

## Notice of Meeting

### CABINET

**Tuesday, 27 January 2015 - 6:00 pm**  
**Council Chamber, Town Hall, Barking**

**Members:** Cllr Darren Rodwell (Chair); Cllr Saima Ashraf (Deputy Chair) and Cllr Dominic Twomey (Deputy Chair); Cllr Laila Butt, Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr James Ogungbose, Cllr Lynda Rice, Cllr Bill Turner and Cllr Maureen Worby

Date of publication: 16 January 2015

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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. Members are reminded that the provisions of paragraph 9, Chapter 1, Part 5 of the Constitution in relation to Council Tax arrears apply to the 'Calculation and Setting of the Council Tax Base 2015/16' report (Item 10).

**3. Minutes - To confirm as correct the minutes of the meeting held on 16 December 2014 (Pages 3 - 13)**

**4. Budget Monitoring 2014/15 - April to November 2014 (Month 8) (Pages 15 - 51)**

**5. Estate Renewal Programme 2015 - 2021 and Delivery of Existing Estate Renewal and Infill Site Projects (Pages 53 - 93)**

**6. Merry Fiddlers Junction Improvements - Minor Scheme Amendments (Pages 95 - 103)**

- 7. Emergency Homelessness Accommodation (Pages 105 - 116)**
- 8. Temporary Accommodation Placements Policy (Pages 117 - 146)**
- 9. Procurement of Markyate Day Nursery Services (Pages 147 - 155)**
- 10. Calculation and Setting of the Council Tax Base for 2015/16 (Pages 157 - 164)**
- 11. Council Sites - Land Disposals (Pages 165 - 184)**

Appendices 2 and 3 to this report are contained in the exempt section of the agenda due to the commercially sensitive nature of the information.

- 12. Any other public items which the Chair decides are urgent**
- 13. To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

#### **Private Business**

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

- 14. Appendices 2 and 3: Council Sites - Land Disposals (Pages 185 - 200)**  
Contains commercially sensitive information (paragraph 3)
- 15. Any other confidential or exempt items which the Chair decides are urgent**



## **Our Vision for Barking and Dagenham**

### **One borough; one community; London's growth opportunity**

#### **Encouraging civic pride**

- Build pride, respect and cohesion across our borough
- Promote a welcoming, safe, and resilient community
- Build civic responsibility and help residents shape their quality of life
- Promote and protect our green and public open spaces
- Narrow the gap in attainment and realise high aspirations for every child

#### **Enabling social responsibility**

- Support residents to take responsibility for themselves, their homes and their community
- Protect the most vulnerable, keeping adults and children healthy and safe
- Ensure everyone can access good quality healthcare when they need it
- Ensure children and young people are well-educated and realise their potential
- Fully integrate services for vulnerable children, young people and families

#### **Growing the borough**

- Build high quality homes and a sustainable community
- Develop a local, skilled workforce and improve employment opportunities
- Support investment in housing, leisure, the creative industries and public spaces to enhance our environment
- Work with London partners to deliver homes and jobs across our growth hubs
- Enhance the borough's image to attract investment and business growth

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## MINUTES OF CABINET

Tuesday, 16 December 2014  
(6:00 - 8:09 pm)

**Present:** Cllr Darren Rodwell (Chair), Cllr Saima Ashraf (Deputy Chair), Cllr Dominic Twomey (Deputy Chair), Cllr Laila Butt, Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr James Ogungbose, Cllr Bill Turner and Cllr Maureen Worby

**Also Present:** Cllr Syed Ahammad, Cllr Rocky Gill, Cllr Kashif Haroon, Cllr Eileen Keller, Cllr Margaret Mullane, Cllr Linda Reason and Cllr Phil Waker

**Apologies:** Cllr Lynda Rice

### 66. Declaration of Members' Interests

There were no declarations of interest.

### 67. Minutes (18 November 2014)

The minutes of the meeting held on 18 November 2014 were confirmed as correct.

### 68. Questions

The Chair advised that he would not be allowing questions from non-Cabinet Members or the public at the meeting.

### 69. Call-In of Decision re: Employment of a Political Assistant and a Leader and Members' Services Manager

The Cabinet Member for Finance advised on the Public Account and Audit Select Committee's consideration of a call-in of Minute 49(xi) of the Cabinet on 18 November 2014 in respect of the withdrawal of part of saving CEX/SAV/09 (presented to Cabinet on 7 October 2014) in order to recruit a Leader and Members' Services Manager and a Political Assistant in the Democratic Services section.

The Cabinet Member reported on the Select Committee's considerations, its decision to uphold the call-in and its recommendation for an alternative course of action. The Cabinet Member advised, however, that he felt that the Cabinet's original proposal was appropriate in the context of the Peer Review report and the new leadership's ambitious agenda for the future.

Cabinet **resolved** to:

- (i) Note the outcome of the Public Accounts and Audit Select Committee's consideration of the call-in of the Cabinet's decision to withdraw part of saving CEX/SAV/09 in order to recruit a Leader and Members' Services Manager and a Political Assistant in the Democratic Services section; and

- (ii) Confirm the decision made under Minute 49(xi) of the last meeting to recruit a Leader and Members' Services Manager and a Political Assistant.

## **70. Budget Monitoring 2014/15 - April to October 2014 (Month 7)**

The Cabinet Member for Finance introduced the report on the Council's capital and revenue position for the 2014/15 financial year, as at 31 October 2014.

The General Fund showed a projected end of year spend of £166.6m against the total approved budget of £165.3m, which represented an improvement of £1.8m on the position as at 30 September 2014 due to the implementation of spending control measures across Council services. The Cabinet Member stressed that there remained a projected year-end overspend of £1.3m and the pressures within the Children's Services division were under constant review. In respect of the latter, the report contained a proposal to use balances carried forward from 2013/14 to support expenditure within the service in the current year.

The Cabinet Member for Finance also referred to the addendum to the report which the Chair agreed could be considered at the meeting as a matter of urgency under the provisions of Section 100B(4)(b) of the Local Government Act 1972. The addendum related to recent pay award arrangements and included a proposal to increase the minimum hourly rate from £9 to £9.20 per hour for Council employees and agency staff, which would exceed the new London Living Wage rate of £9.15 per hour. The Cabinet Member confirmed that provision of up to £0.5m had been set aside but he hoped that the increase would be contained within existing budgets.

It was also noted that the Housing Revenue Account (HRA) continued to show a projected break-even position for the year while the Capital Programme showed a projected spend of £142.4m.

Cabinet **resolved** to:

- (i) Note the projected outturn position for 2014/15 of the Council's General Fund revenue budget at 31 October 2014, as detailed in paragraphs 2.4 to 2.10 and Appendix A of the report;
- (ii) Note the impact on the outturn position of expenditure restrictions and early savings implementation agreed at 25 September Cabinet and detailed in paragraph 2.2 of the report;
- (iii) Note the progress against the agreed 2014/15 savings at 31 October 2014, as detailed in paragraph 2.11 and Appendix B of the report;
- (iv) Note progress against the agreed 2014/15 HRA savings as detailed in paragraph 2.12 and Appendix B of the report;
- (v) Note the overall position for the HRA at 31 October 2014, as detailed in paragraph 2.12 and Appendix C of the report;
- (vi) Approve the drawdown of £270,000 from Children's Services reserve as detailed in paragraph 2.5;

- (vii) Agree that all permanent Council staff and agency staff working on Council assignments be paid the equivalent of at least £9.20 per hour with effect from 1 January 2015; and
- (viii) Agree to review the minimum hourly rate for all Council staff in December each year with any increase applying from the following January.

## **71. Budget Strategy 2015/16**

Further to Minute 31 (7 October 2014), the Cabinet Member for Finance presented a report on the Council's budget position for 2015/16 and beyond and, in particular, the budget savings options for 2015/16 and 2016/17 which had been subject to public consultation and Select Committee scrutiny in recent months.

The Cabinet Member advised that the Government's public spending cuts had forced the Council to make in excess of £90m of savings over the previous four years. The latest Local Government Finance Settlement meant that the Council had to make further savings of £38m over the next two years to achieve a balanced budget position and Members commented on the impact that the Government's programme of cuts was having on the Council's ability to maintain front-line services.

It was noted that the extensive consultation on the savings options considered at the meeting on 7 October 2014 had resulted in a number of proposals being revised or withdrawn. As a consequence, the original savings total of £18.9m for 2015/16 and 2016/17 had reduced by £3.1m to £15.7m, which the Cabinet Member for Finance explained would have to be met from reserves alongside the £4.1m shortfall that was already anticipated. With regard to the savings options that had been revised or withdrawn as a result of the public consultation and Select Committee scrutiny, Members made specific reference to the green waste garden collection service and driver pre-start payments within the Environmental Services division and also the borough's Youth Service. In respect of the latter, the Cabinet Member for Children's Social Care referred to the positive engagement from the BAD Youth Forum which had been instrumental in the decision to reduce the proposed cut in funding from £600,000 from 2015/16 to £100,000 in 2015/16 and £200,000 in 2016/17.

The Cabinet Member for Finance reported that in addition to the Government's reduction in central grants, the Welfare Provision Grant was to end. The Council's allocation for 2014/15 of £915,000 had been used to maintain the Local Emergency Support Scheme, which provided crisis payments and community care support payments for eligible residents to help ease severe financial pressures, provide emergency travel payments and prevent serious risk to the health and safety. Members spoke on the importance of the scheme to the most vulnerable in the community and asked officers to report to a future meeting on the options for retaining a scheme.

The Cabinet Member for Finance referred to the cumulative effect of the funding changes and final savings proposals on the Council's overall budget position, which would reduce reserves by approximately £9.4m to leave a General Fund reserve level of £23.8m. It was noted that although that was above the prudent

reserve threshold of £15m, the Council could not sustain a continued use of reserves to achieve a balanced budget position in the future. Members commented that the way forward was to achieve future growth and a fairer settlement from the Government to reflect the pressures brought about by unprecedented population growth and other demographic issues affecting Barking and Dagenham.

Cabinet **resolved** to:

- (i) Note the amendments to the consulted savings proposals as set out at Appendix A to the report;
- (ii) Approve the revised saving proposals that have been through consultation as set out in Appendix B to the report;
- (iii) Approve the additional saving proposals for management implementation as set out in Appendix C to the report;
- (iv) Approve the additional saving proposals that were presented to the Public Accounts and Audit Select Committee on 2 December as set out in Appendix D to the report;
- (v) Approve the draw down from reserves required to deliver a balanced budget in 2015/16 and 2016/17;
- (vi) Approve the draw down from reserves required to fund the investment needed to deliver the savings proposals, as detailed in paragraph 4.7 of the report; and
- (vii) Agree that officers should report further on options to continue a Local Emergency Support Scheme from 2015/16 in the light of the withdrawal of Central Government funding for the service with effect from 31 March 2015.

## **72. Corporate Delivery Plan 2014/15 - Quarter 2 Update**

Further to Minute 33 (7 October 2014), the Leader of the Council presented a performance report in respect of the priority projects and performance indicators agreed as part of the Corporate Delivery Plan, which also included an update on the LGA Peer Challenge Implementation Plan.

The report covered the quarter 2 period up to 30 September 2014 and the Leader advised that he had asked officers to improve the presentation of the information for future reports. In respect of the quarter 2 data, observations were made in respect of the following:

- **NEETS** – The proportion of 16 to 18 year olds not in education, employment or training had not improved and the Cabinet Member for Regeneration outlined some of the issues and the steps being taken to achieve an improvement.
- **Housing Re-lets** – It was noted that the 71-day average to re-let Council properties in 2013/14 was primarily due to the excessive specification for void properties. The specification had now been reduced to a more appropriate level and the most recent data suggested that the turnaround time was back



below 30 days.

- **School GCSE Results** – The latest GCSE results showed that the borough’s pupils scored 3% above the national average for 5 or more passes at A\*-C grades.

The Cabinet Member for Education and Schools also referred to the need for the plans for major regeneration projects in the borough, and specifically the Beam Park project, to fully take into account school place provision. To this end, the Cabinet Member for Regeneration was invited to attend future meetings of the Admissions Forum at which the issue of future planning for school places was to be discussed.

The Cabinet Member for Children’s Social Care also requested additional information in future reports in relation to the implications of the population and demographic growth in the borough and suggested that Cabinet Members’ ownership of performance data was integral to the successful delivery of the Council’s new vision and priorities.

Cabinet **resolved** to:

- (i) Note the performance for the priority projects and KPIs, agreeing any actions to address any lack of progress or deteriorating performance, and
- (ii) Note the progress towards delivering the actions set out in the Peer Challenge Implementation Plan.

### **73. Future Delivery of Vehicle Maintenance and Related Services**

The Cabinet Member for Finance introduced a report on the future delivery of vehicle maintenance services to the Council in anticipation of the expiry of the current contract with an external provider in August 2015.

An options analysis had identified that an in-house vehicle maintenance model, supported by local specialist companies, was the most economically advantageous option. As part of the proposal, opportunities would be created for local young people through apprentice positions and additional income generation opportunities would also be explored.

Arising from the discussions it was noted that a future report to Cabinet on equalities matters would include issues relating to apprenticeships.

Cabinet **resolved** to:

- (i) Approve the recommended option to ‘in-source’ the Vehicle Maintenance Workshop at the expiry of the current contract on 31 August 2015, including the transfer of the current workforce back to the Council under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE); and
- (ii) Authorise the Corporate Director of Adult and Community Services, in consultation with the Chief Finance Officer and the Head of Legal and Democratic Services, to explore the potential for the incorporation of a Trading Company to facilitate 3rd Party Vehicle Maintenance with the

objective of income generation.

#### **74. The Broadway Theatre - New Management Arrangements**

(Prior to this item, the film “Taking our place on London’s cultural and creative map”, which the Council commissioned from students at Barking and Dagenham College, was shown.)

The Leader of the Council introduced a report on proposals to further support the Council’s vision for the Borough to be recognised as East London’s cultural hub through new partnership arrangements with Barking and Dagenham College in respect of The Broadway theatre, as well as outline plans relating to the creation of an Artists Enterprise Zone (AEZ) in the Borough.

The Leader explained that under the proposed arrangements with Barking and Dagenham College, the Barbican and London Guildhall School of Music and Drama were expected to become key partners in the delivery of exciting new arts initiatives at The Broadway. The Leader also outlined the proposed leasing and funding arrangements going forward and suggested that the lease should be on a full repairing and insuring, commercial rent basis with three-yearly reviews. Officers confirmed that all appropriate provisions to protect the Council’s interests would be included in the lease agreement and also undertook to provide Cabinet Members with details of the proposed commitment of up to £500,000 from the capital programme prior to any expenditure being incurred.

Cabinet **resolved** to:

- (i) Authorise the Chief Executive, in consultation with the Head of Legal and Democratic Services and Chief Finance Officer, to grant a lease, on a commercial rent and full repairing and insuring basis with three-yearly reviews, from 1 April 2015 or sooner, for The Broadway theatre to Barking and Dagenham College to expire on 31 August 2023;
- (ii) Agree to provide a grant to the College equivalent to the rent that would be paid for the duration of the lease (subject to reviews) on the basis that the shared vision for the theatre is being successfully delivered;
- (iii) Agree to commit to make an additional annual revenue contribution of £50,000 to the Barking and Dagenham College for a guaranteed period of three years from April 2015, to support the ongoing provision of a professional performance programme at the venue and to enable access by local arts organisations and community groups;
- (iv) Agree to commit up to £500,000 capital programme investment to address essential works that have been identified in the recent condition survey of the building and other improvements that will support the new way of working that is envisaged for the venue;
- (v) Agree to compensate the Barking and Dagenham College for redundancy costs that may be incurred by them for any Council employees who are redeployed to the College under TUPE legislation within twelve months of transfer, with payments to be capped at the level the staff would have

received if they had remained employees of the Council; and

- (vi) Agree, in principle, to Barking Town Centre becoming London's first Artists Enterprise Zone and for officers to undertake further work with the Greater London Authority to define an AEZ programme, which will be the subject of a further report to Cabinet for approval prior to implementation.

## **75. Debt Management Performance and Write-Offs 2014/15 (Quarter 2)**

The Cabinet Member for Finance introduced the performance report for the second quarter period ending 30 September 2014 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 and comparable information from the previous year.

The Cabinet Member referred to the overall positive collection rates although issues were raised regarding the accrual of debt due to a failure to open an account following a tenancy succession and also the poor collection rate for Penalty Charge Notices in respect of traffic enforcement.

Cabinet **resolved** to:

- (i) Note the contents of this report as it relates to the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of enforcement agents; and
- (ii) Note the debt write-offs for the second quarter of 2014/15 and that a number of these debts will be published in accordance with the policy agreed by Cabinet.

## **76. Fairer Funding**

(The Chair agreed that the report could be considered at the meeting as a matter of urgency under the provisions of Section 100B(4)(b) of the Local Government Act 1972.)

The Cabinet Member for Finance tabled a report on the Government's changes to Revenue Support Grant (RSG) arrangements that had a significant negative impact for Barking and Dagenham and many neighbouring boroughs.

It was noted that since April 2013, the Government had frozen the proportional distribution of RSG to local authorities and would not be reassessing the calculation until 2020. As a consequence, local authorities experiencing larger than average increases in population growth during that time would be disadvantaged. Furthermore, the system of 'damping', which protected local authorities from unreasonable decreases in RSG as a result of the annual review process, was also stopped in 2013.

The Cabinet Member referred to graphs set out at Appendices 1 and 2 to the report which showed the estimated impact of the changes for Barking and Dagenham and all other London Boroughs for the period 2013/14 to 2020/21.

With regard to population growth, Barking and Dagenham had the 2<sup>nd</sup> highest projected cumulative growth at 14% against a national average of 4.3%, which was estimated to result in the Council losing out on over £7m a year in RSG by not having the increase in population factored into the distribution formula. The cessation of 'damping' had resulted in a loss of RSG of £7.9m in 2013/14 and £7m in 2014/15 and was projected to cost the Council almost £50m over the full period up to 2020/21.

The Leader concurred with the view that the Council should actively lobby the Government for a fairer RSG system and commented that the poorest in London appeared to be paying for the richest in London under the current arrangements. He added that the issue had already been raised with a number of neighbouring Councils and lobbying plans had been supported by the North East London Strategic Alliance.

Cabinet **resolved** to:

- (i) Support actions by the Council that seeks a fair share of Revenue Support Grant from Central Government;
- (ii) Support actions by other Local Authorities that assists the Council in seeking a fair share of Revenue Support Grant from Central Government; and
- (iii) Approve, in principle, the provision of resources to assist the Council and other Local Authorities in actions that seek to ensure the Council receives a fair share of the Revenue Support Grant from Central Government.

## **77. Private Business**

Cabinet **resolved** to exclude the public and press for the remainder of the meeting by reason of the nature of the business to be discussed which included information exempt from publication by virtue of paragraphs 3 and 6 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

## **78. Rationalisation of Corporate Office Portfolio**

The Cabinet Member for Finance presented a report on the proposed rationalisation of the corporate office portfolio as part of the Council's budget saving and Flexible Ways of Working programmes.

The Cabinet Member referred to the long-list of 11 options at Appendix 1 to the report and advised that a short-list of five was established based on the following criteria:

- contributes to achieving the Council's objectives;
- generates financial savings and minimises borrowing;
- enhances and protects the community's civic heritage;
- increases efficiency by reducing officer time in moving between buildings for meetings within the borough and throughout London;
- enables more integrated working across service areas through the co-location of staff spatially centralised and co-ordinated open plan offices.

From the short-list, the preferred option based on the assessment criteria was Option 4c, which involved the retention and open plan of Barking Town Hall; the retention of Pondfield House; the conversion of Dagenham Civic Centre to secondary school use; the disposal of Roycraft House to Agilisys with leaseback of two floors for Council office use; and the disposal / redevelop of Frizlands Offices and John Smith House as offices / residential use. The Cabinet Member explained that the preferred option included a desk ratio of 5.5 for every 10 staff which was challenging but, overall, represented the best financial option for the Council.

The Leader advised that the preferred option would retain the Civic Centre as a public building and discussions were ongoing regarding its use for secondary education. The Leader acknowledged the Civic Centre as an historic and culturally important building but added that in the current financial climate he felt that protecting jobs and providing services were a greater priority.

Cabinet Members stressed the importance of effective project management and the need to keep all Members of the Council fully informed and up-to-date with developments as the scheme progressed.

Cabinet **resolved** to:

- (i) Approve Option 4c (retain and open plan Barking Town Hall; retain Pondfield House; convert Dagenham Civic Centre to secondary school use; dispose of Roycraft House to Agilisys with leaseback of two floors for Council office use; dispose / redevelop Frizlands Offices and John Smith House as offices / residential use) as the recommended option to rationalise the Council's office portfolio and help increase operational efficiency to support the implementation of Flexible Ways of Working;
- (ii) Approve the borrowing of £4.31m from the Public Works Loan Board (PWLB) to fund the capital expenditure required to implement Option 4c as set out in the report;
- (iii) Delegate authority to the Chief Executive, in consultation with the Head of Legal and Democratic Services, the Chief Finance Officer and the Cabinet Members for Finance and Regeneration, to negotiate terms and agree the contract documents to fully implement and effect the projects; and
- (iv) Authorise the Head of Legal and Democratic Services, or an authorised delegate on her behalf, to execute all of the legal agreements, contracts and other documents on behalf of the Council.

## **79. Review of the Elevate Contract**

The Cabinet Member for Central Services introduced a report on options for the future delivery of services currently provided by Elevate East London under the joint venture partnership agreement between the Council and Agilisys.

The Cabinet Member advised that constructive discussions had taken place with representatives of Elevate and Agilisys and he outlined the four options that had

been developed, namely: (1) Do nothing and continue the existing arrangements until the end of the contract in December 2017; (2) Early termination of the contract and the return of all services to the Council; (3) Review and rationalisation of Elevate services, with Elevate retaining the services where it had the most business expertise and was able to add value, together with the return of all other contracted services to the Council; and (4) Enter into a more direct contractual relationship with Agilisys, with Elevate only existing as a procurement shell through which the services would be sub-contracted to Agilisys.

The Cabinet Member referred to the key financial issues and benefits associated with the preferred option (3) and also the conditions sought by Agilisys as part of any agreement, which included the enactment of the three-year extension clause contained in the original contract for the services that were to remain in Elevate and the removal of the 40-day break clause.

Members spoke on their experiences of the Elevate service and sought clarification from officers on issues relating to future management expertise and Elevate's future standing as a body that could attract new business. With regard to the conditions sought by Agilisys, Members confirmed that they would wish for a contract break clause to be retained in some form in order to protect the Council's interests.

Cabinet **resolved** to:

- (i) Review and rationalise the existing Elevate East London services as outlined in Option 3 in the report and, as part of that review, to a review of the current break clause provisions (on the proviso that appropriate break clause arrangements are retained) and the enactment of the three-year contractual extension to 2020; and
- (ii) Authorise the Chief Finance Officer, in consultation with relevant Cabinet Members, to continue to progress negotiations with Elevate East London / Agilisys, where appropriate, to implement the agreed option.

## **80. Compulsory Purchase of Eyesore Properties**

The Cabinet Member for Housing introduced a report on proposals to compulsory purchase properties in the River ward area.

The Cabinet Member explained that the properties had been empty for approximately 10 years and the owner had resisted numerous approaches from the Council aimed at enabling the properties to be returned for habitable use. The Director of Housing confirmed that the sale of the units to a Registered Social Housing Provider was one of three options for future use, although the first option to be assessed would be the viability of retaining the properties via the Housing Revenue Account.

Arising from the discussions:

- Members were asked to provide the Director of Housing and the Cabinet Member for Housing with details of other eyesore properties in the Borough which they believed should be pursued through the compulsory purchase

- route; and
- Officers were asked to ensure that, in future, owners of eyesore properties are 'named and shamed' once the legal processes have been completed as a way of publicising the Council's determination to deal with irresponsible private homeowners.

Cabinet **resolved** to:

- (i) Agree the compulsory purchase of the eyesore properties referred to in the report, utilising the Council's powers under section 17 of the Housing Act 1985 and the Acquisition of Land Act 1981; and
- (ii) Delegate authority to the Corporate Director of Housing, in consultation with the Chief Finance Officer and the Head of Legal and Democratic Services, to approve the terms and conditions of the acquisition of the properties and either their retention for use as Council properties via the Housing Revenue Account or their subsequent disposal to a registered provider or at auction.

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**CABINET****27 January 2015**

<b>Title:</b> Budget Monitoring 2014/15 - April to November 2014 (Month 8)	
<b>Report of the Cabinet Member for Finance</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Steve Pearson Group Accountant, Corporate Finance	<b>Contact Details:</b> Tel: 020 8227 5215 E-mail: <a href="mailto:steve.pearson@lbbd.gov.uk">steve.pearson@lbbd.gov.uk</a>
<b>Accountable Director:</b> Jonathan Bunt, Chief Finance Officer	
<b>Summary</b>	
<p>This report provides Cabinet with an update of the Council's revenue and capital position for the eight months to the end of November 2014, projected to the year end.</p> <p>At the end of November 2014 (Month 8), there is a projected overspend of £1.5m, predominantly on the Children's Services budget after the agreed application of the remainder of the Children's Services reserve. This is an increase of £0.2m from last month. Whilst Children's Services have reduced their forecast by £0.4m, Chief Executive's and Environment are no longer able to contain pressures amounting to £0.6m, even with the freeze on non-essential spend remaining in place.</p> <p>The total service expenditure for the full year is currently projected to be £166.8m against the budget of £165.3m. The projected year end overspend coupled with the reserve drawdown will reduce the General Fund balance to £24.6m at the year end. The Housing Revenue Account (HRA) is projected to break-even, leaving the HRA reserve at £8.7m. The HRA is a ring-fenced account and cannot make or receive contributions to/from the General Fund.</p> <p>The Capital Programme budget now stands at £143.2m following the inclusion of a previously agreed scheme at Barking Riverside. Capital budgets cannot contribute to the General Fund revenue position although officers ensure that all appropriate capitalisations occur.</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Note the projected outturn position for 2014/15 of the Council's General Fund revenue budget at 30 November 2014, as detailed in paragraphs 2.4 to 2.10 and Appendix A of the report;</li> <li>(ii) Agree the service budget reallocation within Environmental Services as shown in paragraph 2.7 of the report;</li> </ul>	

- (iii) Note the progress against the agreed 2014/15 savings at 31 November 2014, as detailed in paragraph 2.11 and Appendix B of the report;
- (iv) Note progress against the agreed 2014/15 HRA savings as detailed in paragraph 2.12 and Appendix B of the report;
- (v) Note the overall position for the HRA at 31 November 2014, as detailed in paragraph 2.12 and Appendix C of the report;
- (vi) Agree to a loan of £300,000 to Valence Primary School, to be repaid over three years, to fund an upgrade of the school's ICT facilities as detailed in paragraph 2.13 of the report;
- (vii) Note the projected outturn position for 2014/15 of the Council's capital budget as at 30 November 2014, as detailed in paragraph 2.13 and Appendix D of the report;
- (viii) Note the revised capital budget of £143.2m following inclusion of the scheme to extend Barking Riverside Primary School in the Capital Programme for 2014/15; and
- (ix) Note the Corporate Director of Children's Services update report at Appendix E to the report on the budget pressures within the Children's Services department and support the 'next steps' set out in section 5 of Appendix E.

