast for the annual spend was approximately £236,000 per annum, which equates to almost £1m for the full term of the contract (three years plus possible one year extension).
- 2.5 The increase in forecasted spend will be covered by the original OJEU Notice (2013/S 033-052088), as the drafting allowed for a variance in spend levels due to assimilation of the DLO and additional requirements being detailed by the Service Divisions.

- 2.6 The OJEU Notice yielded 79 expressions of interest, with 11 bidders submitting written responses by the deadline of 4 April 2013.
- 2.7 The tender evaluation criteria was based on a scoring matrix of 40% price (commercial element) and 60% quality (technical element). The technical element consisted of nine scored questions in addition to the standard response requirements of the Council. The commercial element required tenderers to submit pre e-auction prices for each item within the Lot(s) they were bidding for, proving a bulk price (made up from pre defined volumes over a number of product lines).
- 2.8 As part of the technical assessment, the 11 bidders were requested to provide sample products to ensure the proposed products met or exceeded the Council's requirements in terms of quality and suitability.
- 2.9 An evaluation panel convened on 11 April 2013 to evaluate and mediate the responses.
- 2.10 The commercial element was completed by utilising an e-auction tool hosted on the Council's e-procurement platform (Bravo Solutions). The e-auction was held on 17 April 2013 between 10:00 and 15:23 hours.
- 2.11 **Appendix 1** gives a summary of the results for both the commercial and technical elements for each of the tenderers. This appendix is in the confidential section of the agenda as it contains commercially sensitive information provided by the tenderers, which is exempt from publication under the provisions of paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972.
- 2.12 Rexel UK Limited, trading as Parker Merchanting, are the preferred bidder for all four lots as they were ranked first in each category based on the 40:60 price:quality criteria.
- 2.13 Based on the revised projected spend of £236,000 (see paragraph 2.4 above), the comparative spend under the new contract would be approximately £128,000, representing a saving of almost £108,000 (if the same volumes were procured in a 12 month period).
- 2.14 Under the new term contract, the prices are fixed for the initial three year period and also the 1 year extension period, if taken. The precise contract value will be dependent upon client budgets and staff numbers who require the PPE and Uniform.
- 2.15 It is proposed that the Council enters into a three year term contract with Rexel for Lots, 1, 2 and 3 effective from 1 August 2013, with the possibility of a one year extension subject to satisfactory performance.
- 2.16 Lot 4 is to be awarded and contracted directly by the London Borough of Newham.
- 2.17 The contract will work on a "call off" basis for a number of service areas within the Council, including but not limited to: Parks, Building Cleaning, Building Services, Security, Facilities Officers, Castle Green, Landlord Services, Repairs and Maintenance DLO, other Housing Services and Adult and Community Services.

For Members' information, the depot that would be used by Rexel in the servicing of this contract is located within the Borough in close proximity to the DLO.

- 2.18 The "call off" arrangements will not commit the Council to guaranteed payments or volumes to Rexel, but will ensure continued and standardised supply of goods during the contract term. As Service Departments are communicated to, further product requirements may be identified and moved into the contract to ensure continuity and compliance, with each additional price negotiated.

3. Options Appraisal

- 3.1 The report to the January meeting set out the procurement options and Members supported the route that has been taken.

- 3.2 Having completed that process, the options are as follows:

Option 1 - Award the provision of PPE and Uniform to Rexel following a robust procurement process.

This is the preferred option as the Contractor offers value for money and the required quality of product to ensure the Council's financial and operational needs are met.

Option 2 - Do nothing

The Council would be non-compliant with EU and its own procurement rules.

4. Consultation

- 4.1 The proposals within this report have been the subject of detailed consultation throughout the Council and with colleagues at the London Borough of Newham.

5. Financial Implications

Implications completed by: Jahangir Mannan, Group Accountant

- 5.1 A report was brought to Cabinet on January 2013, identifying spend of approximately £0.109m on protective clothes and equipment. Given the size of the spend it was recommended that the Council tender a contract for this service as per the Council's procurement rules.
- 5.2 Since the January Cabinet, further spend in other areas of the Council have been identified to take the collective projected spend up to £0.236m.
- 5.3 From the returned tenders, the company that achieved the best scoring was that of Rexel.
- 5.4 The savings from this contract will be subject to the 80:20 'gainshare' arrangement between the Council and Elevate. The exact 'gainshare' amount will be calculated against like for like volumes, so that any payments owing to Elevate are purely from price differentials.

6. Legal Implications

Implications completed by: Bimpe Onafuwa, Contracts and Procurement Solicitor

6.1 This report is seeking the approval of Cabinet:

- (i) For the award of the Contract for the Provision of Personal Protective Equipment (PPE) and Uniform to Rexel; and
- (ii) For the Legal Practice to execute the contract between the Council and Rexel.

6.2 Following Cabinet approval in January 2013 to conduct a procurement exercise in respect of the above contract, this report confirms above that the procurement has been undertaken in accordance with the initial report and EU legislative requirements.

6.3 Upon conclusion of the procurement exercise Rexel was the resultant winning bidder.

6.4 The contract to be entered into with the winning bidder is based on the Council's standard terms and conditions which was issued with the Invitation to Tender (ITT) documents.

6.5 The Legal Practice confirms that there are no legal reasons preventing Cabinet from approving the recommendations of this report.

7. Other Implications

7.1 **Risk Management** - The previous report to Cabinet outlined the risks to the Council operating outside of formal contracted arrangements and how these would be managed via the proposed contract.

7.2 **Contractual Issues** - The contract would be let in accordance with EU procurement legislation and the Council's Contract Rules.

7.3 **Customer Impact** - The contract will provide Council staff with new equipment and clothing that meets all health and safety requirements and will also mean that there is far more consistency in the appearance of Council staff when carrying out their duties.

7.4 **Health Issues** - The Council has an obligation to its staff under the Health and Safety Act 1974 to provide fit for purpose equipment in order for their role to be carried out safely.

Background Papers Used in the Preparation of the Report:

- Cabinet report and minutes of 22 January 2013 entitled "Contract for the Provision of Personal Protective Equipment (PPE) and Uniform"

List of appendices:

- **Appendix 1** - Summary of Tender Evaluation (exempt information)
- **Appendix 2** - Clarification Report (exempt information)

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