**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 report 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 2014/15 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 2014 provided for a target of £15.0m for the General Fund balance. The revenue outturn for 2013/14 led to a General Fund balance of £27.1m. The current projected position, unless addressed, would mean a reduction in the General Fund balance to £24.6m, but still above the target general fund balance of £15.0m.

- 1.4 The additional level of reserves above the minimum level provides the Council with some flexibility in its future financial planning but, to take advantage of that, it is essential that services are delivered within the approved budget for the year. Overspends within directorate budgets will erode the available reserves and therefore limit the options that reserves could present in the medium term.

## 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.

<b>Council Summary 2014/15</b>	<b>Net Budget  £000</b>	<b>Full year forecast at end November 2014 £000</b>	<b>Over/(under) spend Forecast  £000</b>
<b>Directorate Expenditure</b>			
Adult and Community Services	55,377	54,670	(707)
Children's Services	62,134	65,849	3,715
Housing (GF)	3,586	3,586	-
Environment	20,499	20,938	439
Chief Executive	21,332	20,958	(374)
Central Expenses	3,436	1,886	(1,550)
<b>Total Service Expenditure</b>	<b>166,364</b>	<b>167,887</b>	<b>1,523</b>
Budgeted reserve drawdown (to Central Expenses budget)	(1,044)	(1,044)	-
<b>Total Expenditure</b>	<b>165,320</b>	<b>166,843</b>	<b>1,523</b>

	<b>Balance at 1 April 2014 £000</b>	<b>Forecast Balance at 31 March 2015 £000</b>
General Fund	27,138	24,571*
Housing Revenue Account	8,736	8,736

\*The forecast general fund balance includes the £1.5m projected overspend plus the £1m planned drawdown from reserves.

### 2.2 Chief Finance Officer's comments

The current Directorate revenue projections indicate an overspend of £1.5m for the end of the financial year, made up as follows:

- £0.4m underspend in the Chief Executive directorate mainly as a result of vacancies within the directorate;
- £0.7m underspend in the Adult & Community Services directorate as a result of widening the use of the Public Health grant;

- £1.5m underspend in the Central Expenses budget due to VAT refunds and reduced borrowing costs as a result of well managed cash flow;
- £0.4m overspend in Environment; and
- £3.7m overspend in Children's Services due to demand pressures in the Complex Needs and Social Care division.

As noted above, the current forecast overspend within Children's Services represents the greatest area of risk to delivering a balanced budget for 2014/15. November's Cabinet received a report from the Director of Children's Services that set out options for reducing expenditure in the current financial year and a follow up to that is included as an appendix to this report. Alongside the actions by Children's Services, September Cabinet agreed that Chief Officers and budget managers only authorise expenditure on areas that are essential to the delivery of their service. The effects of these measures have fed through more broadly in to the overall position since September with the overall position having improved by nearly £2m.

This report includes information on budget pressures within the Environment service as well as, within the appendix, significant reallocations of the budget for that area. This realignment will assist the monitoring of the Environment budget in the future and has much more clearly highlighted the financial challenges in the service. This budget will need to be monitored closely to identify whether the budget is ultimately sufficient to deliver Member priorities.

As previously reported, there are further options for this financial year including the transfer of the net income for the commercial portfolio currently accounted for in the Housing Revenue Account and a potential reduction in the required bad debt provision for temporary accommodation based on current demand.

Whilst the currently forecast overspend, would result in a reduction in the Council's General Fund balance, it would still remain 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 2014 was £27.1m and the current forecast balance for the end of the financial year is £24.8m.

At the end of November 2014, the HRA is forecasting a balanced budget, maintaining the HRA reserve at £8.7m.

### **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

<b>Directorate Summary</b>	2013/14 Outturn £000	2014/15 Budget £000	2014/15 Forecast £000
Net Expenditure	55,191	<b>55,377</b>	<b>54,670</b>
Projected over/(under)spend			<b>(707)</b>

The Adult and Community Services directorate is overall forecasting an underspend of £707k for 2014/15. This position is after a recent decision to charge Substance Misuse and Drug and Alcohol Action Team services as well as Sports Development to Public Health grant. There are still a number of pressures within the service, particularly for Mental Health and non-residential care budgets for all client groups. These pressures have been evaluated and appropriate management actions within the service will be implemented as necessary. The net budget includes the full allocation of £4.185m social care funding transfer from NHS England; this is allocated by local Section 256 agreement and is part of our Better Care Fund (BCF) as taken to the Health and Wellbeing Board (H&WBB) in March 2014. Submission templates for the social care funding transfer have recently been released by NHS England and have been completed.

A savings target of £2.438m is built into the 2014/15 budget. These are largely all in process of being delivered or necessary changes have already been made, any shortfalls are being covered within the relevant division.

The Adult and Community Services budget includes Public Health, responsibilities for which transferred over to the Council in April 2013. The service is wholly grant funded, i.e. a net budget and the grant for 2014/15 is £14.213m. The grant contributes towards the Council's preventative agenda by promoting healthy outcomes for adults and children. At the end of the last financial year there was an underspend of £785k, which as a ring-fenced grant has been carried-forward into the current financial year. As noted above, a recent review has been undertaken in order to free up usage of the grant so that other appropriate general fund services can be charged to the grant to help alleviate the overall corporate budget pressure.

## 2.5 Children's Services

<b>Directorate Summary</b>	2013/14 Outturn £000	2014/15 Budget £000	2014/15 Forecast £000
Net Expenditure	65,016	<b>62,134</b>	<b>65,849</b>
Projected over/(under)spend			<b>3,715</b>

Overall for 2014/15 the Service is forecasting an over spend of £3.7m. This figure is derived from a gross overspend of £6.6m less the application of the remaining Children's Services reserve of £1.5m and the forecast achievement of £1m of expenditure reductions over the remainder of the financial year. This represents a further reduction of £400k from the October position. The main overspends (before expenditure reduction) are in Assessment and Care Management (£1.0m), where the increased use of agency staff has contributed significantly to the overspend, legal costs (£800k), No Recourse to Public Funds cases (NRPF) £1.8m, Placements (£800k), SEN transport (£200k) and Commissioning and Safeguarding

(£250k). Work is now underway to review all costs to ameliorate the increase in demand within Social Care and quantify the service demand and changes in unit costs since the budget was set.

As mentioned above, a potential reduction in the overspend of c£1m has been identified and further work continues to review these potential reductions through weekly progress meetings. The reduction will be achieved through a variety of measures, including reduced reliance on agency staff, improved planning of legal cases, further challenge to NRPF claims, targeting a 1% reduction in placement costs and reducing the level of escort support in SEN transport. The projected outturn figure does not, however, take into account the continuing demographic growth (approximately 150-250 new children into borough each month). This may significantly increase the projections.

An update was reported to Cabinet in September by the Director of Children's Services that set out clear options for significantly reducing or eliminating the adverse budget position. The report contained supporting growth data, analysis, trends and benchmarking analysis. A further update from the Director of Children's Services is attached at Appendix E

## 2.6 Dedicated School Grant (DSG)

The DSG is a ring fenced grant to support the education of school-age pupils within the borough. The 2014/15 DSG allocation is £228.0m, covering Individual Schools Budgets, High Needs and Early Years services.

## 2.7 Environment

<b>Directorate Summary</b>	2013/14 Outturn £000	2014/15 Budget £000	2014/15 Forecast £000
Net Expenditure	22,425	<b>20,499</b>	<b>20,938</b>
Projected over/(under)spend			<b>439</b>

Environmental Services is forecast to overspend by £439k at the year end. The service was previously expected to outturn on budget, despite managing pressures of £2.0m. A review of parking income indicates additional risk within the service of £0.6m, bringing the total pressure to £2.6m.

The risk within Environmental Services is a combination of pressure on staffing budgets, income pressures, increased ELWA disposal costs and the under achievement of savings targets. A significant element of risk is outside the services direct control, however, an action plan is being delivered to support mitigation of £2.2m. Action includes reviewing income opportunities, utilising one off grants, holding posts vacant, ensuring recharges and income collection are up to date and maintaining spend restraint across the service. A refund of £0.2m was received in November following a review of the street lighting inventory. This will also lead to an ongoing reduction in energy expenditure. Further pressure on this position is increasingly difficult to absorb and manage.

The service has an agreed savings target of £904k, of which £434k is expected to be delivered. Under achievement of this target is due to delays in determining the future use of 2 and 90 Stour Road (£295k) and the loss of income generating assets affecting the Parking service (£175k). The service is now unable to contain this pressure and outturn within budget.

Additional income risk of £0.6m has been identified within the parking service. This is primarily due to improved payment behaviour with a larger percentage of PCN's issued being paid on time at the discounted rate.

A review of Environmental Services budgets has been undertaken to ensure an appropriate allocation consistent with current requirements and assumptions (see table below). The proposed realignment has been determined in discussion with senior service managers and agreed with the Divisional Director and Corporate Director. The total budget for the service has not changed.

<b>Service Area</b>	<b>Revised Budget 2014-15</b>	<b>Movements between services</b>	<b>Re-aligned Budgets 2014-15</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Direct Services	8,488	277	8,765
Highways, Transp't & Facilities Mgt	12,725	(44)	12,681
Parking Services Road Safety	(2,852)	19	(2,833)
Building Control	67	(10)	57
Enforcement	695	(242)	453
Private Sector Housing	404	0	404
Env. Health & Trading Standards	971	0	971
<b>Total</b>	<b>20,499</b>	<b>0</b>	<b>20,499</b>

## 2.8 Housing General Fund

<b>Directorate Summary</b>	<b>2013/14 Outturn £000</b>	<b>2014/15 Budget £000</b>	<b>2014/15 Forecast £000</b>
Net Expenditure	2,530	<b>3,586</b>	<b>3,586</b>
Projected over/(under)spend			-

Current projections indicate a breakeven position in 2014/15. Reduced spend on Bed and Breakfast is expected to offset unbudgeted pressures within the service. The main risk to the position is the level of temporary accommodation placements, particularly the numbers within Bed and Breakfast, and the level of arrears.

There were 80 Bed and Breakfast placements as at the end of November 2014 which is higher than the September position of 61. Placements over the first 8 months of the year have typically been within budget assumptions. A continuation of this trend over the remainder of the year should enable the service to outturn within budget, however, the increase in November demonstrates the volatility to the position. The service actively works to minimise Bed and Breakfast placements including utilising decanted stock and incentivising private sector landlords.

The status of arrears has moved over the first 8 months of the year with a greater proportion now categorised as former tenants – this follows an increase in the number of evictions. Former tenant arrears require a larger bad debt provision due to the reduced likelihood of collection. Targeted intervention and additional collection resource is being deployed to further improve arrears management and as a result overall arrears have reduced by £11k since October 2014. The benefit from reduced Bed and Breakfast placements is currently offsetting the need for greater bad debt provision. Bed and Breakfast placements and movements in arrears continue to be closely monitored as does the impact of welfare reform.

## 2.9 Chief Executive's Directorate

<b>Directorate Summary</b>	2013/14 Outturn	2014/15 Budget	2014/15 Forecast
	£000	£000	£000
Net Expenditure	18,475	<b>21,332</b>	<b>20,958</b>
Projected over(under)spend			<b>(374)</b>

The Chief Executive department at this stage is projecting a year end underspend of £374k. The underspend is mainly due to vacancies across the department and services making transitional arrangements to enable the early delivery of 2015/16 savings. The forecast underspend has, however, decreased by £110k from last month's position. The change is due to a decline in income from citizenship ceremonies, where in-year demand has reduced and small changes across a range of other departmental budgets.

The department had been set a savings target in 2014/15 of £1.2m, which have been achieved.

## 2.10 Central Expenses

<b>Directorate Summary</b>	2013/14 Outturn	2014/15 Budget	2014/15 Forecast
	£000	£000	£000
Net Expenditure	4,382	<b>2,392</b>	<b>842</b>
Projected over(under)spend			<b>(1,550)</b>

Central Expenses is projecting an underspend of £1.6m resulting from a refund of overpaid VAT (£400k), reduction in borrowing costs improved rate of return on cash deposits (£650k) and a forecast increase in the agency staff contract rebate (£500k). The agency staff contract rebate increases as more agency staff are employed with the increased usage of such staff by Children's Services having contributed significantly to the higher rebate and should be viewed as offsetting some of the pressure in that area.

Further savings may be available from the bad debt provision for Council Tax and temporary accommodation arrears if current collection rates are maintained. Whilst Council Tax collection levels are holding, as noted above, there may be pressure on temporary accommodation budgets due to the increase in former tenant arrears..



It should be noted that a potential risk has materialised due to a recent fire incident at the ELWA owned waste management plant at Frog Island which impacts all ELWA boroughs. Work is currently underway to assess the extent of the cost/timeline for remedial works and there is scope for both disruption to service provision and large additional costs. While it is hoped that all legitimate costs will be claimed from insurance, there is potential for the ELWA levy payable by Barking and Dagenham to be higher than budgeted for at the start of the financial year. This will be monitored closely in the coming weeks and mitigating actions identified where possible.

## 2.11 In Year Savings Targets – General Fund

The delivery of the 2014/15 budget is dependent on meeting a savings target of £8.7m. Directorate Management Teams are monitoring their targets and providing a monthly update of progress which is summarised in the table below. Where there are shortfalls, these will be managed within existing budgets and do not affect the monitoring positions shown above.

A detailed breakdown of savings and explanations for variances is provided in Appendix B.

<b>Directorate Summary of Savings Targets</b>	<b>Target £000</b>	<b>Forecast £000</b>	<b>Shortfall £000</b>
Adult and Community Services	2,438	2,398	<b>40</b>
Children's Services	2,964	2,964	-
Housing and Environment	1,129	659	<b>470</b>
Chief Executive	1,219	1,219	-
Central Expenses	971	971	-
<b>Total</b>	<b>8,721</b>	<b>8,211</b>	<b>510</b>

## 2.12 Housing Revenue Account (HRA)

The HRA is currently forecast to breakeven.

### **Income**

Income is expected to overachieve by £418k. Pressure of £196k on garage rents, due to a higher than expected void level, is more than offset by additional income from water charges to tenants and an expected overachievement on interest received on HRA cash balances.

The main risk to this position is the impact of welfare reform. 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 stock movements are being closely monitored as an increasing level of Right to Buy activity and higher than budgeted void levels may adversely impact rental income.

## Expenditure

Expenditure is expected to overspend by £418k. Expenditure pressures within the caretaking service, repairs and maintenance service and the delayed delivery of savings provide the main risks, however, this is expected to be mitigated through under spending budgets and the one off receipt of recovered water and sewerage overpayments on demolished blocks.

Current forecasts indicate delivery of £4.6m of the £6.1m saving requirement with a shortfall of £1.5m. This is primarily due to delays in commencing restructures, the ongoing review of energy billing within communal areas and non-receipt of income from Reside for the provision of housing landlord services and repairs and maintenance services due to higher than expected void levels.

Delayed or reduced delivery is expected to be managed within the HRA to ensure a breakeven position.

## HRA Balance

It is expected that HRA balances will remain at £8.7m. There is a budgeted contribution to capital resources of £35.5m.

### 2.13 Capital Programme 2014/15

The Capital Programme (2014-15) forecast against the budget as at the end of November 2014 is as follows:

	2014/15 Current Budget £'000	Actual Spend to Date £'000	2014/15 Forecast £'000	Variance against Budget £'000
ACS	10,451	7,572	10,451	-
CHS	27,632	17,432	27,682	50
H&E	5,492	2,361	5,492	-
CEO	9,139	3,878	9,139	-
<b>Subtotal - GF</b>	<b>52,714</b>	<b>31,242</b>	<b>52,764</b>	<b>50</b>
HRA	90,439	46,872	83,199	(7,240)
<b>Total</b>	<b>143,153</b>	<b>78,114</b>	<b>135,963</b>	<b>(7,190)</b>

The detail for schemes is in Appendix D.

## Summary

The 2014/15 capital programme stands at a revised budget of £143.1m. Directorates are currently anticipating slippage against this budget by £7.2m. Just over half of the annual budget has been spent to date, and with four months of the financial year remaining an accelerated level of spend would need to be incurred in order to meet this forecast.

### **New Capital Schemes**

Included within the capital programme this month is an additional Children's Services budget for Barking Riverside City Farm Primary School, as originally approved by Cabinet at its meeting on 30 June (recommendation 7, section 8). This has a total budget of £5.5m, which is profiled £750k within 2014/15 (and included within the figures above), and £4.75m within 2015/16.

### **Adult & Community Services (ACS)**

Adult & Community Services has a current budget for 2014/15 of £10.4m, and the programme overall is expected to deliver within the total capital allocation. Within this, the Barking Park project is expected to overspend by approximately £44k, as a result of a final claim from LDA Design for additional works incurred by them due to the delays on the project. It is currently anticipated that this overspend can be offset by a corresponding underspend on the Mayesbrook Park project, so that the programme balances overall.

### **Children's Services (CHS)**

Children's Services has a current budget of £27.6m, and is currently expected to exceed this budget by £50k overall. This is a net position and results from overspends (of £100 - £150k) against the Richard Alibon, Manor Infants, and John Perry expansions; and underspends of £50k and £250k against Manor Longbridge and Jo Richardson expansions respectively.

Alongside the main Children's Services capital programme, Valence Primary School are requesting a loan of £300k, to be used to fully upgrade the ICT within the school for the children's learning and development and to support pupil growth. The loan would be repaid over 3 years, plus interest. The rate of interest will be linked directly to the interest rates set by the Public Works Loan Board (PWLb). The school has balances of only £30k, as reported in 2013/14 and in order for the School to repay this loan, the school is expanding with primary numbers growth and will receive additional formula funding for an additional 127 children based upon the 2015/16 funding formula. The school will be in a position to repay the loan over a 3 year period.

### **Housing & Environment (H&E)**

Environmental Services has a re-profiled budget for 2014/15 of £5.4m; and all schemes are currently reflecting a nil variance. There are currently no pressures / funding issues and officers are working to ensure all external funding is drawn down from funding bodies and projects run to schedule.

### **Chief Executive (CEO)**

The Chief Executive Directorate has a re-profiled budget for 2014/15 of £9.1m and the programme is expected to spend to budget overall. Within Asset Strategy, the scheme for Automatic Meter Reading Equipment is expected to underspend by £13k this year, which will be diverted into the Corporate Accommodation Strategy scheme. Officers are working to ensure all external funding is drawn down from funding bodies and projects run according to schedule.

## **Housing Revenue Account (HRA)**

The HRA has a reprofiled capital programme budget for 2014/15 of £90.4m and current projections indicate a year-end outturn of £83.2m.

### **Estate Renewal**

This budget is showing slippage of £200k due to uncertainties around the completion of the demolition of Gascoigne and Althorne way buildings this financial year. Although this could be mitigated by extra leasehold buy back completions.

### **New Build**

This budget is showing a variance of £1.192m. This is primarily due to slippage of £1.345m across the following schemes, offset by a small overspend on the Council Housing Phase 3 scheme:

- Ilchester (£400k) and North Street (£200k), both due to the recent conclusion of the Member and Resident consultation;
- Marks Gates (£400k), due to contractor delays; and
- Wood Lane (£130k) and Abbey Road (£215k), both due to retention payments now expected to be paid in 2015/16.

### **Investment in stock**

This budget is showing an overall variance of £5.847m, as a result of slippage of £6.649m across a number of schemes, combined with accelerated spend from 15-16 of £802k across the Decent Homes South and Central Heating Schemes. The slippages include Decent Homes North (£3.179m); Decent Homes Sheltered (£1.038m); Decent Homes Bocks (£2.132m); and Fire Safety Works (£300k). The delays relate to issues around tender processes and commercial and contractor negotiations.

## **2.14 Financial Control**

At the end of November, the majority of key reconciliations have been prepared and reviewed. Where they are outstanding, an action plan has been put in place to ensure that they are completed by the end of the financial year.

## **3 Options Appraisal**

- 3.1 The report provides a summary of the projected 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 have 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:**

- Oracle monitoring reports

### **List of Appendices**

- **Appendix A** – General Fund expenditure by Directorate
- **Appendix B** – Savings Targets by Directorate
- **Appendix C** – Housing Revenue Account Expenditure
- **Appendix D** – Capital Programme
- **Appendix E** – Update from Corporate Director of Children's Services

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## GENERAL FUND REVENUE MONITORING STATEMENT

### November 2014/15

Directorate	Outturn 2013/14	Revised Budget	Forecast Outturn	Forecast Variance
	£000	£000	£000	£000
<b><u>Adult &amp; Community Services</u></b>				
Adult Social Care	45,354	29,099	30,351	1,252
Commissioning & Partnership		10,383	9,133	(1,250)
Culture & Sport	6,822	4,477	4,352	(125)
Mental Health	3,803	3,421	4,098	677
Public Health	(786)	785	785	-
Management & Central Services	(2)	7,212	5,951	(1,261)
	<b>55,191</b>	<b>55,377</b>	<b>54,670</b>	<b>(707)</b>
<b><u>Children's Services</u></b>				
Education	6,576	5,678	5,582	(96)
Complex Needs and Social Care	39,205	35,130	38,691	3,561
Commissioning and Safeguarding	9,607	9,489	9,739	250
Other Management Costs	9,628	11,837	11,837	-
	<b>65,016</b>	<b>62,134</b>	<b>65,849</b>	<b>3,715</b>
<b><u>Children's Services - DSG</u></b>				
Schools	169,101	176,960	176,960	-
Early Years	13,226	19,329	19,329	-
High Needs	22,920	27,837	28,807	970
Non Delegated	2,715	957	737	(220)
Growth Fund	2,489	3,037	2,375	(662)
School Contingencies	590	-	-	-
DSG/Funding	(211,041)	(228,120)	(228,208)	(88)
	-	-	-	-
<b><u>Housing &amp; Environment</u></b>				
Environment & Enforcement	22,425	20,499	20,938	439
Housing General Fund	3,161	3,586	3,586	-
	<b>25,586</b>	<b>24,085</b>	<b>24,524</b>	<b>439</b>
<b><u>Chief Executive Services</u></b>				
Chief Executive Office	(144)	(85)	(21)	64
Strategy & Communication	(305)	200	101	(99)
Legal & Democratic Services	212	488	188	(300)
Human Resources	(71)	45	(30)	(75)
Corporate Finance & Assets	15,510	18,063	18,149	86
Regeneration & Economic Development	2,994	2,621	2,571	(50)
	<b>18,196</b>	<b>21,332</b>	<b>20,958</b>	<b>(374)</b>
<b><u>Other</u></b>				
Central Expenses	(5,013)	(7,980)	(9,653)	(1,673)
Levies	-	9,685	9,808	123
Contingency	9,395	1,731	1,731	-
Budgeted Reserve Drawdown		(1,044)	(1,044)	-
	<b>4,382</b>	<b>2,392</b>	<b>842</b>	<b>(1,550)</b>
<b>TOTAL</b>	<b>168,371</b>	<b>165,320</b>	<b>166,843</b>	<b>1,523</b>

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## Directorate Savings Targets: Progress at Period 8

Ref:	Detail	Target £000	Forecast £000	Variance £000	Current Position
<b>ACS/SAV/09</b>	Adoption of a mixed economy approach for the library service: closure of Rush Green library, transfer of Robert Jeyes library into a community management arrangement and a wholly volunteer led service at Marks Gate library.	593	593	-	Cabinet resolution 23 July 2013 that the difference between the original budget saving of £593k and the anticipated saving of £400k will be managed by the application of corporate contingency in 2014/15, and that for 2015/16 the shortfall be addressed as part of the budget savings requirement.
<b>ACS/SAV/11</b>	Reduce funding for care packages	200	200	-	Saving to be achieved from care budgets
<b>ACS/SAV/12</b>	Management Reductions (reduce social care GM)	40	40	-	Post deleted saving will be achieved
<b>ACS/SAV/13</b>	Homelessness Prevention	120	120	-	Budget and delivery of saving transferred to Housing
<b>ACS/SAV/14</b>	Reduce Carers Contract	14	14	-	Provider (Carers of Barking & Dagenham) informed of reduction
<b>ACS/SAV/15</b>	Advocacy - reduce to statutory provision	42	42	-	Plans to deliver this saving are in place
<b>ACS/SAV/16</b>	Do not extend core funding for DABD	35	35	-	Plans to deliver this saving are in place
<b>ACS/SAV/19</b>	Reduce business support in Adult Social Care	16	16	-	Post deleted saving will be achieved
<b>ACS/SAV/20</b>	Delete Arts Team	96	96	-	Deletion of Arts Development manager post in December 2013.
<b>ACS/SAV/21</b>	Delete Events Team and end all directly delivered and commissioned arts events and programmes	68	68	-	Deletion of Events team and programme scheduled before the end of the year.
<b>ACS/SAV/23</b>	Valence House - Heritage Education Team	40	40	-	Plan to deliver this saving in place.
<b>ACS/SAV/25</b>	Delete Neighbourhood Crime Reduction Team	133	133	-	Service redesign: savings to be achieved through utilisation of external funding streams
<b>ACS/SAV/26</b>	Delete Anti Social Behaviour Team	121	121	-	Service redesign: savings to be achieved through utilisation of external funding streams

## Appendix B

<b>ACS/SAV/28</b>	Reduce strategic commissioning posts	28	28	-	Post deleted saving will be achieved
<b>ACS/SAV/29</b>	Reduce dedicated support to service users and carers	19	19	-	Post deleted saving will be achieved
<b>ACS/SAV/30</b>	Metropolitan Police - Cease Funding Parks Team	160	160	-	Plans to deliver this saving are in place
<b>ACS/SAV/31</b>	Youth Offending - Cessation of triage and prevention interventions	200	200	-	Plans to deliver this saving are in place
<b>ACS/SAV/33</b>	Supporting People Grant Changes	200	200	-	Steps to deliver this saving has been confirmed with Housing colleagues
<b>Feb 2012 Assembly</b>	Remodelling homecare services in line with the principles of personalisation	100	100	-	Saving achieved following choice & control restructure
<b>Feb 2012 Assembly</b>	Revisions to pricing framework for Care Home Placements	24	24	-	Pricing framework revised - saving will be achieved
<b>Feb 2012 Assembly</b>	Changes to in-house residential care service for adults with a learning disability (80 Gascoigne)	50	50	-	To be achieved by moving service users currently in high cost external placements to 80 Gascoigne Rd
<b>Feb 2012 Assembly</b>	Remodel of learning disability day, volunteering and employment services	100	100	-	Plans to deliver this saving are in place
<b>Feb 2012 Assembly</b>	Expanding commercial opportunities at heritage venues	40	0	40	Income budget to be added to shortfall in current Eastbury House income generation so it is expected that this saving would add to this shortfall. However, the shortfall is expected to be absorbed within the wider Culture & Sport income targets
<b>Total Adult &amp; Community Services</b>		<b>2,438</b>	<b>2,398</b>	<b>40</b>	

## Appendix B

Ref:	Detail	Target	Forecast	Variance	Current Position
		£000	£000	£000	
<b>CHS/SAV/16</b>	Adult College –Saving in General Support	100	100	0	On target to be achieved
<b>CHS/SAV/17</b>	Education -Advisory Teachers	200	200	0	On target to be achieved
<b>CHS/CS03</b>	Education -Borough Apprentice Scheme	50	50	0	On target to be achieved
<b>CHS/SAV</b>	Education - Attendance	40	40	0	On target to be achieved
<b>CHS/SAV/17</b>	Education – Special Inclusion Team	50	50	0	On target to be achieved
<b>CHS/SAV/19</b>	Education	200	200	0	On target to be achieved
<b>CHS/SAV/20</b>	Education – Youth Services Central	460	460	0	On target to be achieved
<b>CHS/SAV/21</b>	Education – SSE Early Years and Childcare	50	50	0	On target to be achieved
<b>CHS/SAV/22</b>	Commissioning -SSE Children’s Centres Central	1,614	1,614	0	On target to be achieved
<b>CHS/SAV/07</b>	Commissioning - CAMHS	50	50	0	On target to be achieved
<b>CHS/SAV/C S07a</b>	Commissioning – Performance and Information	55	55	0	On target to be achieved
<b>CHS/SAV/C S07b</b>	Commissioning –Commissioning and Partnerships	25	25	0	On target to be achieved
<b>CHS/SAV/13</b>	Commissioning – Performance and Information	70	70	0	On target to be achieved
<b>Total</b>		<b>2,964</b>	<b>2,964</b>	<b>0</b>	

## Appendix B

Ref	Detail	Target £000	Forecast £000	Variance £000	Current Position
H&E/SAV/13	Environmental Services - Remove infrastructure and reduction in maintenance; and identify alternative community use for spaces where possible	195	195	0	20 GMO staff (0.5 FTE's) have been removed from the Grounds maintenance budget. Staff impacted have either left or are in other non-GMO roles.
H&E/SAV/15	Recharge GF works to the Parking Account	100	0	100	Savings not achieved due to mitigating the loss of assets including Axe Street Car Park, Becontree Heath Car Park and areas of CPZ which were removed resulting in lost income from permits sales. Also decreases in income for Pay and Display as fees were not increased to take into account the convenience charge for telephone parking.
H&E/SAV/16	Housing Advice Service - Reduction in temporary Accommodation Costs	225	225	0	Savings delivered through reduction in B&B use/Increased hostel and other housing options
H&E/SAV/17	Parking - increase the volume of enforcement activity delivered by surveillance cameras and cars; and implement paperless parking systems including online and telephone payments and automatic number recognition.	300	225	75	<p>-Generation of <b>£150k</b> for increased levels of enforcement and efficiencies within the service.</p> <p><b>-Paperless parking and enforcement by ANPR - £55k</b></p> <p>Paperless parking project is due to go live in April 2015; there has been a delay in this going live due to other IT issues that have occurred. To be rolled forward to 2015/16</p> <p><b>-Online permit sales</b></p> <p>This is in place and the footfall of customers is down by 10% since April 2014. As the on-line applications increase this has had an effect on resource in the back office. Savings is not achievable as it was taken by the one stop shop and not by parking.</p> <p><b>-Consultation - £20k</b></p> <p>A review of the service to be undertaken only part year saving to be delivered. Full year equates to £40k</p>

## Appendix B

Ref	Detail	Target	Forecast	Variance	Current Position
		£000	£000	£000	
<b>Feb 2012 Assembly</b>	Making Parks more commercially sustainable	9	9	0	Savings delivered through income received from Masts
<b>FIN&amp;RES/SA V/19</b>	Facilities Management - Closure of buildings as part of the office accommodation strategy	300	5	295	Savings not yet achieved as both 2 & 90 Stour road buildings have not yet closed.
<b>ACS/SAV/13</b>	Homelessness Prevention	120	120	0	Savings delivered and affected staff have been retained due to Public Health grant funding obtained.
<b>Total</b>		<b>1,129</b>	<b>659</b>	<b>470</b>	

Ref:	Detail	Target	Forecast	Variance	Current Position
		£000	£000	£000	
<b>FIN&amp;RES/SA V/01</b>	Regeneration - delete a post in the Transport Planning team from 2014/15	53	53	0	Savings achieved and post deleted.
<b>FIN&amp;RES/SA V/06</b>	Efficiencies through implementation of Oracle R12	200	200	0	Savings achieved
<b>FIN&amp;RES/SA V/18</b>	Merger of the Corporate Client and Capital Delivery Teams	125	125	0	Restructure completed and savings achieved
<b>FIN&amp;RES/SA V/20</b>	Regeneration - Further savings on the Economic Development and Sustainable Communities Team	240	240	0	Savings achieved
<b>FIN&amp;RES/SA V/21</b>	Regeneration - Further savings in the Employment & Skills Team	307	307	0	Savings achieved
<b>FIN&amp;RES/SA V/22</b>	Regeneration - additional income from the increase in nationally set planning fees.	52	52	0	Income target increased, savings on track to be delivered.
<b>CEX/SAV/09</b>	Human Resources - Cost of Health and Safety Team	56	56	0	Savings achieved, post deleted
<b>CEX/SAV/10</b>	Strategy & Communications - Further reduction and sharing of Service	70	70	0	Savings achieved and shared arrangement with Thurrock Council in place.
<b>Feb 2012 Assembly</b>	Merge Payroll and HR Support (within Elevate)	116	116	0	Achieved
<b>Total</b>		<b>1,219</b>	<b>1,219</b>	<b>0</b>	

**HRA Savings**

<b>Detail</b>	<b>Target</b>	<b>Forecast</b>	<b>Variance</b>	<b>Current Position</b>
Cease Sheltered Housing warden service to London and Quadrant and closure of St Mary Sheltered Housing Unit	103	103	0	Service recharged to L&Q
Efficiency savings for housing Repairs and Maintenance	490	490	0	Expected to deliver saving
Undertake an economic, technical and operational review of DLO	500	250	250	Partial delivery of saving in year from efficiencies and savings on non-staffing budgets
Capitalisation of Voids	1,000	1,000	0	Charged to appropriate capital budget
Reduction in concierge due to demolition of blocks	300	300	0	Service no longer in place following demolition of blocks
Tenants Resource Centre	15	15	0	Achieved via a reduction in discretionary spend
Reduce provision for bad debts in HRA 2014/15	500	500	0	Bad Debt provision level expected to be sufficient
Increased commission on Water Services	251	251	0	Achieved. Higher percentage negotiations ongoing
Provide leasehold management services to Thurrock Council	50	50	0	First quarter invoice to be submitted
Reduction in Corporate Recharges to the HRA	743	743	0	Achieved as part of recharge review
CDC Reduction	126	126	0	Achieved as part of recharge review
Neighbourhood Management	92	61	31	ACS expect to achieve 75% saving
Additional rental income on Street Purchase	70	52	18	A number of properties have not be occupied for the full year the expected rental income is therefore £52k
Energy billing housing property communal areas	318	0	318	Not currently expected to be achieved – review underway
Tenants Participation Team restructure	40	40	0	Budget saving achieved
Housing and Neighbourhood Staffing Structures	510	50	460	Saving will not be delivered due to delays in progressing the restructure. Current forecast assumes small in-year saving
Repairs and Maintenance services provided to B&D Reside	190	0	190	Due to the high level of Voids income will not be passed to the HRA
Housing Management services provided to B&D Reside	77	0	77	Due to the high level of Voids income will not be passed to the HRA
Reduction improvement team and fleet	226	0	226	Six improvement staff and one quality assurance post transferred to R&M - staff are unbudgeted. Line management was transferred at the end of 13/14.
Vehicle contract hire	23	23	0	This particular vehicle was removed, however, there remains a wider pressure on vehicle costs.

## Appendix B

Caretaking supplies	100	100	0	This budget was reduced and spend is currently on track to be at the revised level.
Reduction in caretaking and fleet	201	201	0	5 Staff positions across localities were removed and a further fleet reduction delivered.
Ground Maintenance reduction	60	60	0	2 x Grounds maintenance operatives were removed from the structure. Saving delivered. There remains a significant pressure of establishment spend within the service.
Reduction of two working supervisor posts from Environmental Services	66	66	0	2 x Working hands supervisors were removed from structure. Savings delivered. There remains a significant pressure of establishment spend within the service.
Closure of Abbey Depot	40	40	0	Depot was closed and no associated premises costs are to be incurred. Saving delivered.
Quality Assurance Post	41	41	0	Staff member has left. Saving delivered.
<b>TOTAL</b>	<b>6,132</b>	<b>4,562</b>	<b>1,570</b>	

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**HOUSING REVENUE ACCOUNT MONITORING STATEMENT**  
**November 2014-15**

	<b>Budget</b>	<b>Actual to date</b>	<b>Forecast</b>	<b>Variance</b>
Rents	(87,000)	(48,729)	(87,000)	0
Non Dwelling Rents	(2,503)	(1,195)	(2,307)	196
Other Income	(16,401)	(11,703)	(16,651)	(250)
Repairs & Maintenance	17,205	19,318	17,916	711
Supervision & Management	37,779	30,280	37,878	99
Rents, Rates and Other	700	479	600	(100)
Revenue Contribution to Capital	35,453	147	35,453	0
Bad Debt Provision	2,659	0	2,467	(192)
Interest Charges	9,759	(102)	9,659	(100)
Corporate & Democratic Core	685	685	685	0
Interest Received	(336)	0	(700)	(364)
Pension Contribution	2,000	2,000	2,000	
	<b>0</b>	<b>(8,820)</b>	<b>0</b>	<b>0</b>

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## 2014/15 CAPITAL PROGRAMME - November 2014

Project No.	Project Name	Budget	Actual Expenditure	2014/15 Forecast	Forecast Variance
<b>Adult &amp; Community Services</b>					
<b>Adult Social Care</b>					
FC00106	Private Sector HouseHolds	573,715	476,605	573,715	0
FC02888	Direct Payment Adaptations Grant	385,333	216,467	385,333	0
FC02913	80 Gascoigne Road	3,672	0	3,672	0
FC02976	Community Capacity Grant	991,908	761,777	991,908	0
<b>Culture &amp; Sport</b>					
FC02855	Mayesbrook Park Athletics Arena	212,220	29,624	167,880	(44,340)
FC02870	Barking Leisure Centre 2012-14	7,988,877	5,782,438	7,988,877	0
FC02266	Barking Park Restoration & Improvement	295,373	304,713	339,713	44,340
<b>Total For Adult &amp; Community Services</b>		<b>10,451,098</b>	<b>7,571,624</b>	<b>10,451,098</b>	<b>0</b>

## 2014/15 CAPITAL PROGRAMME - November 2014

Project No.	Project Name	Budget	Actual Expenditure	2014/15 Forecast	Forecast Variance
<b>Children's Services</b>					
<b>Primary Schools</b>					
FC02736	Roding Primary School (Cannington Road Annex)	136,939	6,590	136,939	0
FC02745	George Carey CofE (formerly Barking Riverside) Primary School	250,000	129,550	250,000	0
FC02759	Beam Primary Expansion	81,231	1,870	81,231	0
FC02784	Manor Longbridge (former UEL Site) Primary School	320,416	13,358	270,416	(50,000)
FC02786	Thames View Juniors - Expansion & Refurb	28,592	4,516	28,592	0
FC02787	Cambell Junior - Expansion & Refurb	17,626	0	17,626	0
FC02790	St Georges - New Primary School	25,385	0	25,385	0
FC02799	St Joseph's Primary - expansion	20,601	0	20,601	0
FC02800	St Peter's Primary - expansion	33,869	13,868	33,869	0
FC02860	Monteagle Primary (Quadrangle Infill)	80,549	5,000	80,549	0
FC02861	Eastbury Primary (Expansion)	375,000	239,451	375,000	0
FC02862	Gascoigne Primary (Expansion)	44,756	0	44,756	0
FC02863	Parsloes Primary (Expansion)	34,972	456	34,972	0
FC02864	Godwin Primary (Expansion)	3,331	8,603	3,331	0
FC02865	William Bellamy Primary (Expansion)	2,500,000	2,280,258	2,500,000	0
FC02867	Southwood Primary (Expansion)	1,060	0	1,060	0
FC02900	Becontree Primary Expansion	24,347	0	24,347	0
FC02918	Roding Cannington	38,642	14,816	38,642	0
FC02919	Richard Alibon Expansion	971,769	991,338	1,071,769	100,000
FC02920	Warren/Furze Expansion	25,026	28,214	25,026	0
FC02921	Manor Infants Jnr Expansion	1,850,000	1,991,146	2,000,000	150,000
FC02922	Valence Halbutt Expansion	15,000	47,487	15,000	0
FC02923	Rush Green Expansion	30,000	0	30,000	0
FC02924	St Joseph's Primary(Barking) Extn 13-14	94,985	72,540	94,985	0
FC02955	City Farm Barking Riverside New School	25,000	(105,137)	25,000	0
FC02956	Marsh Green Primary 13-15	200,000	164,586	200,000	0
FC02957	John Perry School Expansion 13-15	1,420,320	1,459,323	1,520,320	100,000
FC02960	Fanshawe Primary Expansion	750,000	113,364	750,000	0
FC02979	Gascoigne Primary -Abbey Road Depot	100,000	0	100,000	0
FC02998	Marks Gate Junior Sch 2014-15	100,000	25,939	100,000	0
FC03014	Barking Riverside City Farm Phase II	750,000	0	750,000	
<b>Secondary Schools</b>					
FC02932	Trinity 6th Form Provision	30,000	0	30,000	0
FC02953	All Saints Expansion 13-15	3,883,568	3,499,017	3,883,568	0
FC02954	Jo Richardson expansion	1,000,000	93,060	750,000	(250,000)
FC02959	Robert Clack Expansion 13-15	100,000	7,933	100,000	0
FC02977	Barking Riverside Secondary Free School (Front Funding)	4,000,000	922,247	4,000,000	0
<b>Other Schemes</b>					
FC02723	Skills Centre	170,000	179,285	170,000	0
FC02724	Basic Needs Funding (Additional School Places)	5,615	15,842	5,615	0
FC02751	Kitchen Refurbishment 10/11	10,826	10,735	10,826	0
FC02826	Conversion of Heathway to Family Resource Centre	69,948	49,485	69,948	0
FC02878	512A Heathway (Phase 2) - Conversion to a Family Resource	7,222	0	7,222	0
FC02906	School Expansion SEN projects	500,000	482,864	500,000	0
FC02909	School Expansion Minor projects	500,000	297,985	500,000	0
FC02929	Schools Modernisation Fund 2012-13	968,394	759,480	968,394	0
FC02958	Fanshawe Adult College Refurb13-15	144,053	143,726	144,053	0
FC02972	Implementation of early education for 2 year olds	1,304,806	805,017	1,304,806	0
FC02974	Robert Clack Artificial Football Pitch	283,329	68,422	283,329	0
FC02975	Barking Abbey Artificial Football Pitch	629,797	486,267	629,797	0
FC02978	Schools Modernisation Fund 2013-14	1,554,260	1,267,246	1,554,260	0
FC03010	SMF 2014-16	300,000	451	300,000	0
FC03013	Universal infant Free School Meals Project	708,101	183,795	708,101	0
9999	Devolved Capital Formula	1,096,721	651,686	1,096,721	0
<b>Children Centres</b>					
FC02217	John Perry Children's	9,619	0	9,619	0
FC02310	William Bellamy Children Centre	6,458	0	6,458	0
<b>Total For Children's Services</b>		<b>27,632,133</b>	<b>17,431,679</b>	<b>27,682,133</b>	<b>50,000</b>

## 2014/15 CAPITAL PROGRAMME - November 2014

Project No.	Project Name	Budget	Actual Expenditure	2014/15 Forecast	Forecast Variance
<b>Housing and Environment</b>					
<b>Environmental Services</b>					
FC02764	Street Light Replacing	1,417,969	667,694	1,417,969	0
FC02873	Environmental Improvements and Enhancements	28,950	10,792	28,950	0
FC02964	Road Safety Impv 2013-14 (TFL)	328,475	27,403	328,475	0
FC02886	Parking Strategy Imp	91,245	0	91,245	0
FC02887	Frizlands Wkshp Major Wks	0	3,428	0	0
FC02930	Highways Improvement Programme	2,617,708	1,468,917	2,617,708	0
FC02981	Parkmap (Traffic Management Orders)	57,126	0	57,126	0
FC02982	Controlled Parking Zones (CPZ's) 2013-15	255,155	0	255,155	0
FC02999	Rippleside Cmtry prov 2014-15	63,000	28,945	63,000	0
FC03011	Structural Repairs & Bridge Maintenance	250,000	0	250,000	0
FC02567	Abbey Green Park Development	9,093	0	9,093	0
FC02817	Mayesbrook Park Improvements (Phase 1)	10,926	0	10,926	0
FC02911	Quaker Burial Ground	48,312	0	48,312	0
FC02912	Barking Park Tennis Project	7,397	0	7,397	0
FC03012	Environmental Asset Database Expansion	306,428	153,601	306,428	0
<b>Total For Housing &amp; Environment</b>		<b>5,491,784</b>	<b>2,360,780</b>	<b>5,491,784</b>	<b>0</b>

## 2014/15 CAPITAL PROGRAMME - November 2014

Project No.	Project Name	Budget	Actual Expenditure	2014/15 Forecast	Forecast Variance
<b>Chief Executive (CEO)</b>					
<b>Asset Strategy</b>					
FC02578	Asbestos (Public Buildings)	15,916	3,114	15,916	0
FC02771	Automatic Meter Reading Equipment	19,952	225	6,000	(13,952)
FC02587	Energy Efficiency Programme	150,000	14,615	150,000	0
FC02542	Backlog Capital Improvements	600,000	123,034	600,000	0
FC02565	Implement Corporate Accommodation Strategy	900,000	471,681	913,952	13,952
FC02577	Legionella Works (Public Buildings)	0	(10,751)	0	0
<b>ICT</b>					
FC02738	Modernisation and Improvement Capital Fund (formerly One B &	2,040,814	1,242,270	2,040,814	0
FC02877	Oracle R12 Joint Services	1,584,196	344,011	1,584,196	0
FC03016	Agilisys Connect Website Development	283,450	138,400	283,450	0
<b>Regeneration</b>					
FC02458	New Dagenham Library & One Stop Shop Church Elm Lane	73,666	40,599	73,666	0
FC02596	LEGI Business Centres	113,000	(7,537)	113,000	0
FC02969	Economic Development Growth Fund	33,000	0	33,000	0
FC02821	Robin Hood Shopping Parade Enhancement	151,032	111,904	151,032	0
FC02901	Creekmouth Arts & Heritage Trail	170,550	56,852	170,550	0
FC02902	Short Blue Place (New Market Square Barking - Phase II)	100,491	30,935	100,491	0
FC02928	Captain Cook Site Acquisition and Public Realm Works (Abbey	388,500	0	388,500	0
FC02891	Merry Fiddlers junction Year 2	0	48,109	0	0
FC02898	Local Transport Plans (TFL)	66,500	8,160	66,500	0
FC02962	Principal Road Resurfacing 2013-14 TfL	532,000	540,928	532,000	0
FC02963	Mayesbrook Neighbourhood Improvements (DIY Streets) 2013-14	47,500	55,970	47,500	0
FC02994	Renwick Road/Choats Road 2014/15	412,500	381,925	412,500	0
FC02995	Ballards Road/ New Road 2014/15	95,000	76,978	95,000	0
FC02996	Barking Town Centre 2014/15 (TfL)	549,500	69,813	549,500	0
FC02997	A12 / Whalebone Lane (TfL)	47,500	6,485	47,500	0
FC03000	MAQF Green Wall (TfL)	42,000	53,287	42,000	0
FC02914	Barking Job Shop Relocation	12,504	12,548	12,504	0
FC02841	Biking Borough Initiative (TFL)	0	(515)	0	0
FC02895	Chadwell Heath Station Impv (TFL)	0	(6,270)	0	0
FC02899	River Roding Cycle Link / Goresbrook Park Cycle Links (TFL)	0	42,265	0	0
FC02965	Safer & Smarter Travel Plans 2013-14 (TfL)	0	(2,003)	0	0
FC03015	Demolition of the Former Remploy site	709,000	30,945	709,000	0
<b>Total For CEO</b>		<b>9,138,571</b>	<b>3,877,977</b>	<b>9,138,571</b>	<b>0</b>
<b>Grand Total General Fund</b>		<b>52,713,586</b>	<b>31,242,060</b>	<b>52,763,586</b>	<b>50,000</b>

## 2014/15 CAPITAL PROGRAMME - November 2014

Project No.	Project Name	Budget	Actual Expenditure	2014/15 Forecast	Forecast Variance
<b>HRA</b>					
<b>Estate Renewal</b>					
FC02820	Boroughwide Estate Renewal	6,680,000	2,946,131	6,480,000	(200,000)
<b>New Builds</b>					
FC02945	Street Properties Acquisition	400,000	78,850	400,000	0
FC02823	New Council Housing Phase 3	300,000	452,771	452,771	152,771
FC02916	Lawns & Wood Lane Dvlpmnt	2,039,158	1,909,120	1,909,120	(130,038)
FC02917	Abbey Road CIQ	5,458,000	5,242,587	5,242,587	(215,413)
FC02931	Leys New Build Dev (HRA)	6,745,276	3,525,354	6,745,276	0
FC02961	Goresbrook Village Housing Development 13-15	7,684,000	4,943,538	7,684,000	0
FC02970	Marks Gate Open Gateway Regen Scheme	10,023,750	2,968,878	9,623,750	(400,000)
FC02988	Margaret Bondfield New Build	1,500,000	737,106	1,500,000	0
FC02989	Ilchester Road New Built	500,000	2,925	100,000	(400,000)
FC02991	North St	300,000	2,024	100,000	(200,000)
	<b>Sub Total</b>	<b>34,950,184</b>	<b>19,863,153</b>	<b>33,757,504</b>	<b>(1,192,680)</b>
<b>Investment in Stock</b>					
FC00100	Aids & Adaptations	450,000	332,129	450,000	0
FC02933	Voids	6,352,000	5,703,534	6,352,000	0
FC02934	Roof Replacement Project	1,900,000	1,522,099	1,900,000	0
FC02938	Fire Safety Works	1,600,000	(22,295)	1,300,000	(300,000)
FC02943	Asbestos Removal (Communal Areas only)	420,000	480,827	540,000	120,000
FC02950	Central Heating Installation Inc. Communal Boiler Replacement	2,400,000	1,786,976	2,671,820	271,820
FC02983	Decent Homes Central	6,950,000	1,645,071	6,950,000	0
FC02984	Block & Estate Modernisation	2,440,000	1,960,639	2,440,000	0
FC02811	Members Budget	324,000	32,887	324,000	0
FC02939	Conversions	270,000	8,020	270,000	0
FC03001	Decent Homes (North)	10,543,956	3,503,114	7,365,182	(3,178,774)
FC03002	Decent Homes (South)	8,746,176	6,044,337	9,277,061	530,885
FC03003	Decent Homes (Blocks)	3,087,914	18,021	955,000	(2,132,914)
FC03004	Decent Homes (Sheltered)	1,800,000	3,240	641,816	(1,158,184)
FC03005	Decent Homes Small Contractors	275,000	12,496	275,000	0
FC03007	Windows	250,000	0	250,000	0
FC03008	R&M Capitalisation/ Boiler Replacement	1,000,000	1,000,000	1,000,000	0
	<b>Sub Total</b>	<b>48,809,046</b>	<b>24,031,095</b>	<b>42,961,880</b>	<b>(5,847,166)</b>
<b>Grand Total HRA</b>		<b>90,439,230</b>	<b>46,871,941</b>	<b>83,199,383</b>	<b>(7,239,847)</b>
<b>TOTAL CAPITAL PROGRAMME</b>		<b>143,152,816</b>	<b>78,114,001</b>	<b>135,962,969</b>	<b>(7,189,847)</b>

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## Children's Services Budget Update - January 2015

### 1. Introduction and Background

- 1.1 Children's Social Care has experienced cost pressures for several years. These have been ameliorated within the overall budget for the Children's Services Directorates until now, so that each year Children's Services Directorate has been able to present a balanced budget. Children's Services have identified the risk of the impact of demographic pressure on the Children's Social Care budget and the problem that would arise when Children's Services reserves ran out through financial monitoring reports and in reports to CMT.
- 1.2 Monthly financial monitoring this year has demonstrated that the Social Care budget pressure cannot be contained within the overall Children's Services budget, because reserves no longer exist to ameliorate the demand. Despite urgent action having been taken to reduce the level of spend, there remains a possible end of year overspend of £3m-£4m in Children's Services the end of the financial year. Children's Services will continue to work to reduce this level of spend.
- 1.3 In addition, a longer term transformation strategy is essential if Barking and Dagenham Council is going to be able to set a sustainable budget in future as demand increases and resources shrink. Children's Services cannot tackle this alone, so a Corporate approach is essential. This Appendix outlines work that has been undertaken for this longer term strategy.

### 2. Short-Term Financial Recovery Strategy

- 2.1 Children Service's undertook a review of all budgets in Autumn 2014 to identify any areas of inefficiency and cuts in provision that could be made in year to address the problem.
- 2.2 The following immediate actions were identified to reduce the projected Children's Service overspend:

£50,000 Freeze Family Support Worker post  
 £20,000 Freeze SEN strategic post  
 £50,000 Catering income  
 £60,000 Freeze Educational Psychologist vacancy  
 £340,000 Freeze early years and school improvement vacancies  
 £200,000 reductions in Agency forecast  
 £150,000 reductions in Legal forecast  
 £250,000 Claim health contribution to complex placements  
**£1,120,000 TOTAL**

The majority of these savings have been implemented.

The reductions in legal and agency forecast have involved detailed analysis of all lines of expenditure. This work is ongoing. Health contributions to complex placements have been forensically analysed and to date £224,537 have been identified and will be recouped this financial year.

- 2.3 A spending freeze is in place across the Council, so that only essential spend is agreed. This includes all spend being authorised at Divisional Director level and all placements at Corporate Director level. In Children's Services this has included a moratorium on attending courses, buying stationery, telephone usage and all non-sponsored celebratory events. We have also driven down all non-statutory care and travel costs. The impact of this will be seen over the next few months.
- 2.4 A recruitment manager has been appointed to increase the numbers of permanent staff and reduce agency staff numbers and costs in Assessment and care management teams. A rolling advert and recruitment fairs are now in place. Work has been undertaken with Housing to put together an attractive key worker package to attract applicants. Our recruitment website is now established:  
<https://www.lbbd.gov.uk/residents/children-young-people-and-families/childrens-services-jobs/introduction-from-the-director/>
- 2.5 Since October 4 agency staff have converted to permanent, 30 new applications for posts have been received and 9 members of permanent staff have been appointed. We also have 8 Assisted and Supported First Year in Employment Social Workers (who started in September) . 23 agency members of staff have expressed an initial interest in the new package, these are being followed up in January. Each permanent member of staff will reduce costs by around £10,000 - £20,000 per annum (agency fees). Additionally, agency Independent Reviewing Officers were not employed during the Christmas/New Year period, to reduce costs.
- 2.6 Additional legal counsel for court cases can only be approved at Divisional Director level. New processes are in place to ensure that additional costs are not incurred because of delays in preparing paperwork or assessments. New legal planning processes have been established so that court work is prepared in advance and court time and costs are not wasted. The number of cases in court has reduced significantly (from 79 in August to 65 in December) which will bring down costs.
- 2.7 All NRPF placements have been reviewed to check minimum expenditure within court guidelines. Increased checks for validation of situation are in place. Work is being undertaken with Housing to find cheaper accommodation alternatives. In addition stronger links are being established with UK Border Agency to speed up benefits processing and deportation decisions.
- 2.8 A review of all placements, with the support of the Elevate Procurement Team, is underway to challenge providers to reduce their costs. We are aiming for a 1% reduction which would be equivalent to £170,000 over a full year.
- 2.9 The projected overspend for Children's Social Care and Complex Needs was reported as £5,466,000 in September. Significant action has been taken to reduce this to £4,681,000. Children's services reserves and other savings will bring the deficit across Children's Services down to no more than £3,751,000 (from £4,652,000) .As we implement more of the savings this deficit continues to reduce. For example, in December a cull of phones will produce further savings from January onwards.

### 3. Medium and Longer Term Transformation

3.1 Whilst immediate short term action was essential it was also necessary to take action to manage demand. Despite the adjustments in next year's Medium Term Financial Plan, it will be difficult to address increasing demand as the child populations grows and changes and meet planned budget reductions across Children's Services to deliver a balanced budget, from 2015 onwards.

3.2 To address this Children's Services have put together a Financial Efficiency Programme to support transformation across prevention, early intervention and social care. A Council wide financial efficiency board is developing this work. External challenge and support was engaged to review our plans. Our external partners have included:

- Local Government Association (LGA) – leading on demand management project across three Boroughs (Havering, Newham and ourselves). Work not yet completed.
- iMPower partnership - who reviewed short term projects and current financial and social care approaches, undertook a workflow review and led prioritisation workshops.
- Isos Partnership - who reviewed NRPF, Contact Arrangements and value for money for Early Help. Nicky Pace (consultant) – who reviewed the current work to identify financial efficiency, with a particular emphasis on No Recourse to Public Funds (building on the Isos work) and legal systems.

### 4. External Service Review Findings

4.1 The reports agree that the right areas are being tackled but recommend three major transformation aspects.

**A). Expand and target early help work** – with a particular emphasis on reaching those families that currently by-pass early help, including better use of Troubled Families, domestic violence and substance misuse team.

This reflects the approach already suggested by Children's Services in the proposed CHS/SAV/34 proposal where Troubled Families resources are used to target CiN cases, thereby reducing demand on social care. This approach could be extended to other early intervention services.

**B). Improving the Child's Journey** - Rapid staff turnover has meant less collective understanding of our systems so that not all work is of consistent quality. Flow through for children is restricted. Between October 2013 and November 2014 – 2,351 contacts were made to social care and only 572 cases were closed.

Strong management of the refreshed systems will secure this improvement. We will also review whether our social care IT systems remain efficient and fit for purpose. Reducing system inefficiency, with growing demand requiring more staff, also requires stronger management control.

The Team Manager Social Workers ratios recommended for Social Care Teams of 1:6 (as agreed in the structure proposed December 2012) has now been implemented, and we are close to the goal of caseloads no higher than 20 children

(12 families). We now need to establish permanent staff to fill these crucial positions.

A further essential element of improving the Child's Journey will be reducing staff turnover.

**C). Developing the workforce** - The current high level of agency staff is impacting on cost and efficiency.

We have begun to recruit and train our own staff and have set up a number of positive initiatives, such as the AYSE programme and step up to social work conversion course.

We now have a recruitment website and materials which can be drawn on by the whole Council, and specific pages for social work. There is a very attractive housing offer in place, which can be used for any key workers in the Borough.

To cope with the additional short-term demand we have invested in additional recruitment staff.

## **5. Next Steps**

5.1 It is intended to report to Cabinet on the next steps outlined in the iMPower Report in April 2015.

5.2 Actions in the run up to the next financial year should also include:

- Agree corporately the ambition for services for children in Barking and Dagenham, build the narrative.
- Identify the capacity and capability required to support the achievement of that vision.
- Continue to support the improvement activity already underway
- Undertake the short term recommendations including the audit of CP and CiN cases, action on thresholds and beginning to shift cases to be worked within Early Help
- Refine the Financial Efficiency Programme to ensure it includes actions to deliver ambition, including ensuring the right capacity and skills are in place to deliver, and the programme is supported by the right governance.
- Engage staff on the transformation agenda, including identification of their roles within the programme.
- Establish the roadmap for the transformation of services for children, in conjunction with the wider Council and partners.
- Develop the mechanisms by which the service/ programme is able to evidence progress and impact.

5.3 An end of year financial report from Children's Services, addressing progress made on each of the 14 areas previously identified for cost reduction, shall be presented to the Children's Services Select Committee (CSSC).

5.4 Each of the 3 externally prioritised opportunities should be the focus of a costed project plan, shared with the cross department financial efficiency task and finish group, and presented to CSCC or PAASC.

- 5.5 Following discussion at CMT, where it became apparent that current Information Systems may not be fit for the purposes of the Care Act, or the new Education, Health and Care requirements, a review of ICS systems needs to be undertaken to consider whether the Northgate system and associated technology remain fit for purpose. This should form part of the end of contract review processes (Contract ends 2017)
- 5.6 As very few Independent Reviewing Officers have even applied for posts, the Divisional Director for Safeguarding and Commissioning should work with the additional financial support to present a business case for increasing salaries so as to attract good candidates. Although this would increase base budget costs it would be cheaper than paying the agency costs currently required. The decision to implement the Business Case shall be taken by the Corporate Director of Children's Services, in consultation with the Chief Finance Officer, appropriate Cabinet Members and the Chief Executive.
- 5.7 The additional support in Finance should work with the Divisional Director of Social Care to develop a costed financial model for Children's Services budgets showing the pathways to transform social care and manage demand, based on these recommendations. This should be used for assuring budgets and spend are appropriate in future years. This would mean a re-alignment of finance to reflect efficiently managed demand - for example, addressing the gap between the current budget and need for NRPF. As part of this modelling, Invest to Save options contained in the reports to be given consideration.

### **Supporting Papers**

- iMPower (2014) Addressing the Financial Challenge in LBBD: Children's Services;
- ISOS (2014) Exploring Options to Increase Value for Money in Barking and Dagenham's Children's Services;
- Nicky Pace (2014) Report on Budget Pressures: Barking and Dagenham.

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## CABINET

27 January 2015

<b>Title:</b> Estate Renewal Programme 2015 - 2021 and Delivery of Existing Estate Renewal and Infill Site Projects	
<b>Report of the Cabinet Member for Regeneration</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> Gascoigne, Heath, Thames, Chadwell Heath and Village	<b>Key Decision:</b> Yes
<b>Report Author:</b> Jennie Coombs, Regeneration Manager – Major Housing Projects	<b>Contact Details:</b> Tel: 020 8227 5736 E-mail: jennie.coombs@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Jeremy Grint, Divisional Director of Regeneration	
<b>Accountable Directors:</b> Steve Cox, Director of Growth and Steven Tucker, Director of Housing	
<p><b>Summary</b></p> <p>Between 6 July 2010 and 24 April 2012 Cabinet approved the implementation of a programme of estate renewal across Gascoigne (East), Goresbrook Village, the Leys, Althorne way and the inclusion of later phases of Gascoigne East as part of the Councils Housing Asset Management Strategy - these projects contained over 1,621 tenant decants. Separately, Cabinet agreed to a variety of delivery arrangements for the resulting cleared sites.</p> <p>Now the clearing of the original sites in this programme is substantially complete this report proposes additional sites to be added to the Estate Renewal Programme in addition to the remaining decants and buybacks on Gascoigne East. These new projects have been drawn from a long list of sites and tested through an option appraisal model which looks at Asset Management and HRA business plan considerations alongside environmental, social, planning, design issues and delivery options. These additional sites add approximately 231 tenant decants to the programme</p> <p>The objectives for bringing forward these additional Estate Renewal sites are to replace poor quality homes in Barking and Dagenham with more homes, of a higher standard. Throughout the programme, the following principles are recommended:</p> <ul style="list-style-type: none"> <li>• Increase the overall supply of homes in Barking and Dagenham.</li> <li>• Replacement of council rented homes with new council rented homes (current residents will be invited to express an interest in returning to the redeveloped homes)</li> <li>• Introduction of new tenures for the council such as Shared Ownership</li> <li>• Detailed tenure mix will be established on a site by site basis.</li> </ul> <p>In addition to the approval of the new programme additional approvals are sought to confirm the delivery arrangements for Leys Phase 2 and Althorne Way / Becontree Heath sites within in the original programme. The recently approved Corporate Delivery Plan</p>	

seeks to increase the amount of Shared Ownership properties available in the borough and these sites present opportunities to meet this objective by providing Shared Ownership homes alongside of the Affordable rent originally planned.

The draft Capital Programme in the Housing Revenue Account Business Plan sets out that funding of £36.4m will be available for the delivery of Estate Renewal Projects between 2015/16 and 2020/21 subject to Members agreement. To maximise the use of available Capital Programme Resources it is proposed that we seek alternative forms of delivery with Development Partners to off set up front costs and ease the impact of decanting wherever possible.

With the Council's available stock coming under increasing pressure this report also gives an indication of likely supply from Councils emerging 10 year housing programme which includes our own new build programme and other developer led schemes that will provide affordable housing within the new Programme period and beyond.

### **Recommendation(s)**

The Cabinet is recommended to agree:

- (i) The areas and properties as set out in section 2.2 of this report as additional sites within the Borough wide Estate Renewal Programme, including the addresses identified in the Gascoigne West Area subject to the confirmation of securing Housing Zone funding;
- (ii) The commencement of the decant of tenants and purchase of leasehold interests in respect of the addresses set out in section 2.2 following a programme of community consultation and engagement with the affected residents;
- (iii) The serving of Initial Demolition Notices on all secure tenants within this programme at the appropriate time, in order to suspend the requirement for the Council to complete Right to Buy applications for as long as the notices remain in force;
- (iv) Authorise the use by the Council of its Compulsory Purchase Order (CPO) making powers pursuant to Section 17 of the Housing Act 1985 for the acquisition of the leasehold interests in the properties set out in the report, for the purposes of securing land needed to allow the redevelopment of these areas;
- (v) Authorise the Chief Finance Officer, in consultation with the Head of Legal and Democratic Services, to take all necessary steps to secure the making, confirmation and implementation of a CPO including the publication and service of all Notices and the presentation of the Council's case at any Public Inquiry;
- (vi) The procurement of a contractor for the Leys Phase 2 redevelopment site via the London Development Partner Panel as outlined in section 7 of the report, and to delegate authority to the Director of Housing, in consultation with the Cabinet Members for Housing and Regeneration, the Director of Growth, the Chief Finance Officer and the Head of Legal and Democratic Services, to agree the final terms of the contract;
- (vii) The procurement of a development partner for the sites at Althorne Way and Becontree Heath via the London Development Panel in accordance with the parameters set out in section 6 of the report, with the final development and



delivery proposals being reported back to Cabinet for approval.

### **Reason(s)**

The recommendations are aligned to four elements of the new vision and priorities namely:

- Build high quality homes and a sustainable community
- Support investment in housing, leisure, the creative industries and public spaces to enhance our environment
- Enhance the borough's image to attract investment and business growth
- Work with London partners to deliver homes and jobs across our growth hubs

## **1. Introduction and Background**

- 1.1 Between 6 July 2010 and 24 April 2012 Cabinet approved the implementation of a programme of estate renewal across the Gascoigne (East), Goresbrook Village, the Leys, Althorne way and the inclusion of later phases of Gascoigne East as part of the Councils Asset Management Strategy.
- 1.2 Further to these approvals Cabinet subsequently agreed to separate delivery arrangements for the redevelopment of Gascoigne East, Goresbrook Village and phase 1 of the Leys Estate.
- 1.3 The Housing Capital Investment Programme 2012 – 2017 report approved by Cabinet on 24 July 2012 agreed the provision of a rolling five year Housing Investment Programme for a number of identified Council New Build schemes and possible further additions to the Estate Renewal Programme of sites. This report also agreed the serving of Initial Demolition Notices on all secure tenants in order to suspend the requirement for the Council to complete Right-to-Buy applications across the wider area of the Gascoigne estate east.
- 1.4 The decants and Leasehold buybacks resulting from the original approvals are now complete apart from a small number of properties contained within phase 1 of the Gascoigne. These will be completed by the end of March 2015 meaning that the original programme will be complete. This programme has moved over 800 tenants and brought back 105 Leasehold interests since it commenced activity in early 2011. The decanting and buying back of Leasehold interests on the further phases of the Gascoigne East Programme is continuing.
- 1.5 Cabinet agreed in separate reports to the delivery arrangements for the sites at Althorne Way (including other Council owned adjacent sites) and Phase 2 of the Leys. The Council has recently agreed in its Corporate Delivery Plan (approved by Cabinet on 7 October 2014) the objective to increase Shared Ownership across the Borough, these sites present an opportunity to meet this objective and therefore alternative delivery options are now proposed

## 2. Proposals

### New Estate Renewal Programme

2.1 Following a high-level review of Estates across the Borough a list of sites has been drawn up, for approval for additional Estate Renewal activity between 2015 and 2021.

2.2 These sites are:

- Sebastian Court
- Marks Gate – 168 to 284 (evens)
- Roxwell Road - 53 to 135 Stebbing Way 1 to 3
- Oxlow Lane - 291 to 301
- Rainham Road North – 265 to 285 (odds)

In addition, dependant on the announcement of the GLA Housing Zone Funding bid a number of homes on Gascoigne West could be added to the overall programme but with no impact on the HRA in terms of up front costs for tenant decants and Leasehold buybacks. These addresses are:

- 105 to 135 Abbey Road
- 55 to 87 Tomlins Orchard
- 1 to 16 The Shaftesburys
- 94 to 117 the Clarksons
- 2 to 55 Lindsell Road
- 28 to 63 Hardwicke Street

2.3 It should be noted that there are a number of other sites in Thames View, Marks Gate and Village Ward areas that have also been considered as part of the long list of areas. These areas are included within the 10 year Housing Supply programme and can be considered for bringing forward in later years.

2.4 These sites have all been taken through an Option Appraisal Matrix. The basic premise of this is detailed below and the results of these appraisals are attached as Appendix 1 with a summary table as Appendix 2. Plans of these sites are attached also attached as Appendix 3

### New Estate Renewal schemes – option analysis matrix

#### Basic data and costs

- No of homes
- Total number of tenants
- Total numbers of Leaseholds
- Property size breakdown
- Estimate of Tenant decant costs @ approx £5,500 per unit
- Estimate of costs for Leasehold Buybacks (using current market values plus statutory homelessness etc)

#### Stock condition, maintenance and Decent Homes

- Repairs and Maintenance issues
- Long term stock condition and cyclical maintenance estimates
- Decent Homes costs

### **Environmental and social considerations**

- Environmental context
- Anti social behaviour
- Management issues
- Carbon Savings and emissions improvements

### **Planning and design considerations**

- Site size
- Layout and design current scheme – how it works with adjacent homes/property
- Planning use allocation
- Development opportunities and concept designs

### **HRA Business Planning Considerations**

- Model rent loss/impact within the Business Plan?
- Does the site maximise its economic potential? (eg could more or better homes be built and how would that balance with the rental loss)
- Does the site maximise its potential to meet the objectives of the Housing Strategy? (eg are the homes fit for purpose and the demands of the waiting list)
- Is investment in the site feasible within the current HRA Business Plan and cashflow?
- Is investment in this site the best use of HRA funds at that point? (eg are there other priorities which would either improve the economic or social performance of a site)

### **Economic Viability**

- Potential grant opportunity
- Tenure Mix linked to viability
- Potential Funding schemes

2.5 As part of the appraisal process we have considered the impact the new homes will have on resident's energy bills and carbon emissions. New homes will be built to the Code for Sustainable Homes Level 4 and will have significantly lower carbon emissions for residents which should lead to lower bills. During the planning of the programme, detailed 'Carbon Appraisals' will be carried out to measure the improvement.

### **Available HRA Capital Programme, European Investment Bank and Housing Zone Funding**

#### **HRA Capital Programme Funding**

2.6 The current HRA capital programme and HRA Business plan includes £16.2m for estate renewal from 2015/16 to 2018/19. The proposed HRA Capital Programme in the Housing Revenue Account and Business Plan to be agreed by Cabinet in February 2015 includes a budget provision of £36.4m for the delivery of estate renewal in the years 2015/16 – 2020/21.

2.7 £30.057m of this budget has already been allocated to the delivery of Gascoigne East. The estate renewal costs for the programme recommended in this report are set out below:

Site	Units	Tenant decant costs	LH buy back costs	Total
Gascoigne West*	91 Tenants 89 Leasehold	Funded from Housing Zone	Funded from Housing Zone	N/A
Sebastian Court	59 Tenants 6 Leasehold	£0.324m	£0.8m	£1.124m
Marks Gate (168-284 Padnall Road evens)	35 Tenants 18 Leasehold	£0.192m	£3.1m	£3.292m
Roxwell Road 53-135 1& 3 Stebbing	35 Tenants 6 Leasehold	£0.192m	£0.875m	£1.067m
Oxlow Lane 291 – 301 Rainham Rd N 265-285 (odds)	11 Tenants 6 Leasehold	£0.060m	£0.8m	£0.860m
Total	231 Tenants 125 Leasehold	£0.768m	£5.575m	£6.343m

\*105 – 135 Abbey Road, 55 – 87 Tomlins Orchard, 1-16 The Shaftesbury's, 94 – 117 The Clarkson's, 2-55 Lindsell Road and 28 – 63 Hardwicke Street.

2.8 The above estimates for front funded decant and leasehold buyback costs have been calculated using the current buyback and decant costs. Contributions from land receipts have only been assumed for Gascoigne East currently and it is also assumed that any demolition costs will be met as development costs and not fronted from the Capital Programme. The amount of receipts available will be dependant on the methods and models for the delivery of cleared sites.

### **Right to buy 1-4-1 receipts**

2.9 The establishment of a new programme of Estate Renewal projects provides opportunities for the provision of one for one replacement for properties sold via Right to Buy. Local Authorities keep a proportion of the receipt from the sale of Council Homes through the Right to Buy. One element of the retained receipt is known as '1-4-1 receipts'. The Government has a national 1-4-1 replacement policy under which the government is committed to replacing the total number of homes sold nationally. This commitment is to replace the total number of homes sold and there is no national spend commitment.

2.10 However, there are 2 key local rules for spending 1-4-1 receipts:

- The receipts must be spent within 3 years of receiving them – this is monitored on a quarterly basis and will start to be monitored in Quarter 1 2015/16 – i.e. spring 2015.
- The RTB 1-4-1 element can only be a maximum of 30% of our total spend on new build. This is monitored on quarterly basis. For example, our total 1-4-1 receipt in 2012/3 was £3.35m and we must demonstrate that our total spend on new build homes by the end of 2015/16 is £11.76m (ie £3.35m/30 x 100)

- 2.11 We have plans for spending all our RTB 1-4-1s until the end of 2016/17 and have made provision within the Business Plan to 'match' those receipts until then. From 2017/18 onwards, we start to build up a surplus within the HRA. The scale of that surplus is likely to reduce as we plan the capital investment programme for 15/16 onwards however, it is still significant – approx £20mil annually (INCLUDING RTB 1-4-1).

### **Mayors Housing Zone Funding**

- 2.12 The Council has bid for Barking Town Centre to become a London Housing Zone. This is a new Greater London Authority initiative to unlock new housing development through a mix of grant and loan funding and other support. Cabinet approved the submission of a bid at the 4 August 2014 meeting and it has passed the first stage and is going to a Challenge Panel. The Council's bid includes an initial 12 sites of which Gascoigne West is relevant to this report. London Housing Zone grant funding would be required for Gascoigne West leaseholder buy back acquisitions. Any funding agreement for the Housing Zone would be reported to Cabinet for agreement.

### **European Investment Bank Funding**

- 2.13 The Council has secured the option for a £89m borrowing facility with the European Investment Bank (EIB) for the delivery of affordable housing. This facility will be used to fund the Gascoigne East but could also be used to fund additional affordable housing across new projects subject to availability and EIB approval.

## **3. Decant Impact**

- 3.1 The original Estate Renewal Reports highlighted the risk of an adverse impact on general lettings and mitigated this by assessing the amount of new homes at Council Rent equivalent that would be available during the life of the programme as new supply. The Balance agreed was that Decant cases should not exceed 50% of the total lettings in any month. This was achieved by limiting the number of decant visits to 20 per month and trickling these into the bidding system so as not to swamp normal lettings. We propose that this is continued for the future Gascoigne and Additional Estate Renewal Projects but that we also look to future delivery partners to provide units, on site where possible to mitigate the impact.
- 3.2 Since the beginning of the original Estate Renewal programme there have been a number of increasing demands on the Boroughs housing stock, less people being housed via the traditional route has led to an increase in the number of approaches as "Homeless" and there has also been an impact on service provision and budgets of associated departments/agencies whose clients require Social Housing who again traditionally would have been housed either via Choice system or direct let.
- 3.3 For these reasons it is vital that we monitor impact of future programmes against the supply of new homes and ensure that all opportunities are taken to provide decant capacity via our partnership arrangements for delivery. The Gascoigne East scheme partnership with East Thames has already confirmed 20% of the required Decants from Phase 2 to be provided by East Thames but it the addition of new projects requiring decant will ultimately have some impact on the speed of the remaining Gascoigne East Decants.

3.4 The production of the 10 year housing supply schedule will make it easier to map the supply that will be available to decant cases. Linked to the development of the Local Plan this maps the emerging sites tenure and mix and confirms that a total of approximately 800 homes at capped/social rent will be delivered between now and 2021. This number will be delivered by the Council, Special Purpose Delivery arrangements and Registered Social Landlords.

#### **4. Temporary Accommodation in Decant voids**

4.1 In May 2011 the Members Estate Renewal Project Board agreed to 100 Decant Voids being used as Temporary Accommodation whilst the remaining homes were being decanted. The use of decant voids as TA has been very beneficial to the borough and has been carefully co-ordinated between Decant and TA teams to ensure that programme dates are met for demolition and redevelopment.

4.2 It is intended that Decant Voids will continue to be used in this way in the future programme, this also ensures that blocks are kept occupied and vandalism and the cost of security is kept down.

#### **Demolition Notices and Suspension of the Right-to-Buy**

4.3 Under the provisions of the Housing Act 2004 the Council is empowered to serve demolition notices where areas have been identified for regeneration and redevelopment. These notices are in two stages: firstly the Initial Demolition Notice which is valid for up to five years which can be extended to a maximum of seven years, followed by the Final demolition Notice which is valid for up to two years (with possible extension subject to Government permission). Declaration of an Initial Demolition Notice will prevent named properties from being acquired from the Council through Right-to-Buy.

4.4 The Notices will include all Council-owned properties identified as being included in the Estate Renewal programme these areas are to be affected within the first seven years of the programme.

#### **Use of Compulsory Purchase Powers**

4.5 The Council has an agreed range of options for leaseholders who are affected by redevelopment; these include options for anyone who finds they are not able to find suitable accommodation for their needs within the compensation offered. These options have now been in place for some years and in relation to the remaining Gascoigne buybacks the Council is seeking new options to be available for occupying Leaseholders to transfer their equity to a new home in the development.

4.6 The acquisition of leasehold owned properties will be required to bring forward the recommended Estate Renewal programme. The acquisition programme would run concurrently with the re-housing of tenants. The Council always seeks to acquire by negotiation and offers a fair package of compensation based on the current Compulsory Purchase legislation, including a 10% premium on top of the agreed market value for leaseholders in occupation.

4.7 In order to expedite matters should we not be able to acquire by negotiation the necessary leasehold interests, this report seeks authority for the use of the Council's Compulsory Purchase Order making powers pursuant to Section 17 of the Housing Act 1985 for the acquisition of any outstanding leasehold interests in the

properties outlined in the report, for the purposes of securing land needed to allow the redevelopment of the sites included in the Estate Renewal Programme.

## 5 Original Estate Renewal programme delivery update

- 5.1 The Summary Table below confirms the current position on delivery of the redevelopment of the original Estate Renewal programme.

Scheme Name	Development update
Goresbrook Village	Countryside Homes were appointed by the Council via the HCA Development Partner Panel to redevelop this site. The new scheme provides 149 new 1,2,3,4 & 5 bedroom homes. The following table sets out the new tenure mix. The homes are all due for completion by March 2015.
Gascoigne Phase 1	The Council have selected East Thames Group via OJEU procedure as our partner for the redevelopment of the first phase of the Gascoigne Regeneration project. Planning has been obtained for 421 units. The following table sets out the new tenure mix, the affordable rented homes will be owned by an SPV with the Shared Ownership units being taken by both the Council and East Thames. The Construction will commence later this year.
The Leys Estate Phase 1	The Council have directly appointed Mulalley as the contractor to build the Leys Phase 1 scheme which contains 89 units, 70 for affordable rent and 19 for private sale. Some delays have been encountered due to ground contamination, construction is due to commence once the remediation of the site is complete in March 2015

- 5.2 The table below shows the original unit numbers and tenure splits alongside the new scheme breakdowns.

Scheme Name	Original unit total	Tnt	L/H	New unit total	Aff Rent	Sale	Shared Ownership
Leys 1 & 2	215	150	65	158	105	19	34
Goresbrook	282	275	7	149	98	41	10
Gascoigne	364	340	24	421	186	51	184
<b>Total</b>	<b>861</b>	<b>765</b>	<b>96</b>	<b>728</b>	<b>389*</b>	<b>111</b>	<b>228</b>

\*239 of this number are allocated as 50% or market rent

- 5.3 The delivery arrangements for the two final sites in the original programme have been subject to previous reports but have yet to be finalised. The following two sections set out proposals for the Althorne Way / Becontree Heath sites and the Leys Phase 2 site.

## 6. Delivery arrangements for Althorne Way and Becontree Heath sites

- 6.1 The block of flats at Althorne Way was included as a later addition to the original Estate Renewal Programme and all the residential occupiers have now been decanted or bought back. Two commercial lessees remain in occupation and

arrangements have been agreed with both parties that will enable the block to be demolished commencing late spring 2015.

- 6.2 The delivery options for the redevelopment opportunities for the cleared Althorne Way site and other adjacent sites have been covered in previous Cabinet reports in April 2012 and October 2013. Included in these reports were a number of proposals for the wider Becontree Heath Area including options for combining the Leisure Centre and Supermarket Car Parks and arrangements for traffic access and buses.
- 6.3 The report to Cabinet in October 2013 proposed a Masterplanning exercise for the wider Becontree Heath area, this has now been completed as an internal exercise and a number of interventions mentioned above have been agreed and commenced, the result of this is that we are now clearer about the residential sites that can be brought forward and the parameters for development of these sites.
- 6.4 The map attached as Appendix 4 sets out the sites with development potential. It is proposed that alongside the residential development provision is made within the new development for the relocation of the current pharmacy operators to maintain their location adjacent to the Laburnham Health Centre.
- 6.5 The Report to Cabinet in October 2013 confirmed the use of the London Development Panel to appoint a Partner for the delivery of these sites. This Panel contains Developers, Contractors and Registered Providers often in consortiums and allows for the each organisation in a consortium to bid together or separately depending on the delivery model.
- 6.6 It is proposed that we now issue a brief to the London Development Panel to appoint a partner to bring their expertise to work up detailed schemes for each site within the following parameters:
  - To diversify housing type and tenure limiting the provision of capped /social rent level homes and market homes that would go to buy to let to create a balanced tenure across the wider area.
  - Improve the quality of the public realm according to the works already carried out around the leisure centre in order to provide a safe and pleasant environment between key local destinations such as shops, schools, amenities and public transport connections;
  - Integration of the currently disjointed land uses and commercial activity by linking vacant, unproductive and undeveloped sites and taking into account council investment recently committed to the new Becontree Leisure Centre, improvements to the public realm/shopping parade along Whalebone Lane South, The Merry Fiddler's junction improvement scheme and other projects underway.
  - To support and improve the role of the area which is classified as a Neighbourhood Centre
  - To unlock economic growth by regenerating key sites and create a visual link in the streetscape, enabling residents to 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, and businesses.



- To complete this in full consultation with relevant stakeholders, including Ward Members, residents, local schools, businesses and community groups to get local buy in.

6.7 Set out below is an indicative timetable for procurement and delivery:

<b>Procurement Stages</b>	<b>Timing</b>
Cabinet Approval to approve LDP delivery option	27 <sup>th</sup> January 2015
Initial expressions of interests to be returned.	27 February 2015
Sifting brief sent out	13 March 2015
Sifting brief returns	03 April 2015
Select Panel Members invited to tender	17 April 2015
Mini Tender return	19 June 2015
Interviews	1 <sup>st</sup> week July 2014
Confirmation of selected bidder	End July 2015
Legal agreements completed	End September 2015

<b>Delivery and Construction Stages</b>	<b>Timing</b>
Consultation and Developing Scheme	October 2015
Planning application(s) submission	December 2015
Resolution to Grant Planning Permission	March 2016
Completion of S106 Agreement/ Planning Permission	April 2016
Site preparation/enabling works	May 2016
Construction start	June 2016
Practical Completion	February 2017

6.8 By setting out a brief with wide parameters we are keen to appoint potential partners that will bring their expertise and advice on the detailed development and delivery proposals. These proposals would then be brought back to Cabinet for final approval before the commencement of the Delivery and Construction stages.

## **7 Delivery arrangements for Leys phase 2**

7.1 The flatted areas of the Leys Estate were included in the Boroughs original Estate Renewal programme. On the Leys Estate the renewal area is split into two areas Phase One (Birdbrook Close) and Phase Two (Wellington Drive). The redevelopment delivery arrangements for the Leys Estate were included in a report to Cabinet on 23 August 2011 (Minute 27), when it was agreed to procure a development partner for the Leys Estate via the City West Homes 'Framework' Developer Panel.

7.2 A further report to Cabinet on 24 July 2012 (Minute 31) presented alternative options for the delivery of projects within the Housing Capital Programme and the City West Homes 'Framework' Developer Panel option was not taken forward after the Leys Estate scheme was identified for delivery via a direct contract.

- 7.3 Karakusevic Carson Architects undertook the masterplanning for both the sites and submitted the planning application which was subsequently approved in December 2013. Phase One is already demolished and the development contractors Mulalley Ltd have been appointed, to build 89 residential units it is expected that completion of the development will be mid 2016.
- 7.4 In July 2014 the GLA gave all London Boroughs the opportunity to apply for additional HRA borrowing via the Local Growth Fund bidding round. This bidding round presented the possibility of this scheme providing Shared Ownership Homes in accordance with the new Corporate Delivery Plan. The original August 2011 report approved the delivery of market homes and affordable rent, 19 market homes along with homes for affordable rent are being delivered in Phase 1. The table below shows the proposed mix for phase 2.

<b>Unit data</b>	
Tenure – Affordable Rent/AHO	Affordable Rent and Affordable Home Ownership
Number of units	69 units in total
Type of housing	General Needs and Shared Ownership
Rent terms	35 units at 65% of market rent 34 units Shared Ownership
No. of bedrooms per unit	2 bed homes: 25 houses 3 bed homes: 35 houses 4 bed homes: 9 houses

- 7.5 As there is an existing implementable planning approval and allocation within the HRA Capital Programme of £9,000,000 this scheme is ready to be tendered via the London Development Panel to appoint a Contractor. The proposed mix of Shared Ownership and affordable rent units are modelled in Appendix 5. It should be noted that this has been modelled using comparison construction costs
- 7.6 The proposal for the delivery of 34 shared ownership units directly by the Council will require an agreed strategy for the marketing, sales and management of these units as we have not directly offered shared ownership before. A number of options are open to the council to manage this work including expanding the work of the Right to Buy Team or appointing consultants to do all or part of this work. The ultimate decision will need to consider the volume of direct Council Shared Ownership units included in emerging plans to assess the most effective method to market, sell and manage the units.
- 7.7 The London Development Panel is administered by the GLA and outline programme timetables are included in the Framework Handbook along with standard template agreements and contracts. This saves time in both procurement and legal processes. An outline programme is set out below:

Procurement Stage	Timing
Initial expressions of interests to be sent out	30 January 2015
Initial expressions of interest to be returned	6 February 2015
Sifting brief sent out	27 February 2015
Sifting brief returns	27 March 2015
Select Panel Members invited to tender	24 April 2015
Mini Tender return	19 June 2015
Interviews	10 July 2015
Confirmation of selected bidder	17 July 2015
Legal agreements completed	25 September 2015

Stage	Timing
Possible S73	Sept 2015
Site preparation/enabling works	November 2015
Construction start	February 2016
Practical Completion	February 2017

## 8. Options Appraisal

8.1 **Estate Renewal Projects** – The Projects included in this report have been through a specifically designed options appraisal matrix which has been subject to Community Consultation at Housing Forums and Tenant Events. This matrix was drawn up to assist with the selection of sites to bring forward taking a rounded view of all issues but retaining stock condition and necessary investment levels at its core. The completed Appraisals are attached as Appendix 1 and the Summary in Appendix 2

8.2 **Delivery of Althorne Way / Becontree sites and Leys Phase 2** - The alternative options for the delivery of these sites have been considered but set aside in favour of appointment of delivery partners via the LDP. The options considered and dismissed are set out below;

- Option 1 - Complete both projects as Direct Delivery using the Councils current Housing Contractor Framework, – this has been dismissed as it is not felt that the current Housing Contractor Framework contains the expertise to delivery these sites, in particular we are looking for expertise in the delivery of Shared Ownership homes (a market product) at the Leys and an organisation with development expertise at the Althorne Way and Becontree Heath sites.
- Option 2 – Full OJEU of both sites. This has been dismissed as an option as a full OJEU procedure can take up to 12 months to complete before appointment.
- Option 3 – The use of other available frameworks. This option has been dismissed as other Frameworks available such as CCS do not include organisations with the relevant House building, marketing and development experience.

- Option 4 – Use of the London Developer Panel. This is the chosen option as the panel contains 25 organisations that are a mix of Developers, Contractors and Registered Providers often in consortiums and allows for the each organisation in a consortium to bid together or separately depending on the delivery model to bring expertise to these schemes. This Panel has been established via an OJEU procedure and has standard forms of agreements in place to save time and legal costs.

## **9. Consultation**

- 9.1 Consultation and engagement strategies that will continue throughout the lifetime of the projects will be developed following the initial contact with residents. The consultation will be divided into three stages, with different levels of engagement reflecting different stages of the development process as outlined below. A close working relationship with existing Tenants' and Residents' Groups will be developed and maintained throughout the decant and demolition process.
- 9.2 Stage 1 – Community Consultation on the initial programme and identified areas within the estates – informing both tenants and leaseholders of the Council's plans for the redevelopment with a particular focus on the timetable for decanting arrangements and key activities prior to the masterplanning process commencing.
- 9.3 Stage 2 – Community consultation and residents involvement in the Design and Development process - focused on residents directly involved in each phase of redevelopment. The appointed Design teams will work closely with residents and engage with key stakeholders active in the areas. The Council will also work closely with leaseholders to ensure that their needs and requirements are met as well as setting up specific stakeholder groups to work alongside Officers in delivering the Estate Renewal programme.
- 9.4 Stage 3 – Capacity Building and working towards greater community integration and cohesion. Alongside the Stages 1 and 2, project officers will scope the need to provide extra community development / capacity building resource in order to facilitate resident engagement in the estate renewal programme areas throughout the project's lifespan. This would include a range of projects with different user groups (i.e. young people and older people) to be facilitated by external and internal resources as necessary.

## **10. Financial Implications**

Implications completed by: Carl Tomlinson, Finance Group Manager

- 10.1 The current budget for Estate Renewal, as agreed by Cabinet in November 2014, for the period between 2015/16 and 2018/19 is £16.2m. The proposed HRA Capital Programme and HRA business plan, to be agreed by Cabinet in February 2015, include a budget provision of £36.4m for the delivery of estate renewal in the years 2015/16 – 2020/21. This is due to the inclusion of budgets for the estate renewal programme from 2019/20 to 2020/21 and additional schemes as outlined in paragraph 2.7.
- 10.2 The proposed HRA capital programme and HRA business plan includes a further budget provision of £20.2m to the end of 2020/21.

- 10.3 The funding of the Estate Renewal programme is from Revenue contributions to capital via the Major Repairs Reserve.
- 10.4 The Leys 2 new build project (scheme FC03009) referred to in paragraph 7.5 includes a budget provision of £9.0m (£8.5m in 2015/16 and £0.5m in 2016/17) in the agreed capital programme and HRA business plan. Additional funding of £3.9m is required (£1.2m in 2015/16 and £2.7m in 2016/17) to fund the scheme, however, it is anticipated that receipts of £3.5m will be obtained in 2016/17 through sale of shared ownership units.
- 10.5 The scheme also includes £3.2m of funding in 2015/16 from borrowing following the agreed debt cap extension.
- 10.6 Section 6 sets out proposals with respect to the delivery arrangements for the Althorne Way and Becontree Heath sites. Budget has not currently been agreed, however, the report states these proposals will be brought back to Cabinet for final approval before the commencement of the delivery and construction stages. At this stage there will need to be a business case presented with full analysis of the proposals to ensure financial viability and affordability

## **11. Legal Implications**

Implications completed by: Evonne Obasuyi, Senior Lawyer

- 11.1 The report seeks cabinet approval for the regeneration of the sites highlighted using HRA and third party funding options for development of new housing units. The report details proposals to undertake procurement of development partner(s) for the earmarked sites.
- 11.2 Section 9 of the Housing Act 1985 provides local authorities power to provide housing accommodation. Section 17 of the Act further provides local authorities power to compulsorily acquire land for housing purposes. Furthermore, section 46 Housing Act 2004 permits the serving of demolition orders to facilitate the proposed redevelopment.
- 11.3 The Council's land acquisition and disposal rules require officers to ensure that where the Council is acquiring an interest the consideration paid is supported by valuation. The Council is also required to ensure EU procurement rules (where it applies) and its contract rules are met.
- 11.4 The Legal Practice should be consulted to assist with the preparation and completion of legal documentation required.

## **12. Other Implications**

### **12.1 Risk Management**

**Estate Renewal sites** - The original Estate Renewal Programme set up an Integrated Project Team that included officers from all departments involved in the delivery of the programme. One of the first actions for this group was to complete risk workshops facilitated by the Group Manager Risk and Insurance. This produced a robust risk appraisal with an associated action plan and regular monitoring plan.

This process would be repeated to include all the existing Gascoigne East and additional project sites with particular attention given to processes to mitigate the risk of securing cleared and partially cleared sites against theft, squatting and Traveller occupation.

**Delivery of Althorne Way, Becontree Heath and Leys Phase 2 sites** - There are risks associated with the capacity, financial standing and project management resources of each potential partner appointed to delivery these schemes. The use of the GLA London Development Panel (LDP) mitigates these risks as it has been specifically set up for public land owners to bring forward land for development. It is a Framework of 25 organisations and consortiums that has been procured for a four year period from May 2013 ensuring that these organisations have the capacity, financial stand and resources for delivery of projects of all values.

## 12.2 **Contractual Issues**

**Estate Renewal sites** - All Procurement relating to these projects will be undertaken in accordance with the provisions of the Council's contract rules and procurement rules including EU procurement rules where applicable. The Legal Services and Procurement Teams would be consulted in entering into terms and conditions with suppliers in relation to such procurement

**Delivery of Althorne Way, Becontree Heath and Leys Phase 2 sites** - The London Development Panel has been procured via OJEU process for use by Public Bodies specifically for the provision of housing. The panel members have been fully evaluated to confirm their capacity and financial standing for undertaking projects of this nature and value.

12.3 **Staffing Issues** – Resources are currently in place to deliver the current Estate Renewal and new build development programme across Housing and Regeneration. These teams have been resourced across these Divisions to ensure that the right skills and expertise are available to take projects from Decanting and Buybacks through to delivery of new homes. The dedicated cross-departmental project team will continue to meet regularly to monitor the delivery of the programme.

12.4 **Corporate Policy and Customer Impact** - The Estate Renewal Decant, Leasehold buyback and new developments have all been the subject of a full Equalities Impact Assessment. This was completed at the beginning of the programme and has recently been fully reviewed including a survey of 100 tenants and Leaseholders to gauge their views on the process to review the Decant and Leaseholder Charter for future programmes. A full action plan arising from this assessment has been implemented to ensure that the decant and leasehold buyback process does not adversely impact any specific group.

12.5 **Safeguarding Children** - Design Development undertaken as part of the estate renewal will take into consideration needs of local communities with a focus on creation of accessible spaces that allow for freedom of movement and will benefit local community at large including children. In particular, the development process will explore opportunities to introduce new or improve existing play facilities.

12.6 **Health Issues** - The estate renewal proposals are expected to have beneficial impact on health of residents by removing housing stock that performs poorly in terms of thermal comfort replacing it with well insulated homes that reduce Carbon

emissions and have a positive impact on ill health attributed to poor housing conditions. The redevelopment of the sites will provide a safer and more secure environment where opportunities for crime are reduced and public realm improvements make the area safer and more legible. General health and well being will be improved as a result of improved visual appearance of the site thereby increasing civic pride. Overall, the proposal would be expected to result in a benefit upon local well being and an improvement of quality of life.

- 12.7 **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 redevelopment of the proposals resulting from the redevelopment of the sites in this report will help make the areas safer by improving the quality of the environment, creating safer more natural surveillance for public areas and pedestrian routes. Any resulting new developments will fully met the requirements for Secured by Design accreditation.

The process of decanting presents issues for security especially in the final stages of the process when particular attention needs to be given to mitigating the risk of securing cleared and partially cleared sites against theft, squatting and Traveller occupation. In relation to the Traveller occupation risk this is being specifically covered in new procedures being drawn up to protect vulnerable sites and work to an agree protocol with police and other partners.

## 12.8 **Property / Asset Issues –**

**Estate Renewal projects –** The requirement to acquire the Leasehold interests required to bring forward the clearance of these sites will be delivered in accordance with the Boroughs agreed Leaseholder Buyback procedure. This procedure sets out the level of compensation in accordance with the Land and compensation Act. It centres on buy back by negotiation with use of CPO powers if necessary to ensure that programmes are not delayed if agreement cannot be reached. A package of measures to assist Leaseholders who are unable to acquire alternative accommodation on the open market are included in the agreed procedures and on a scheme by scheme basis we would look to provide other alternatives such as equity sharing arrangements for new homes within the developments.

The Property and Asset issues related to the delivery of sites arising from the programme will be subject to the individual development proposals and will be agreed when these schemes are brought forward for delivery.

The proposals in this report form an important part of addressing the investment needs within HRA housing stock. As previously agreed by Cabinet stock will be will be redeveloped which is considered uneconomic to retain or is socially obsolescent.

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

- Cabinet - Boroughwide Estate Renewal Report - 6 July 2010
- Cabinet – Boroughwide Estate Renewal Report Phasing - 10 November 2010
- Cabinet – Housing Capital Investment Report - 24 July 2012
- Cabinet – Becontree Heath and Althorne Way Report – 24 April 2012
- Cabinet – Becontree Heath Masterplan – 22 October 2013

- Cabinet – Housing Zone Report – 4 August 2014
- Cabinet – Corporate Delivery Plan – 7 October 2014

**List of appendices:**

- **Appendix 1** - Estate Renewal sites option appraisal information
- **Appendix 2** - Estate Renewal sites option appraisal summary
- **Appendix 3** – Estate Renewal site plans
- **Appendix 4** – Becontree Heath site plans
- **Appendix 5** - Leys Phase 2 financial model including Shared Ownership



## Additional Estate Renewal projects option appraisal matrix

### New Estate Renewal Scheme – option analysis matrix

#### Gascoigne West

#### Basic data and costs

Total number of homes	Total number of tenants	Total number of leaseholders	Property size breakdown	Tenant decant costs	Leasehold buyback costs
180	91	89	37 X 0 bedroom 53 X 1 bedroom 66 X 2 bedroom 24 x 3 bedroom	£500,500	£12,549,300 to £15,058,800

This is a collection of sites along the Abbey Road the St Pauls Road edges of the West side of the Gascoigne, the properties proposed for inclusion are as follows:

- 105 – 135 Abbey Road
- 55 – 87 Tomlins Orchard
- 1 – 16 The Shaftesburys
- 94 – 117 The Clarksons Boundary Road West
- 2 – 55 Linsdell Road
- 28 – 63 Hardwicke Street

#### Stock condition, maintenance and Decent Homes

The general condition of the internal communal areas within these blocks is poor. The Shaftesbury's and Abbey Road are included in the current Decent Homes contract for internal works to kitchens, bathrooms, heating and rewiring; the other properties included in this site are not identified as those in the highest need but will be undertaken before 2018/19. The estimated costs of the Decent Homes works are £1m.

The general external condition of these blocks is reasonable as they have benefited from investment in new windows and roof works in previous programmes.

#### Environmental and social considerations

##### **Abbey Road**

These properties are made up of both houses and low rise flats where there are both council tenants and owner occupiers. There is a communal public space area in the near vicinity which has had new play equipment fitted. There is small car park in front of the House and Maisonette properties on Abbey Road which is a resident's only zone.

There are currently no management issues or ASB within these blocks

### **55-87 Tomlins Orchard**

This is a small low rise block, which has a play area at the side of the block with a small grassed area and a drying area. It is within 5 minutes walk of the town centre and Barking station

Block inspections have shown that the internal decoration needs to be updated and the area around the outside has to be continually maintained.

There are currently no management or ASB issues within this block.

### **1-16 The Shaftesburys**

These are two low rise blocks which are attached and there is a grassed area at the front and rear of the blocks and a small drying area. As above it is within 5 minutes walk of the town centre and Barking station.

There are currently no management or ASB issues within this block.

### **94-117 The Clarksons**

These are two low rise blocks which are attached, there are grassed areas at the front and rear of the block and a small play area is within the local vicinity.

Block inspections have indicated that the internal decoration to the block require updating.

There are currently no management or ASB issues within this block.

### **2-55 Linsdell Road**

These are small low rise blocks, and most of the blocks are grassed at the front and rear and there are 2-3 large play areas within close vicinity. The blocks are a 5 minute walk from both the town centre and Barking station.

There are currently no management or ASB issues within this block.

### **28-63 Hardwicke Street**

These properties are contained within a number of low rise blocks, all have grassed areas at the front and rear and large drying areas. There is a large play area within the local vicinity. The blocks are a 5 minute walk from both the town centre and Barking station.

A notice of seeking possession has been served on one tenant in Hardwicke Street for ASB. This is being monitored and will be taken to court for eviction should further incidents occur.

All of the above blocks have refuse areas attached and have a regular weekly collection.

### **Planning and design considerations**

This site is the linear edge of the Western side of the Gascoigne Estate and incorporates both flats and houses. The Abbey Road scheme opposite has given this area a 'cliff edge' again the new higher density development on the west of Abbey Road. A much higher density development should be possible in this area.

### **HRA business planning considerations**

Has the rent loss been accommodated within the business plan?	Yes – this has been incorporated into rental income assumptions for 16/17 onwards.
Does the site maximise its economic potential? (E.g. could more or better homes be built and how would that balance with the rental loss)?	The site does not currently maximise its economic potential due to the low density of the homes and the footprint of the site. The significant long term investment requirements of the block, mean that the ongoing costs of the block make it economically unsustainable. Increasing the number of homes on this site would improve its economic viability. Further, the location of the blocks could increase the value of any new homes there, creating an opportunity for the Council to diversify tenures.
Does the site maximise its potential to meet the objectives of the Housing Strategy? (E.g. are the homes fit for purpose and meet the demands of the waiting list)?	The site currently provides a mix of bedsits, 1, 2 and 3 bedroom homes which meet the objectives of the Housing Strategy – although the bedsit accommodation should be replaced with larger 1 bed units. There is a high proportion of leaseholders which will increase the costs of redevelopment. However, the condition of the homes does not meet the reasonable standards which should be provided.
Is investment in the site feasible within the current HRA Business Plan and cash flow?	Yes
Is investment in this site the best used of HRA funds at that point (E.g. are there other priorities which would either improve the economic or social performance of the site)?	This is a priority site for redevelopment due to the poor condition of the homes and the potential to create better quality homes and introduce alternative tenures. The land around the current blocks means that the site creates a good opportunity to develop more homes.

### **Economic Viability**

Delivery options and viability will be tested through the Development process, looking at the tenure mix linked to viability. This site represents one of the highest value areas being within a short distance of the Town Centre

## Oxlow Lane – 265 – 285 Rainham Road North & 291- 301 Oxlow Lane

### Basic data and costs

Total number of homes	Total number of tenants	Total number of leaseholders	Property size breakdown	Tenant decant costs	Leasehold buyback costs
17	11	6	4 X 0 bedroom 2 X 1 bedroom 11 X 2 bedroom	£60,500	£800,000

### Stock condition, maintenance and Decent Homes

The general communal areas and external appearance of these blocks is poor. The block could do with upgrading the flooring (currently concrete) and the door entry system– digi lock system currently. Internal decent homes works are planned for Rainham Road next year, but the properties in Oxlow Lane are not yet identified as in the highest need however they will be surveyed and if they require replacement elements internally this would have been done before the 2018/19. The estimated costs of the Decent Homes works are £170,000

### Environmental and social considerations

There is a bus stop about 100 yards in either direction on Rainham Road North. The Eastbrook Public House is roughly about 100 yards and local shops about 150 yards.

There is a large car parking area at the rear of the block which is in need of attention and could be used as possible development. Historically (last three years) there has not been much ASB in the area. The adjacent old Wantz Hall is now being used/run to by the community which hold events.

### Planning and design considerations

The site is prominent being on a major junction, but is in easy reach of the station and a higher density scheme would be easily achieved on this site. There could be the possibility of looking at a joint development with the adjacent church that has indicated an interest in redeveloping their current premises.

### HRA business planning considerations

Has the rent loss been accommodated within the business plan?	Yes – this has been incorporated into rental income assumptions for 16/17 onwards.
Does the site maximise its economic potential? (E.g. could more or better homes be built and how would that balance with the rental loss)?	The site does not currently maximise its economic potential due to the low density of the homes and the footprint of the site. The long term investment requirements of the block, mean that the ongoing costs of the block make it

	economically unsustainable. Increasing the number of homes on this site would improve its economic viability.
Does the site maximise its potential to meet the objectives of the Housing Strategy? (E.g. are the homes fit for purpose and meet the demands of the waiting list)?	The site currently provides a mix of bedsits, 1 and 2 bedroom homes which meet the objectives of the Housing Strategy – although the bedsit accommodation should be replaced with larger 1 bed units. There is a high proportion of leaseholders which will increase the costs of redevelopment. However, the condition of the homes does not meet the reasonable standards which should be provided.
Is investment in the site feasible within the current HRA Business Plan and cash flow?	Yes
Is investment in this site the best used of HRA funds at that point (E.g. are there other priorities which would either improve the economic or social performance of the site)?	This is a priority site for redevelopment due to the poor condition of the homes and the potential to create better quality homes and introduce alternative tenures. The land around the current blocks means that the site creates a good opportunity to develop more homes.

### **Economic Viability**

Delivery options and viability will be tested through the Development process, looking at the tenure mix linked to viability.

## Marks Gate – 168 – 284 Padnall Road, Evens

### Basic data and costs

Total number of homes	Total number of tenants	Total number of leaseholders	Property size breakdown	Tenant decant costs	Leasehold buyback costs
53	35	18	9 X 0 bedroom 13 X 1 bedroom 37 X 2 bedroom	£192,500	£3,100,000

### Stock condition, maintenance and Decent Homes

These four blocks have had several reports of issues with damp related to condensation. There are also thermal and energy performance issues within the blocks which are caused by the age and design of the stock and their exposed aspect.

Properties located in Padnall Road are included in the current contract for internal decent homes works, contractors are currently on site. The estimated costs of the Decent Homes works are: £350,000.

### Environmental and social considerations

Whilst these blocks sit in large areas of open land they do not provide the residents any private open space apart from the provision of some small balconies. Some use of the open space is made during the summer months.

### Planning and design considerations

There are currently several large open spaces surrounding the four blocks, this means that the site as a whole has quite a low density. Redeveloping this site has been considered in the past but adjacent to the large open space is the A12 and more work will be required in the present to confirm if major services or culverts are present.

### HRA business planning considerations

Has the rent loss been accommodated within the business plan?	Yes – this has been incorporated into rental income assumptions for 16/17 onwards.
Does the site maximise its economic potential? (E.g. could more or better homes be built and how would that balance with the rental loss)?	The site does not currently maximise its economic potential due to the low density of the homes and the footprint of the site. The long term investment requirements of the block, particularly to improve thermal comfort, mean that the ongoing costs of the block make it economically unsustainable.
Does the site maximise its potential to meet the objectives of the Housing Strategy? (E.g. are the homes fit for purpose and meet the demands of the waiting list)?	The site currently provides a mix of bedsits, 1 and 2 bedroom homes which meet the objectives of the Housing Strategy – although the bedsit accommodation should be replaced with larger 1 bed units. There is a high proportion of leaseholders which will increase

	the costs of redevelopment. However, the condition of the homes does not meet the reasonable standards which should be provided.
Is investment in the site feasible within the current HRA Business Plan and cash flow?	Yes
Is investment in this site the best used of HRA finds at that point (E.g. are there other priorities which would either improve the economic or social performance of the site?)	This is a priority site for redevelopment due to the poor condition of the homes and the potential to create better quality homes and introduce alternative tenures. The land that surrounds the block means that there is significant opportunity to increase the overall supply of housing.

### **Economic Viability**

Delivery options and viability will be tested through the Development process, looking at the tenure mix linked to viability.

## Sebastian Court

### Basic data and costs

Total number of homes	Total number of tenants	Total number of leaseholders	Property size breakdown	Tenant decant costs	Leasehold buyback costs
65	59	6	34 X 1 Bedroom 31 X 3 bedroom	£324,000	£800,000

### Stock condition, maintenance and Decent Homes

A recent feasibility study estimated that £2.2million investment is needed to bring this block up to standard. Fire risk assessments that have been carried out highlight numerous high priority interventions that are required.

Within this block there are ongoing issues with the roof leaking as well as the general condition of the internal communal areas being poor. The windows are single glazed crittal windows and offer poor thermal comfort for the residents. The security of the block is not sufficient which is made worse by the layout of the building.

The estimated costs of the internal Decent Homes works required are on average £10k per property.

### Environmental and social considerations

This is a medium rise block consisting of 64 flats/maisonettes. It is on a main road and has a grassed area at the front and a car park with garages under the block at the rear. There is no communal garden attached to this block or any private balcony spaces. Upney underground station is within a minute walk from this block. The block has a concierge service between 10a.m. and 2a.m.

There have been a few minor issues of ASB within the block, which are being dealt with. The ASB issues are mostly from sub tenants and residents who are currently housed there by the private sector team on a license.

There has recently been a steering group formed for this block due to management issues such as the ongoing repairs to the roof, the security, ASB and other environmental issues.

### Planning and design considerations

The current design of the block is a large slab design which is similar to that of the Linton's and Cleveland Bloomfield and Wakering blocks. The access to the flats is via long corridors with poor surveillance due to storage areas. The development opportunities for this site are limited due to infill housing built in Meadow Close adjacent to the site. The site could achieve a similar density with the use of duplex units with ground floor access and flats above. |

### HRA business planning considerations

Has the rent loss been accommodated within the business plan?	Yes – this has been incorporated into rental income assumptions for 16/17 onwards.
Does the site maximise its economic potential? (E.g. could more or better homes be built and	The site does currently maximise its economic potential due to the density of the homes and



how would that balance with the rental loss)?	the small footprint of the site. However, the long term investment requirements of the block mean that the ongoing costs of the block make it economically unsustainable. Its proximity to Upney tube station suggests that the site would have a reasonable value for rent.
Does the site maximise its potential to meet the objectives of the Housing Strategy? (E.g. are the homes fit for purpose and meet the demands of the waiting list)?	The site currently provides a mix of 1 and 3 bedroom homes which meet the objectives of the Housing Strategy. These homes are mostly rented. However, the condition of the homes does not meet the reasonable standards which should be provided.
Is investment in the site feasible within the current HRA Business Plan and cash flow?	Yes
Is investment in this site the best used of HRA funds at that point (E.g. are there other priorities which would either improve the economic or social performance of the site)?	This is a priority site for redevelopment due to the poor condition of the homes and the potential to create better quality homes and introduce alternative tenures.

### **Economic Viability**

Delivery options and viability will be tested through the Development process, looking at the tenure mix linked to viability.

## **Thames View Estate – 53 – 135 Roxwell Road and 1 & 3 Stebbing Way**

### **Basic data and costs**

<b>Total number of homes</b>	<b>Total number of tenants</b>	<b>Total number of leaseholders</b>	<b>Property size breakdown</b>	<b>Tenant decant costs</b>	<b>Leasehold buyback costs</b>
41	35	6	9 X 0 bedroom 1 X 1 bedroom 31 X 2 bedroom	£192,500	£875,000

### **Stock condition, maintenance and Decent Homes**

The general condition of the communal areas in these blocks is poor and in need of updating. The external perimeter fences are also poor and are nearing the end of their life span.

The communal wiring and lighting is due for renewal and would be included in the next programme of works of this nature.

The windows of 35 – 135 Roxwell Road have an estimated 20 years of life remaining and the pitched roof has 7. These properties are programmed to receive new internal multiple elements as part of the Decent Homes Programme. The estimated costs of the Decent Homes works are on average £10k per property.

### **Environmental and social considerations**

The arrangement of the properties and adjacent park areas do lead to some anti social behaviour issues in the area.

### **Planning and design considerations**

This site is adjacent to Newlands Park with access and parking currently in Stebbing Way. The site has easy access from both Roxwell Road and Stebbing Way. The position of the site next the park is attractive and it is also a regular shape, consideration should be given in the design process to the way any future development addresses the park and surrounding roads.

### **HRA business planning considerations**

Has the rent loss been accommodated within the business plan?	Yes – this has been incorporated into rental income assumptions for 16/17 onwards.
Does the site maximise its economic potential? (E.g. could more or better homes be built and how would that balance with the rental loss)?	The site does not currently maximise its economic potential due to the low density of the homes. Alternative tenures could be provided on the site.
Does the site maximise its potential to meet the objectives of the Housing Strategy? (E.g. are the homes fit for purpose and meet the demands of the waiting list)?	The site currently provides a mix of bedsits, 1 and 2 bedroom homes which meet the objectives of the Housing Strategy – although the bedsit accommodation should be replaced with larger units. These homes are mostly rented. However, the condition of the homes does not meet the reasonable standards which should be provided.

Is investment in the site feasible within the current HRA Business Plan and cash flow?	Yes
Is investment in this site the best used of HRA finds at that point (E.g. are there other priorities which would either improve the economic or social performance of the site?)	Redevelopment of this site would create additional homes within the borough and is an opportunity to diversify the tenures available to residents.

**Economic Viability**

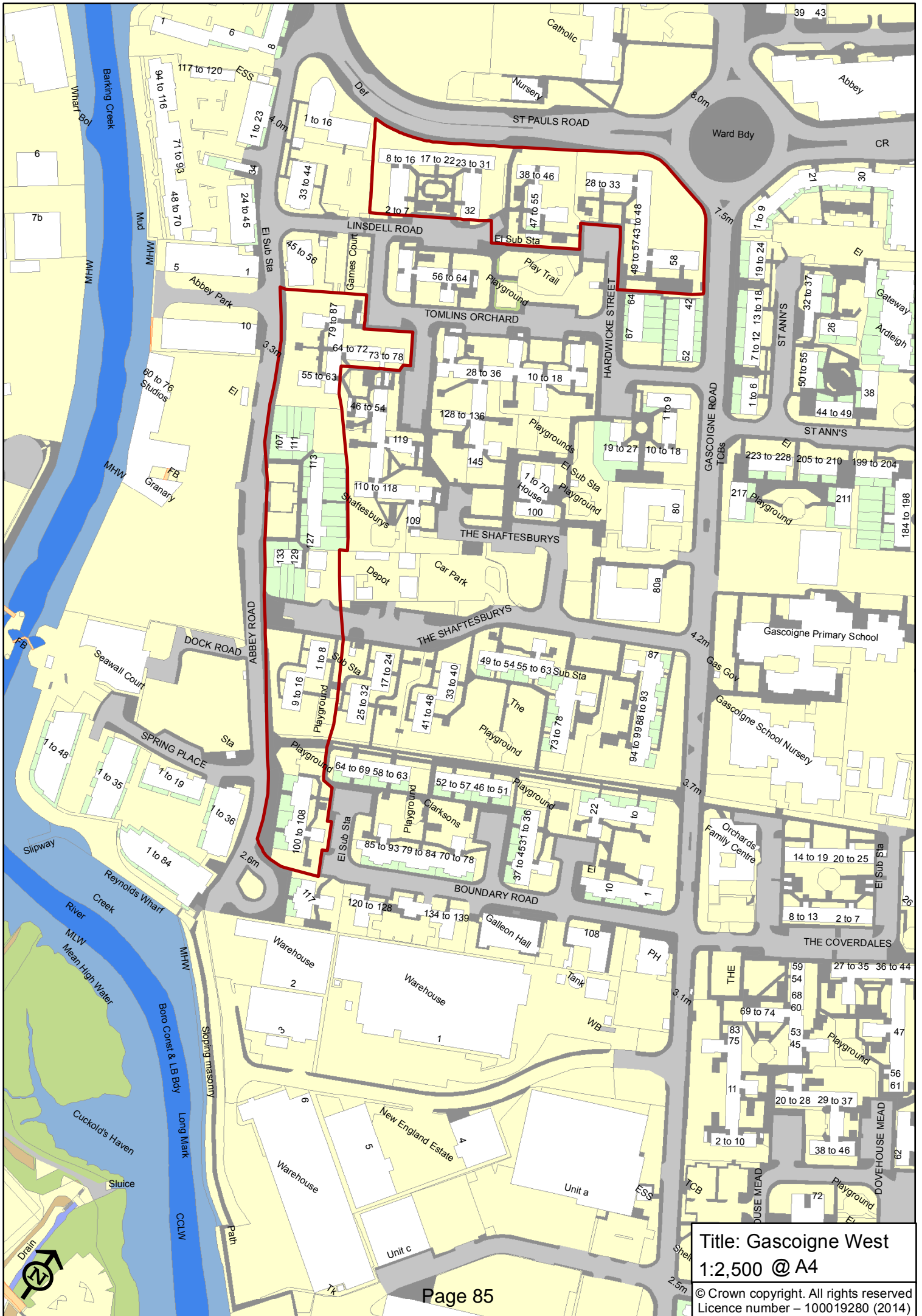
Delivery options and viability will be tested through the Development process, looking at the tenure mix linked to viability.

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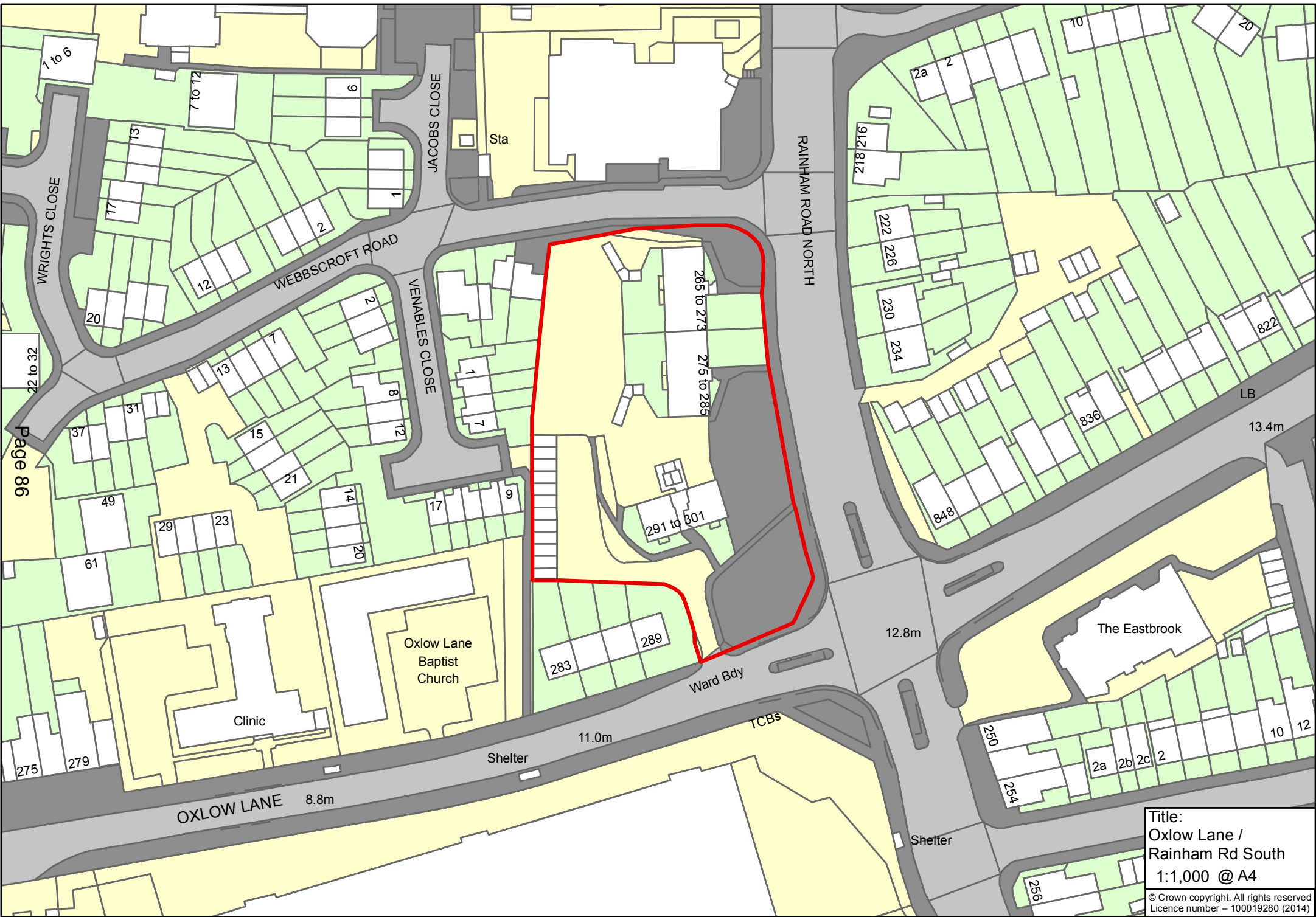
## Summary of Appraisal Matrix

Site	Summary of option Matrix
Gascoigne West	The area currently provides a mix of bedsits, 1, 2 and 3 bedroom homes which meet the objectives of the Housing Strategy – although the bedsit accommodation should ideally be replaced with larger 1 bed units. There are a high proportion of leaseholders which will increase the costs of redevelopment. Whilst the conditions of the homes are not the worst in the proposed programme this site has the ability to meet a number of additional regeneration objectives and by utilising the Housing Zone funding it has the potential to create better quality homes and introduce alternative tenures. The land around the current blocks means that the site creates a good opportunity to develop more homes.
Oxlow Lane and Rainham Road	The area currently provides a mix of bedsits, 1, 2 and 3 bedroom homes which meet the objectives of the Housing Strategy – although the bedsit accommodation should ideally be replaced with larger 1 bed units. This site occupies a prominent location at a major road junction and is within 10 minutes walk of Dagenham East Station. The site is currently very low density and redevelopment would provide the opportunity to maximise its economic potential.
Sebastian Court	The block currently provides a mix of 2 and 3 bedroom flats in a high rise block with a number of concerns relating to Decent Homes including major issues with the roof. A recent feasibility study estimated that £2.2million investment is needed to bring this block up to standard. Fire risk assessments that have been carried out highlight numerous high priority interventions that are required. The windows are single glazed critical windows and offer poor thermal comfort for the residents. The security of the block is not sufficient

	<p>which is made worse by the layout of the building. The redevelopment options for the site will need to be carefully considered as this block occupies a small footprint due to the redevelopment of the adjacent garage areas some years ago. Due to the condition of the block this is considered the highest priority for immediate action.</p>
Padnall Road	<p>The area currently provides a mix of bedsits, 1, and 2 bedroom homes which meet the objectives of the Housing Strategy – although the bedsit accommodation should ideally be replaced with larger 1 bed units. These blocks sit within a large area of open land adjacent to the main A12 road. There are a high proportion of leaseholders which will increase the costs of redevelopment. However, the condition of the homes does not meet the reasonable standards which should be provided and there is particular concern about dampness and condensation. The areas of open land will require more site investigation to establish the extent of development that is possible but this site represents the opportunity to provide a larger number of homes of all types.</p>
Roxwell Road and Stebbing Way	<p>The area currently provides a mix of bedsits, 1 and 2 bedroom homes which meet the objectives of the Housing Strategy – although the bedsit accommodation should ideally be replaced with larger units. There are a small number of Leaseholders in this area. However, the condition of the homes does not meet the reasonable standards which should be provided and the site of the blocks and adjacent parking areas represent the opportunity to increase housing numbers, diversify tenure and better address the park and road frontages.</p>

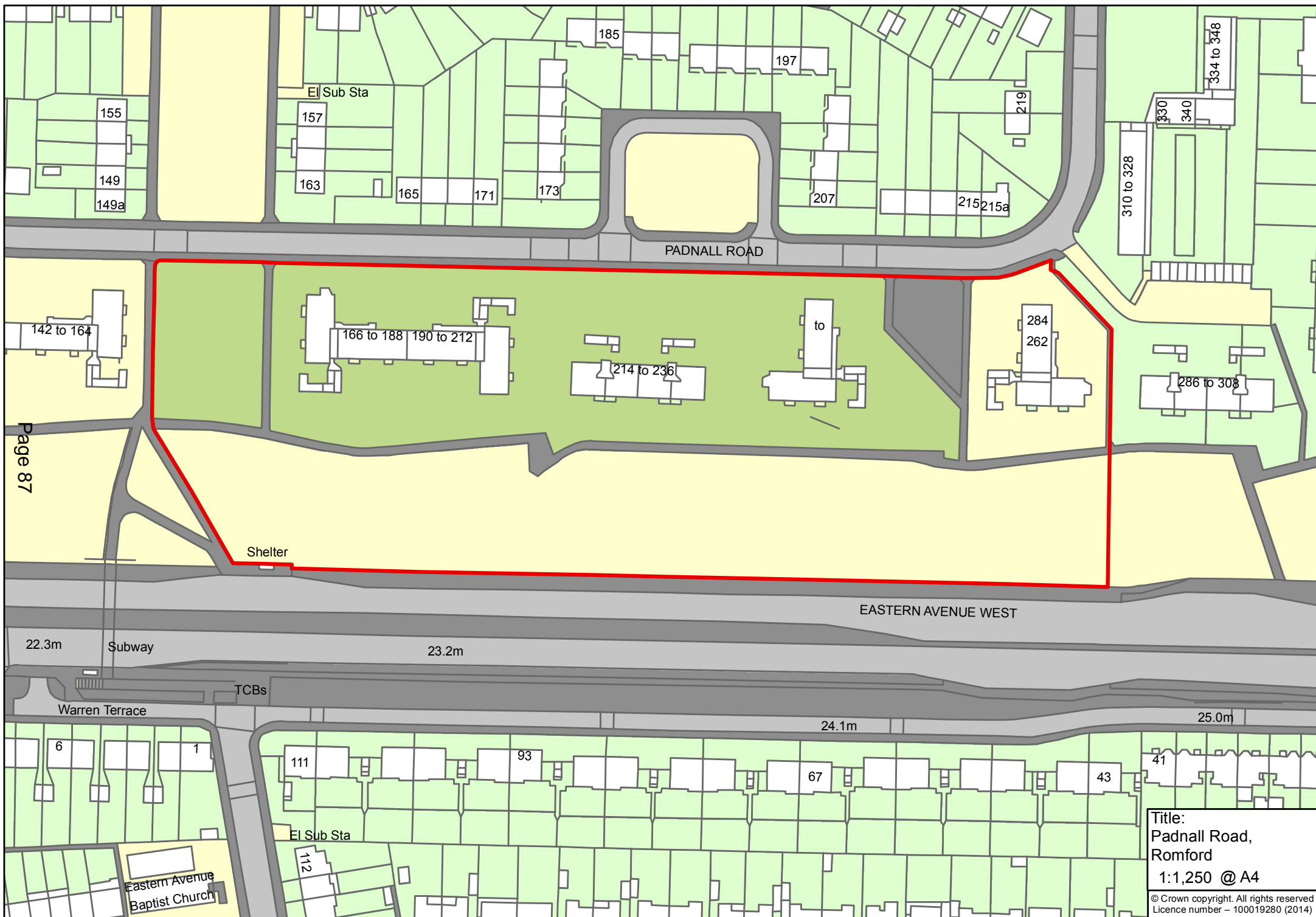


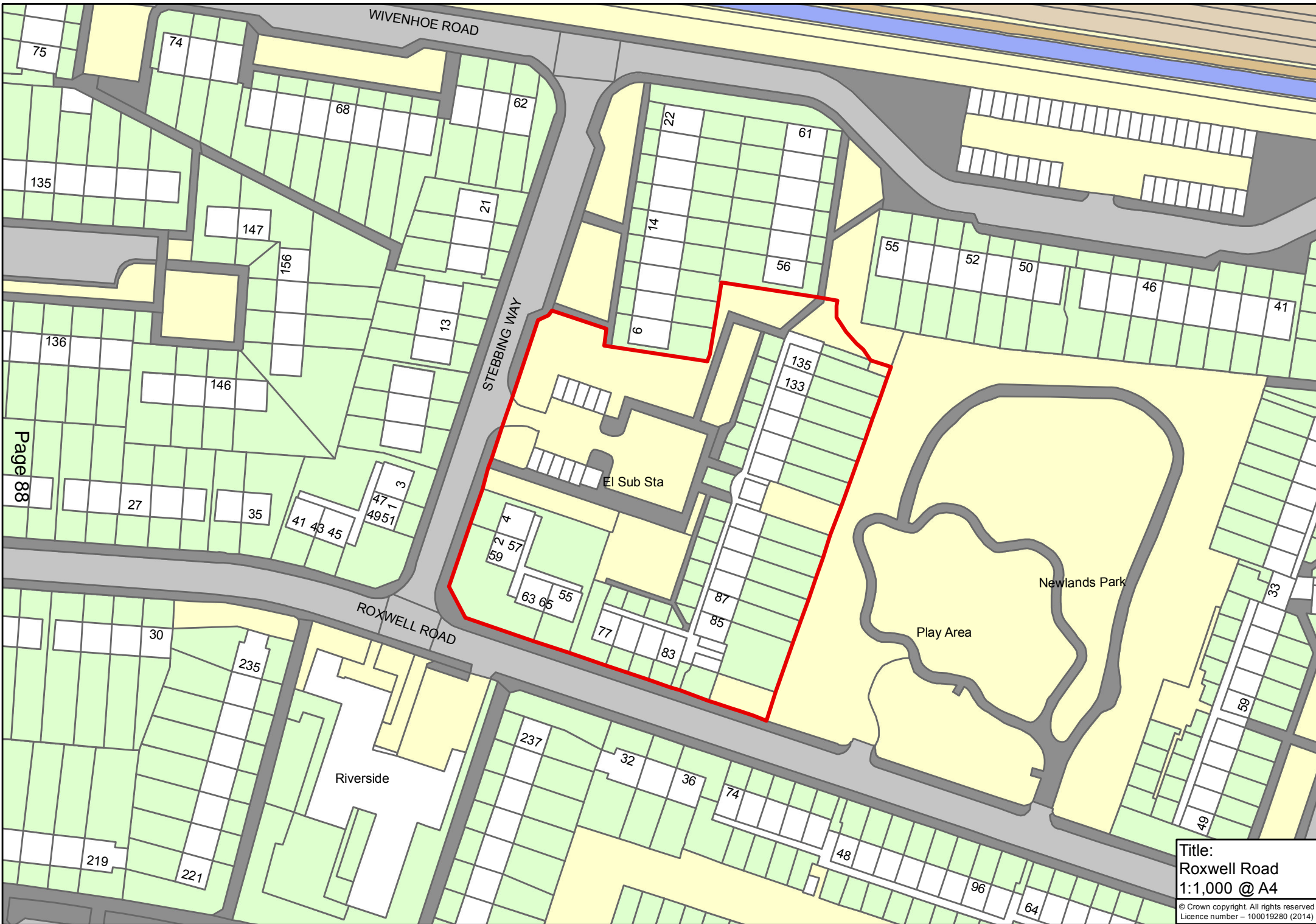
Title: Gascoigne West  
 1:2,500 @ A4  
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Title:  
 Oxlow Lane /  
 Rainham Rd South  
 1:1,000 @ A4  
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WIVENHOE ROAD

STEBBING WAY

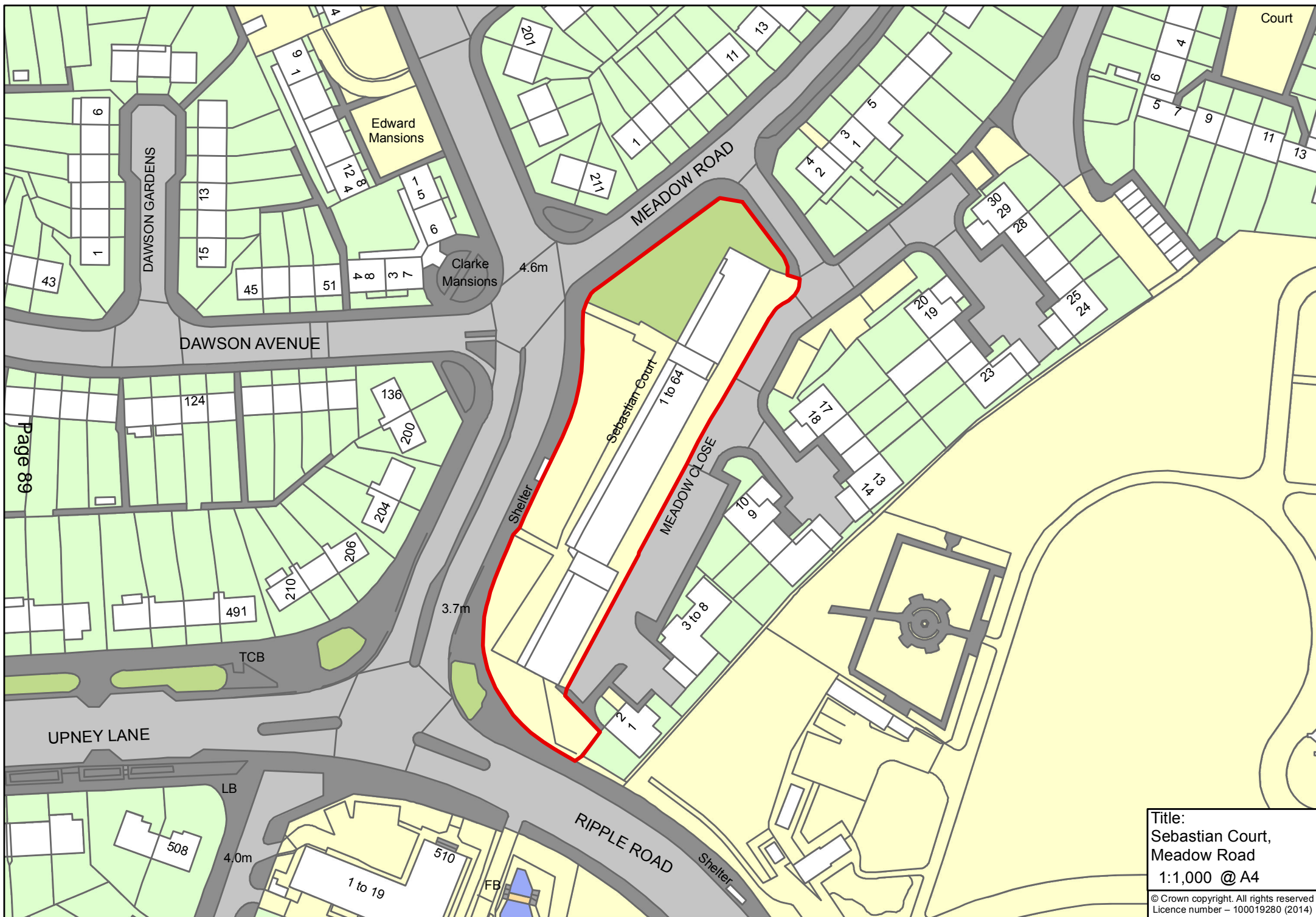
ROXWELL ROAD

Riverside

Newlands Park

Play Area

EI Sub Sta



Title:  
Sebastian Court,  
Meadow Road  
1:1,000 @ A4  
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**Key**  
[Red Outline] Proposed Site



Page 91

**Title:**  
Beacontree Heath  
January 2015  
1:2,500 @ A4

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The GeoInformation® Group, 2014

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## Appendix 5

<b>Leys 2</b>
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Unit Type	Aff Unit No's	Affordable Build Cost	15/16	16/17
2 bed house	10	£1,460,800	£1,095,600	£365,200
3 bed hse	16	£3,294,720	£2,471,040	£823,680
4 bed hse	9	£2,059,200	£1,544,400	£514,800
<b>Total</b>	<b>35</b>	<b>£6,814,720</b>	<b>£5,111,040</b>	<b>£1,703,680</b>

**Funded by:-**

<b>Borrowing</b>	£2,631,000	
<b>HRA</b>	£2,480,040	£1,703,680
		£0

Unit Type	SO Unit No's	Shared Ownership Build Cost	15/16	16/17
2 bed house	15	£2,191,200	£1,643,400	£547,800
3 bed hse	19	£3,912,480	£2,934,360	£978,120
4 bed hse		£0	£0	£0
<b>Total</b>	<b>34</b>	<b>£6,103,680</b>	<b>£4,577,760</b>	<b>£1,525,920</b>

**Funded by:-**

<b>Borrowing</b>	£569,000	
<b>HRA</b>	£4,008,760	<b>-£1,999,980</b>
<b>SO Receipts</b>		£3,525,900

<b>Summary</b>	<b>69</b>	<b>£12,918,400</b>	<b>£9,688,800</b>	<b>£3,229,600</b>
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**Funded by:-**

					<b>Total</b>
Borrowing			£3,200,000	£0	<b>£3,200,000</b>
HRA			£6,488,800	-£296,300	<b>£6,192,500</b>
Revenue			0	0	<b>£0</b>
SO Receipts				3,525,900	<b>£3,525,900</b>
				<b>Total</b>	<b>£12,918,400</b>

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**CABINET****27 January 2015**

<b>Title:</b> Merry Fiddlers Junction Improvements - Minor Scheme Amendments	
<b>Report of the Cabinet Member for Regeneration</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> Heath; Valence; Whalebone	<b>Key Decision:</b> Yes
<b>Report Author:</b> Tim Martin, Transport Planning & Policy Manager	<b>Contact Details:</b> Tel: 020 8227 3939 E-mail: timothy.martin@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Jeremy Grint, Divisional Director of Regeneration	
<b>Accountable Director:</b> Steve Cox, Director of Growth	
<b>Summary</b>	
<p>By Minute 113 (19 March 2013), the Cabinet approved plans to implement a series of highways and public realm improvements to the busy road junction at Merry Fiddlers in Becontree Heath. These included proposals to:</p> <ul style="list-style-type: none"> <li>• Replace the paving around the junction.</li> <li>• Reduce the number of lanes on Wood Lane next to the leisure centre from 5 to 3</li> <li>• Make the dangerous Wood Lane/Homestead Road junction safer.</li> <li>• Link the Becontree Leisure Centre and Morrisons car parks together.</li> <li>• Ban the dangerous right hand turns into and out of Althorne Way and out of Morrisons onto Wood Lane. Open up Stour Road to allow access from Althorne Way to Rainham Road North.</li> </ul> <p>Work to implement all the banned turns, create a link between the two car parks, open up Stour Road to through traffic and alter the re-phasing of the traffic signals was completed in early 2014. However no work has yet been undertaken on the Merry Fiddlers junction itself due to the long lead in time that changes to a complex junction such as this entail. Detailed design work on the main junction is now complete, and following discussions between officers and Transport for London a number of minor improvements to the junction scheme are now recommended in order to improve pedestrian and cyclist accessibility and safety without affecting congestion. These include :-</p> <ol style="list-style-type: none"> <li>a) Reducing the number of lanes on Green Lane from 3 to 2 (so that there is one lane for left turning and straight ahead traffic and one lane for right turning and straight ahead traffic) to reduce the time taken for pedestrians to cross the road;</li> <li>b) Widening of the Green Lane pedestrian crossing island to improve safety for pedestrians;</li> <li>c) Providing Advance Stop Lanes (ASLs) at all arms of the junction to improve safety for cyclists;</li> </ol>	

- d) Up-grading traffic signals on all junction arms to provide SCOOT (Split Cycle Offset Optimisation Technique) to enable more effective management of signal timings and reduce vehicle and pedestrian waiting times.

### **Recommendation(s)**

The Cabinet is recommended to agree the following minor amendments to the designs for the Merry Fiddlers junction in order that the outstanding highways improvements can be implemented:

- (i) Up-grading traffic signals on all junction arms to provide SCOOT (Split Cycle Offset Optimisation Technique);
- (ii) Reducing the number of lanes on Green Lane from 3 to 2;
- (iii) Widening of the Green Lane pedestrian crossing island ;
- (iv) Providing Advance Stop Lanes (ASLs) at all arms of the junction.

### **Reason(s)**

To assist the Council in achieving all of its Community Priorities, in particular enabling social responsibility by protecting the most vulnerable, keeping adults and children healthy and safe; and growing the borough through supporting investment in public spaces to enhance our environment.

## **1. Introduction and Background**

1.1 Following an extensive public consultation exercise in Autumn 2012, Cabinet approved in March 2013 a package of highways and public realm improvements for the Merry Fiddlers junction in Becontree Heath (Minute 113 refers). These included proposals to:

- Replace the paving around the junction;
- Reduce the number of lanes on Wood Lane next to the leisure centre from 5 to 3;
- Make the dangerous Wood Lane/Homestead Road junction safer;
- Link the Becontree Leisure Centre and Morrisons car parks together;
- Ban the dangerous right hand turns into and out of Althorne Way and out of Morrisons onto Wood Lane;
- Open up Stour Road to allow access from Althorne Way to Rainham Road North.

1.2 Work to implement all the banned turns, create a link between the two car parks, open up Stour Road to through traffic and alter the initial re-phasing of the traffic signals began in Summer 2013 and was completed in early 2014.

1.3 Work to produce detailed designs for the main junction improvements began in Autumn 2013, but following further discussions with Transport for London, minor amendments to these plans are now required before the outstanding junction improvements can be implemented.

## **2. Proposal and Issues**

- 2.1 Transport for London is responsible for the operation and maintenance of all traffic signals in London and therefore the changes to the junction require their approval. Therefore officers have been discussing the detailed design of the Merry Fiddlers Junction Scheme with Transport for London and in particular the Council's proposals to reduce the number of lanes on Wood Lane from 5 to 3 and alter the signal timings.
- 2.2 Following a review of the detailed designs and an examination of the traffic modelling data, a number of concerns were identified that aspects of the original proposals do not provide optimum safety and accessibility benefits for pedestrians and cyclists and could result in additional road traffic congestion at the junction. However, these issues can be easily resolved by making a number of minor alterations to the designs.

## **3. Options Appraisal**

- 3.1 To address these concerns, and to enable the outstanding highways improvements to be implemented, a number of minor amendments to the designs for the Merry Fiddlers junction are required. These are designed to bring additional benefits to pedestrian/cyclist safety and accessibility, but also have implications for traffic flow. A plan of the proposed junction layout is included in Appendix 1 to this report and the main changes are summarised below. They include:
- 1) Reducing the number of lanes on Green Lane from 3 to 2 (so that there is one lane for left turning and straight ahead traffic and one lane for right turning and straight ahead traffic) to reduce the time taken for pedestrians to cross the road;
  - 2) Widening of the Green Lane pedestrian crossing island to improve safety for pedestrians;
  - 3) Providing Advance Stop Lanes (ASLs) at all arms of the junction to improve safety for cyclists;
  - 4) Up-grading traffic signals on all junction arms to provide SCOOT (Split Cycle Offset Optimisation Technique) to enable more effective management of signal timings and reduce vehicle and pedestrian waiting times.
- 3.2 Traffic modelling undertaken as part of the scheme design process has indicated that the inclusion of SCOOT at the junction will off-set any congestion that may have arisen as a result of the proposals to reduce the number of lanes and widen the pedestrian crossing islands on Wood Lane and Green Lane.
- 3.3 If approved, the Merry Fiddlers Junction improvements are timetabled to commence at the end of January 2015 and will last for approximately 8 weeks. Every effort will be made to minimise disruption during the works, with the bulk of work being undertaken outside the main morning and evening peak periods.

## **4. Consultation**

- 4.1 As detailed in the March 2013 Cabinet Report, a comprehensive programme of community consultation involving a range of local stakeholders including residents, schools, businesses, transport operators and emergency services was undertaken between October and November 2012. Around 62% of respondents were broadly

supportive of the original proposals with strong support for measures to improve safety/accessibility at and around the main Merry Fiddlers junction.

- 4.2 The proposed minor amendments to the original junction improvement scheme have come about following further discussions and consultation on the detailed designs with Transport for London.

## 5. Financial Implications

Implications completed by: Carl Tomlinson, Finance Group Manager.

- 5.1 The proposed traffic signal and highway improvements works are the final part of the Merry Fiddlers Junction Improvements scheme which has been fully funded by Transport for London as part of the Borough's Local Implementation Plan (LIP). The total capital budget for the entire scheme, including design, consultation, construction and administration is £860,000 and this has been spread over two financial years.
- 5.2 The proposed improvements to the design of the junction can be funded from the existing budget.
- 5.3 Once the works have been completed, no additional revenue costs are anticipated in respect of maintaining the junction's highway infrastructure.

## 6. Legal Implications

Implications completed by: Paul Field, Senior Corporate Governance Solicitor.

- 6.1 The Council is a Highway Authority under the Highways Act 1980. The Act places a statutory responsibility on the Council to maintain and repair all those roads which are not trunk roads or roads administered by the Greater London Authority. To reduce the risk of accidents and so as to be able to rely on a statutory defence against claims in the event of accidents, the Council is obliged to establish a programme of inspections and prioritisation of works.
- 6.2 The proposals set out in this report are identified as a priority and if as appears to be the case a junction presents an increased risk of danger to road users and pedestrians then such works as are necessary to reduce the risk should be accorded a special priority.

## 7. Other Implications

- 7.1 **Risk Management** – The minor amendments to the scheme are required to address issues identified during the detailed design stage by Transport for London, who operate and maintain the traffic signals and the Council, to ensure that the scheme will offer the maximum safety benefits to vulnerable road users such as cyclists/pedestrians, whilst maintaining the safe and expedient flow of traffic on the borough road network.
- 7.2 **Contractual Issues** – Procurement relating to the delivery of this project will be undertaken in accordance with the provisions of the Council's contract rules and procurement rules including EU procurement rules where applicable. Legal

procurement advice would be consulted in entering into terms and conditions with suppliers in relation to such procurement.

- 7.3 **Corporate Policy and Customer Impact** – The proposed changes are in line with Council priorities. In particular the changes will contribute to enabling social responsibility through protecting the most vulnerable, keeping adults and children healthy and safe. The recommended improvements will benefit all those who use the Merry Fiddlers junction including motorists, pedestrians and cyclists and will improve safety at the junction. The changes also contribute to the Council's 'Growing the borough' priority through investment in enhancing our environment.

There are no specific equality implications as a result of the changes. The plans have been through consultation with relevant stakeholders including TFL and road safety and accessibility have been considered in great detail. The changes will result in a safer junction benefitting all protected groups.

- 7.4 **Safeguarding Children** – The current junction is a formidable barrier to the thousands of children accessing Robert Clack and All Saints Secondary Schools and people using the Becontree Heath Leisure Centre. Therefore improvements to pedestrian and cyclist access have been one of the key motivations for securing improvements to the junction and local schools have been consulted on the proposals. It is also the objective of the improvements to reduce the rate of accidents in the locality and to create a safer environment for pedestrians, cyclists and motorists.

- 7.5 **Health Issues** – The proposals are expected to have beneficial impact on health of local residents of Becontree Heath by helping to reduce traffic congestion at the junction and thereby improving air quality, whilst promoting healthy travel practices through the provision of improved pedestrian/cycle facilities. In addition, general well being will be improved as a result of the enhanced visual appearance of the junction and surrounding public realm. It is anticipated that the various proposals will result in a reduction in the incidences of collisions at the junction, thus helping the borough to meet its road safety targets. Finally it is hoped that the junction improvements will make it easier for people to access the leisure centre.

- 7.6 **Crime and Disorder Issues** – The proposals will provide a safer and more secure environment where opportunities for crime are reduced will help make the area more user friendly and more legible.

- 7.7 **Property / Asset Issues** – The recommended proposals work within the existing footprint of the junction.

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

- Merry Fiddlers Junction Feasibility Study, February 2012; Parsons Brinkerhoff
- Merry Fiddlers Junction Consultation Cabinet Report; February 2013

#### **List of appendices:**

- Appendix 1: Merry Fiddlers Junction Existing Layout  
Appendix 2: Merry Fiddlers Junction Final Designs

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# Whalebone Lane, Wood Lane Green Lanes Junction – Existing Layout

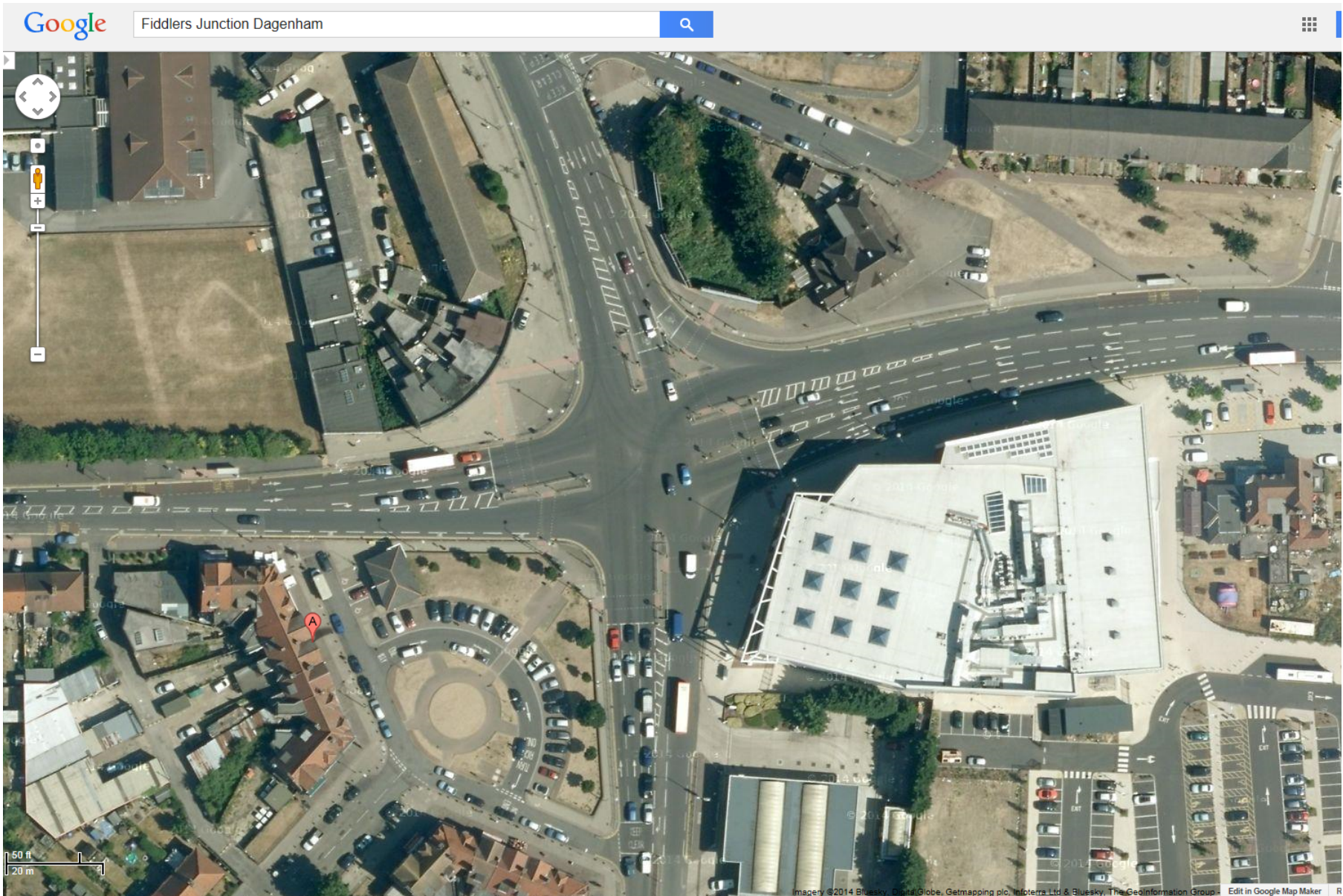
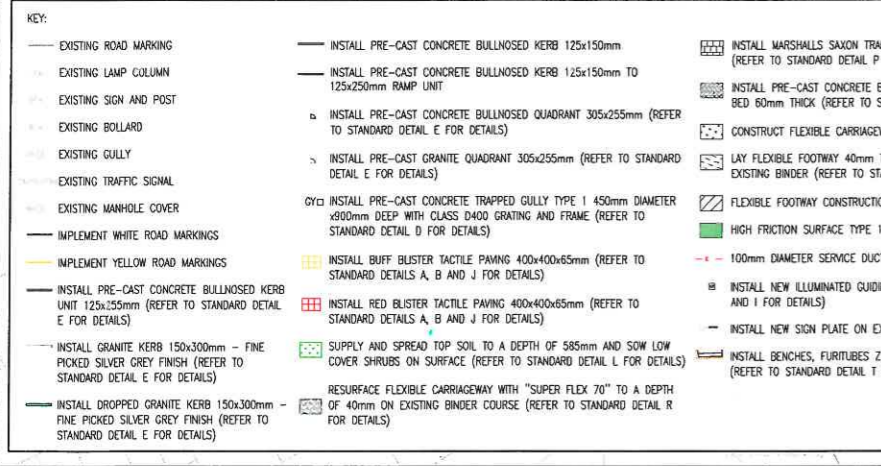
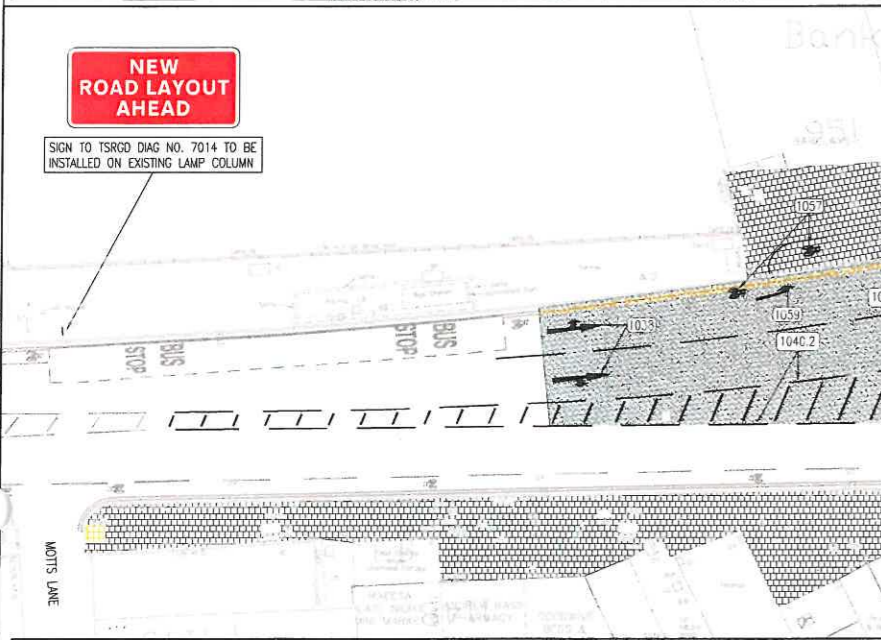
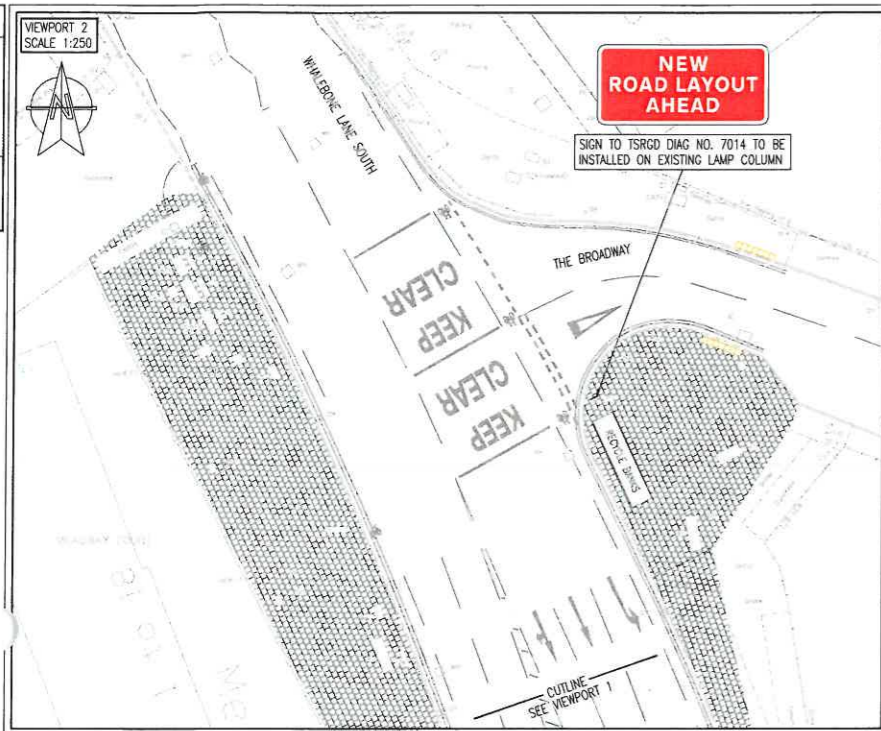


Image taken from Google Earth mapping [www.google.co.uk](http://www.google.co.uk)

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Rev	Date	Description	By	Chk	Appr
A	09/07/2013	INITIAL ISSUE TO CLIENT	DN	JD	JD
B	05/06/2014	INTERNAL - NOT ISSUED	RM	-	-
C	13/06/2014	INITIAL ISSUE FOR APPROVAL	BB	RM	RM

- KEY:**
- EXISTING ROAD MARKING
  - EXISTING LAMP COLUMN
  - EXISTING SIGN AND POST
  - EXISTING BOLLARD
  - EXISTING GULLY
  - EXISTING TRAFFIC SIGNAL
  - EXISTING MANHOLE COVER
  - IMPLEMENT WHITE ROAD MARKINGS
  - IMPLEMENT YELLOW ROAD MARKINGS
  - INSTALL PRE-CAST CONCRETE BULLNOSED KERB 125x150mm
  - INSTALL PRE-CAST CONCRETE BULLNOSED KERB 125x150mm TO 125x250mm RAMP UNIT
  - INSTALL PRE-CAST CONCRETE BULLNOSED QUADRANT 305x255mm (REFER TO STANDARD DETAIL E FOR DETAILS)
  - INSTALL PRE-CAST GRANITE QUADRANT 305x255mm (REFER TO STANDARD DETAIL E FOR DETAILS)
  - INSTALL PRE-CAST CONCRETE TRAPPED GULLY TYPE 1 450mm DIAMETER x900mm DEEP WITH CLASS D400 GRATING AND FRAME (REFER TO STANDARD DETAIL D FOR DETAILS)
  - INSTALL BUFF BLISTER TACTILE PAVING 400x400x65mm (REFER TO STANDARD DETAILS A, B AND J FOR DETAILS)
  - INSTALL RED BLISTER TACTILE PAVING 400x400x65mm (REFER TO STANDARD DETAILS A, B AND J FOR DETAILS)
  - INSTALL GRANITE KERB 150x300mm - FINE PICKED SILVER GREY FINISH (REFER TO STANDARD DETAIL E FOR DETAILS)
  - INSTALL DROPPED GRANITE KERB 150x300mm - FINE PICKED SILVER GREY FINISH (REFER TO STANDARD DETAIL E FOR DETAILS)
  - INSTALL PRE-CAST CONCRETE BULLNOSED KERB 125x150mm
  - INSTALL PRE-CAST CONCRETE BULLNOSED QUADRANT 305x255mm (REFER TO STANDARD DETAIL E FOR DETAILS)
  - INSTALL PRE-CAST GRANITE QUADRANT 305x255mm (REFER TO STANDARD DETAIL E FOR DETAILS)
  - INSTALL PRE-CAST CONCRETE TRAPPED GULLY TYPE 1 450mm DIAMETER x900mm DEEP WITH CLASS D400 GRATING AND FRAME (REFER TO STANDARD DETAIL D FOR DETAILS)
  - INSTALL BUFF BLISTER TACTILE PAVING 400x400x65mm (REFER TO STANDARD DETAILS A, B AND J FOR DETAILS)
  - INSTALL RED BLISTER TACTILE PAVING 400x400x65mm (REFER TO STANDARD DETAILS A, B AND J FOR DETAILS)
  - SUPPLY AND SPREAD TOP SOIL TO A DEPTH OF 585mm AND SOW LOW COVER SHRUBS ON SURFACE (REFER TO STANDARD DETAIL L FOR DETAILS)
  - RESURFACE FLEXIBLE CARRIAGEWAY WITH "SUPER FLEX 70" TO A DEPTH OF 40mm ON EXISTING BINDER COURSE (REFER TO STANDARD DETAIL R FOR DETAILS)
  - INSTALL MARSHALLS SAXON TRAFICA NATURAL PAVING 600x400x63mm FL5130850 (REFER TO STANDARD DETAIL P FOR DETAILS)
  - INSTALL PRE-CAST CONCRETE BLOCK PAVING 100x200x65mm THICK ON SAND BED 80mm THICK (REFER TO STANDARD DETAIL O FOR DETAILS)
  - CONSTRUCT FLEXIBLE CARRIAGEWAY (REFER TO STANDARD DETAIL Q FOR DETAILS)
  - LAY FLEXIBLE FOOTWAY 40mm THICK AC 6 DENSE SURFACE COURSE ON EXISTING BINDER (REFER TO STANDARD DETAIL O FOR DETAILS)
  - FLEXIBLE FOOTWAY CONSTRUCTION (REFER TO STANDARD DETAIL S FOR DETAILS)
  - HIGH FRICTION SURFACE TYPE 1 GREEN COLOUR SURFACE DRESSING
  - 100mm DIAMETER SERVICE DUCT (REFER TO STANDARD DETAIL K FOR DETAILS)
  - INSTALL NEW ILLUMINATED GUIDING POST (REFER TO STANDARD DETAILS F, G, H AND I FOR DETAILS)
  - INSTALL NEW SIGN PLATE ON EXISTING LAMP COLUMN
  - INSTALL BENCHES, FURITUBES ZENITH WITH 4 ARMS RESTS WITH TIMBER INSETS (REFER TO STANDARD DETAIL T FOR DETAILS)
  - INSTALL WASTE BINS, WOODHOUSE GEO STAINLESS STEEL G-LB 21 10 0 (REFER TO STANDARD DETAIL U FOR DETAILS)
  - PLANT NEW TREE: CARPINUS BETULUS 'FASTIGIATA' - 8-10cm GIRTH, 2.5-3.0m IN HEIGHT (REFER TO STANDARD DETAIL M FOR DETAILS)
  - PROVIDE MANHOLE COVER/FRAME WITH HIGH FRICTION SURFACING AND ADJUST TO NEW CARRIAGEWAY LEVEL
  - PROVIDE MANHOLE COVER/FRAME AND ADJUST TO NEW FOOTWAY/CARRIAGEWAY LEVEL
  - PROVIDE RECESSED COVER TO MATCH TACTILE PAVING
  - 150mm INTERNAL DIAMETER HIGH STRENGTH DRAIN IN TRENCH AVERAGE DEPTH TO INVERT 1 METRE, NOT EXCEEDING 2 METRES. (REFER TO STANDARD DETAIL K FOR DETAILS)
  - INSTALL SET ASIDE RECYCLE BASKETS
  - TSGD DIAGRAM REFERENCE NUMBER

- NOTES:**
- THE ACTUAL POSITION OF THE UNDERGROUND UTILITIES TO BE VERIFIED AND ESTABLISHED ON SITE BY THE CONTRACTOR PRIOR TO CONSTRUCTION.
  - SETTING OUT OF TACTILE PAVING ALIGNMENT TO BE AGREED ON SITE WITH THE ENGINEER.
  - ALL PROPOSED STREET FURNITURE TO HAVE A MINIMUM CLEARANCE OF 450mm FROM THE EDGE OF THE KERB. ADVANCE WARNING SIGNS TO BE ERRECTED PRIOR TO CONSTRUCTION.
  - DUCTING IS INDICATED ONLY AND IS SUBJECT TO SITE CONDITIONS. EXCAVATIONS IN BOTH THE CARRIAGEWAY AND THE FOOTWAY TO BE MADE BY HAND TO A DEPTH NOT EXCEEDING 1m.
  - ALL NEW SIGNS TO BE MOUNTED WITH A MINIMUM HEIGHT OF 2.3m FROM THE GROUND.
  - ALL EDGES OF EXCAVATIONS TO BE SLOPED TO APPROPRIATE SLOPES.
  - ALL PROPOSED KERBS TO BE Laid AT 125mm UPWARD WARD PRACTICABLE.
  - EXCAVATED AREA TO BE REGRADED USING SHALAR ROAD CONSTRUCTION LAYERS AS SURROUNDING CARRIAGEWAY. REGRADING TO FOLLOW EXISTING SURFACE COURSE LEVELS AND CONTROLS.

**PARSONS BRINCKERHOFF** London Borough of Barking & Dagenham

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Tel: 44-(0)-202714703 Fax: 44-(0)-202714701

Client: LONDON BOROUGH OF BARKING AND DAGENHAM

Site: MERRY FIDDLERS JUNCTION

Title: GENERAL ARRANGEMENT, PAVEMENT DESIGN, DUCTING, TRAFFIC SIGNS AND ROAD MARKINGS

Drawn: PF/BB

Checked: RM

Date: 13/06/2014

Scale: AS SHOWN

Sheet: A1

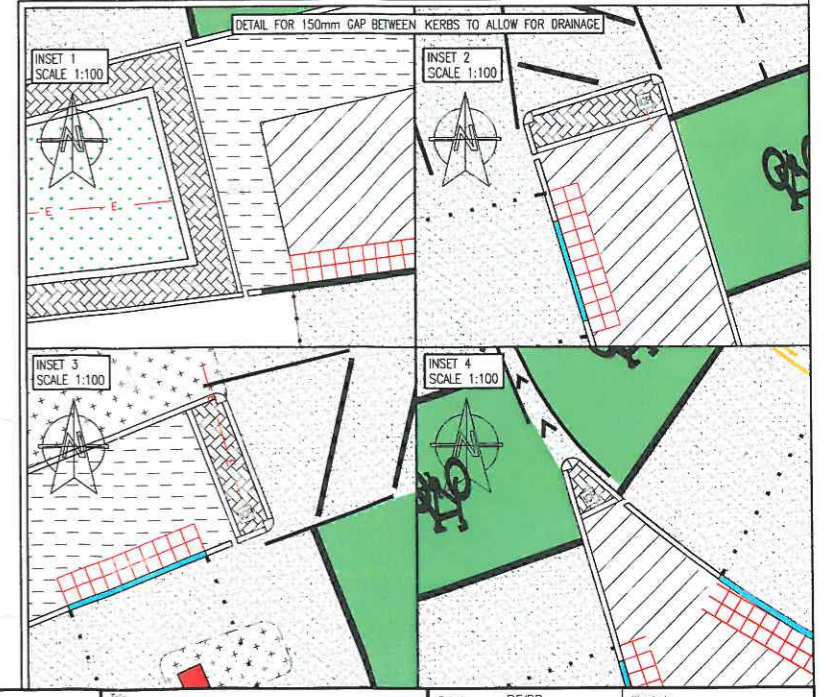
Total: 3 OF 8

Project Number: 3511361A-HHG

Drawn Number: 3511361A-HHG-DD-003

Revision: C

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- FIDDLERS JUNCTION - CUTLINE

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**CABINET****27 January 2015**

<b>Title:</b> Emergency Homelessness Accommodation	
<b>Report of the Cabinet Member for Housing</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> Yes
<b>Report Authors:</b> Anne Baldock, Group Manager, Housing Advice Service James Goddard, Group Manager, Housing Strategy	<b>Contact Details:</b> Tel: 020 8227 5186 / 8238  E-mail: anne.baldock@lbbd.gov.uk james.goddard@lbbd.gov.uk
<b>Accountable Director:</b> Steve Tucker, Director of Housing	
<b>Summary</b>	
<p>The objective of this report is to present plans to minimise the usage of Bed and Breakfast (B&amp;B) and nightly let temporary accommodation.</p> <p>This report describes the measures in place and the initiatives proposed to minimise demand for emergency spot purchased nightly let accommodation. It also presents the strategy for procuring B&amp;B and nightly let accommodation by March 2015.</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is recommended to agree:</p> <ul style="list-style-type: none"> <li>(i) To waive the requirement to tender interim contracts for the provision of spot purchase of B&amp;B and other nightly let temporary accommodation in order to ensure the Council is fulfilling its statutory housing duties, pending a procured contract being implemented;</li> <li>(ii) The undertaking of a procurement exercise of a contract for emergency homelessness accommodation for a term of up to four years, with the option to extend for one year, in accordance with the strategy as set out in this report; and</li> <li>(iii) To delegate authority to the Director of Housing, in consultation with the Chief Finance Officer and the Head of Legal and Democratic Services, to approve the entering into of contract(s) for a term/s of up to four years, with the option to extend for one year, upon conclusion of the procurement exercise.</li> </ul>	

## Reason(s)

To ensure the Council is able to fulfil its statutory housing duties to homeless households pending the procurement and implementation of a tendered contract for B&B and nightly let emergency accommodation. This approach will support the vision and priorities for Barking and Dagenham, specifically:

- Building civic responsibility and helping residents shape their quality of life
- Protecting the most vulnerable, keeping adults and children healthy and safe

## 1. Introduction and Background

1.1 The Council has a statutory duty to assist households presenting as homeless where they are eligible for assistance and in priority need. This statutory requirement includes a duty to secure temporary accommodation for specific categories of homeless households. The Council also has a duty to secure accommodation for households within these categories pending an assessment for re-housing. The Council exercises its powers and fulfils its duties by procuring three types of accommodation:

- **Private Sector Leased (PSL) Accommodation.** PSL accommodation is licensed by the Council from a private sector landlord through a managing agent. The Council collects the rent from the household who occupy on licence while other management functions are provided by managing agent.
- **Nightly Let Accommodation.** Nightly let accommodation constitutes self-contained accommodation provided on a nightly basis on pre-agreed charges and used as and when required for as long as required. The Council pays charges for the occupant only for the agreed nights of occupation and collects the charges from the occupier. Nightly lets are more expensive than PSL accommodation but do not breach the maximum six week stay for families applied to B&B. The accommodation is fully self-contained with full provision of facilities and is used if necessary for households with children.
- **Bed and Breakfast (B/B) Accommodation.** Non-self contained accommodation provided on a nightly basis at pre-agreed charges used as and when required. The Council pays charges for the occupant only for the agreed nights of occupation and collects the charges from the occupier. Households with children are only housed in B&B accommodation in emergency situations. All families are required to be moved with six weeks maximum to self contained accommodation.

Historically the Council was able to meet the demand to accommodate homeless households within the private rented sector (PSL) scheme which was initially tendered in 2010 and following a retender exercise a new contract was awarded on 1 December 2014. The situation has changed dramatically since 2010 when following significant changes to both the housing market in East London and housing benefit legislation, available rented accommodation in the Borough has consistently been taken by other London Boroughs at a premium as our rent levels are on average amongst the lowest in London. With reduced supply and increased

demand, the Council for the first time became dependent upon spot purchasing emergency accommodation to fulfil its statutory homeless duties.

- 1.2 Emergency accommodation – B&B and nightly lets – is spot purchased on demand. In respect of B&B there are very limited options within the borough of providers who possess the capacity or capability to deal with homeless households. There have been numerous occasions when there has been no availability of B&B accommodation in this or neighbouring boroughs and where there has been no alternative but to take accommodation outside of London.

The gross cost for this type of accommodation in 2012/13 was £4.25m. The figure for 2013/14 was able to be reduced to a gross cost of £3.43m. In spite of this reduction, costs at these levels remain unsustainable.

Homelessness trends in the borough are relentlessly upwards and therefore a strategy to manage emergency accommodation needs is required.

- 1.3 The use of Bed and Breakfast accommodation (B&B) has escalated dramatically; in 2010 there were less than 10 single persons in B&B at any given time. By August 2012 there were 226 households in B/B, 116 of which were families who had been in occupation for more than 6 weeks, placing the Council in breach of statutory homeless duties. At 15 September 2014 there were 64 households in B&B accommodation.

- 1.4 A wide range of initiatives have been put in place to address this unprecedented supply and demand crisis:

- Two former Council residential homes (Brocklebank and Riverside House) have been successfully converted to use as high quality hostel accommodation to add to the long standing facility at Boundary Road, providing a current total of 3 hostels owned and managed by the Council. This approach delivers the benefit of reducing expenditure on other emergency accommodation, generating income for the Council and providing safe and better quality emergency accommodation for households experiencing homelessness.
- The Council utilises decanted and general needs flats as temporary accommodation.
- Further initiatives have been introduced to strengthen the Councils homeless prevention approach, these include; a review of resources on the front line, including welfare reform, tenants training, adopting a robust approach to performance and casework management, revising the rent deposit scheme and incentivising landlords to work with the council.

- 1.5 In common with all London Boroughs we have acquired 'Nightly Let' properties. The use of this type of accommodation has become essential to avoid the Council being judicially reviewed for having families in B&B for over 6 weeks and when there has been no available B&B accommodation available in the borough or neighbouring authority areas. All of the above measures have enabled the Council to reduce the use of B&B which in turn resulted in Government funding to support the initiatives.

The current temporary accommodation portfolio placements at the time of writing the report (December 2014) are as follows:

Bed and Breakfast	77
Nightly lets	111
Council owned hostels	102
Mother and Baby unit	15
PSL's	794
HMO's	41
Council stock	249
<b>Total</b>	<b>1389</b>

- 1.6 B&B and nightly let accommodation is currently spot purchased on demand. In respect of B&B there are very limited options within the borough of providers who have the capacity or wish to deal with homeless households. Where accommodation is provided outside the borough boundary, the placement is subject to the accommodation teams placements procedure criteria, considering:
- Size
  - Location
  - Affordability
  - General health and well-being factors
  - Education
  - Employment
- 1.7 Barking and Dagenham is not unique in its approach to acquiring B&B and nightly let accommodation by way of spot purchasing on demand. The Corporate Procurement Team has contacted a number of London Boroughs and it is evident from feedback and from the various Temporary Accommodation forums attended by Officers from the Council that no boroughs have tendered for this type of accommodation successfully.
- 1.8 The Council's principal focus has been to reduce dependency upon B&B accommodation. Notwithstanding the emerging impact of welfare reform and the increasing demand, we have exceeded our targets in cutting B&B usage. We continue to explore every opportunity to expand the Council's hostel portfolio whilst constantly reviewing supply and demand of temporary accommodation.
- 1.9 Overall our approach has been to seek to minimise the trauma of homelessness on individuals and households. Additionally we have sought to minimise the impact upon and the cost to the Council. An example would be the fact that converting and utilising Brocklebank and Riverside House have formed part of an income generation strategy for the Council as well as contributing to a significant reduction in the numbers of homeless households who may otherwise end up in B&B accommodation. We aim to continue with this strategy of impact reduction and are currently looking at other options to increase the volume of council hostel stock from April 2015.

## 2. Proposal and Issues – Proposed Procurement Strategy

The proposed strategy for Emergency Homelessness Accommodation is twofold:

- To maximise the use of alternative accommodation such as Council owned and converted accommodation (e.g. Riverside and Brocklebank) and other existing council stock.
- To block purchase accommodation outside of Barking and Dagenham thereby also allowing us to negotiate downwards the rates of in-borough accommodation we would still use.
  
- The contract shall be advertised in the OJEU, on the London Contracts finder and the Councils website.
- The tender shall be managed by the Elevate procurement team using the Bravo solutions e-procurement portal. The contract shall therefore be further advertised to suppliers registered with Bravo solutions.

This approximate tender timetable shall apply:

Draft Specification and contract documents	1 February to 31 March 2015
Issue OJEU Notice	25 March 2015
Issue tender documents	1 April 2015
Tender return date	15 May 2015
Tender Evaluation	18 – 22 May 2015
Award of contract	25 May 2015
Contract begins	5 June 2015

The timetable may be brought forward or delayed dependent on how long it takes for the specification and contract documents to be drafted.

### 2.1 Shifting Demand

- 2.1.1 Demand management forms a key priority underlying the proposed procurement strategy. It is evident from preparations to retender the PSL contract that key nightly let providers intend to submit tenders for the PSL contract which should improve our bargaining position to convert existing nightly lets to PSLs. This will also reduce the demand for both B&B and nightly lets and shift more homeless households to cheaper PSL provision.
- 2.1.2 Additionally the Service intends to build on the success of managing increasing demand by implementing an effective prevention model in the Council's Homeless Strategy and a business approach to expanding Council owned and managed temporary accommodation to enhance supply.

### 2.2 Alternative Supply – Out of Borough Accommodation and B&B Strategy

#### Out of Borough Accommodation

- 2.2.1 The Accommodation Services Team in the Housing Advice Service is currently researching a wide range of B&B suppliers out of London. Generally there is a need to expand our use of out of Borough temporary accommodation on a wider basis

due to the lack of providers and properties within the borough. The Council also needs to increase the options available to both the Accommodation Team and to those customers who are no longer able to afford to live within the area.

2.2.2 Over Three hundred customers are already placed out of borough in self contained properties and the Accommodation Team has a set criteria and process for assessing the suitability of placements. Consideration is regularly given (but not restricted) to:

- Customers with Children in key stages of education (i.e. GSCE's)
- Customers with high level support needs and connections to services within the area
- Customers who are known to Barking and Dagenham's Children's Services where it has been agreed that there is a risk in placing them outside of the borough
- Out of borough placements are in general being made to areas where customers are able to return to the borough with a maximum of one hour's journey.

2.2.3 With regards to bookings made in emergency accommodation, i.e. B&B accommodation, there is currently only one viable provider within the borough. Chain hotels in the area are reluctant to accommodate our clients. These circumstances have caused a monopoly situation with inflated prices and, in some instances, poor standards.

2.2.4 Providing accommodation out of borough may help to reduce the waiting time of customers remaining in bed and breakfast. Should bed and breakfast placements also take place out of borough a similar criteria to that as highlighted above would be used to determine suitable placements. However it should be recognised that these placements are for emergency accommodation and usually for shorter periods of time and therefore some out of borough placements may be made to customers who fall in these categories where the situation is unavoidable.

2.2.5 With the implementation of the new allocations policy and discharging of the homeless duty into the private sector, it would be possible to look at areas further afield for those customers who have no essential need to remain in the borough, or can no longer afford properties within London or the surrounding areas.

### **B&B Strategy**

2.2.6 Initial indications show that a potential saving of around 66% could be achieved on 80% of bookings. Initial discussions have taken place with alternative providers outside of the borough and indications are such that prices similar to the above are entirely achievable through a mix of negotiation and tendered contract.

2.2.7 It is proposed that higher savings could be achieved as part of the tendered contract through the use of block booking accommodation - managed correctly on short term arrangements where the risk to the Council would be minimal, subject to out of borough placements policy being approved and pending the outcome of a tendered contract... Block booking a small number of rooms within several different sites could give greater flexibility. Based on current numbers and demand within the



service block booking 40-50 rooms for the remainder of the 2014/15 financial year is likely to represent the required number of rooms.

2.2.8 It is likely that if a procurement exercise was carried out that the current providers of this type of accommodation would reduce their rates in line with others to enable them to continue to supply us with accommodation.

2.2.9 There is a risk whilst carrying out any procurement exercise relating to B/B that our current providers may withhold their accommodation, therefore it is essential that adequate provision is available during this time, and this may involve utilising a short time arrangement with the chain hotels within the borough.

## **2.3 Reducing cost**

Currently, the main barrier to renegotiating reduced prices with our current in borough provider of emergency accommodation is a lack of alternative supply. Once the Council has a satisfactory quantity of alternative supply available we will be in a much stronger position to negotiate current rates prior to formally tendering for provision.

## **2.4 Outline specification of the works, goods or services being procured.**

This contract is for the supply of B/B Accommodation for the placement of LBBD residents to whom the Council has a homeless duty.

## **2.5 Estimated Contract Value, including the value of any uplift or extension period.**

As we have yet to assess a full year impact of the benefit cap, (the most recent of the Welfare Reform measures introduced in August 2013) it is not easy to estimate the demand and therefore the value of the contract. Based on current volumes the yearly gross cost to the Council would be approximately £3m and the net cost would be £2.2m based upon a 4 year contract with no further reduction in demand the contract value will be in the order of £12m.

## **2.6 Duration of the contract, including any options for extension.**

Due to the shifting demand for the service it is always hard to commit to a fixed level of provision and also the exact term of the contract – effectively the contract is to authorise the spot purchase of accommodation to meet fluctuating daily demand. Based upon current service volumes and data a four year contract with an option to extend a further year represents the best option. A 3-6 month review of such a block booking would be adequate on the basis of a four year contract with an option to extend a further year.

## **2.7 Is the contract subject to the (EU) Public Contracts Regulations 2006? If Yes, and contract is for services, are they Part A or Part B Services.**

The levels of spend would make this contract subject to the EU Public Contracts regulations. This contract would be a Part B service, although historically it is extremely uncommon for Authorities to advertise this service via OJEU.

## **2.8 Recommended procurement procedure and reasons for the recommendation.**

It is recommended that the Council continue to fulfill the need for this service on the current arrangements. It is recommended that a full OJEU tender exercise is completed using the Open Procedure. This will reach the widest amount of potential providers and ensure that the contract is fully compliant with procurement regulations.

## **2.9 The contract delivery methodology and documentation to be adopted.**

At present there is no agreed documentation and this will need to be developed in consultation with LBB legal.

There are two clear options for service delivery:

- A. Block booking with providers
- B. Fixed schedule pricing but no commitment to volume

It is likely that block bookings will provide better Value for money compared to a more variable demand model. A block contract will only be justifiable if demand for B&B remains high – current indications are that demand will indeed remain high across the next 2-5 years at least. We would seek prices on both options.

## **2.10 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract.**

There are likely to be savings against the current unit costs. The benchmarking that has been conducted has shown that the borough can reduce its B&B rates by shifting supply to alternative out of borough providers.

## **2.11 Criteria against which the tenders are to be selected and contract is to be awarded**

It is intended that assessments will be weighted more highly towards cost. The exercise will look to reduce service delivery costs and therefore it is clear that cost competitiveness is crucial. However, vital quality criteria will also need to be met as a minimum to ensure the supply is of a suitable standard. We propose a 70/30 price/quality assessment ratio – accommodation quality and standards will need to meet legislative and LBB policy requirements.

B&B accommodation is not governed by fixed LHA rates as is PSL; therefore price competition can be achieved. Depending on the volume of supply that can be sourced, an e-auction may be used to reduce costs further.

## **2.12 Waiver**

Due to the exceptional circumstances and in the interest of the Council overall a waiver is sought by Cabinet to permit the ongoing payment of B&B and other nightly let accommodation to enable the council to fulfill its statutory homeless duties, pending the procurement of an appropriate contract for this service as described in

the report. A waiver is sought under Ground 6.6.8 of the contract rules on the basis that a genuinely exceptional situation exists

## **2.13 How the procurement will address and implement the Council's Social Value policies.**

It will ensure that we -

- Build responsibility and help residents shape their quality of life
- Protect the most vulnerable, keeping adults and children health and safe

## **3. Options Appraisal**

3.1 Alternative options to the recommendations in this report are:

- Do nothing and continue to spot purchase on demand. Unfortunately this option would be non compliant with the Councils corporate procurement strategy as well as continuing with a situation of high costs.
- Minimise use of bed and breakfast by placing all homeless households directly into Council owned stock. This would leave the Council open to challenge for allowing one group (homeless households) to dominate the housing allocations scheme. It would also have a devastating impact on other vulnerable groups in housing need and would halt the estate renewal programme because of the impact on decanting.

## **4. Consultation**

4.1 Consultation has taken place across the housing service, with the Procurement Board, with CMT and with senior and Cabinet Members. Officers have also consulted with the Council's current managing agents on their ability to provide the necessary properties. Officers have also trialled the placements with a limited number of customers to ensure that placements are suitable and to deal with any issues that have arisen.

### **4.2 Corporate Procurement Comments**

Implications completed by: Francis Parker – Procurement Category Manager

4.2.1 The corporate procurement team has worked alongside housing colleagues in the formulation of this strategy. Due to the lack of alternative B&B supply within Barking and Dagenham, the only effective option available to increase supply options and achieve cost savings would be to seek alternative providers outside of the Borough.

4.2.2 Research has shown that other local borough councils are considering similar strategies and that the suggested approach is likely to achieve significant cost savings.

## **5. Financial Implications**

Implications completed by: Martin Sharp, Principal Accountant, Housing Finance

- 5.1 The current budget for Temporary Accommodation includes provision for various forms of Temporary Accommodation including Private Sector Leased properties, council owed hostels and Bed and Breakfast accommodation as well budget provision for HRA decants and general needs properties currently used for Temporary Accommodation.
- 5.2 The net budget for Bed and Breakfast placements is £2.2m being by far the highest cost form of Temporary Accommodation, particularly as there is currently only one in-borough provider. The implementation of this policy will help to ensure the net cost of Temporary Accommodation can continue to be contained within the existing budgeted level.
- 5.3 The use of bed and breakfast accommodation has reduced significantly in the current financial year but the availability of alternative in-borough accommodation is becoming increasingly limited therefore the use of some out of borough accommodation is paramount to maintain the current on-budget position.
- 5.4 The on-going financial monitoring of Temporary Accommodation expenditure and income by accommodation type is vital to ensure any expenditure incurred is in line with the budgeted provision and all income is recovered in a timely manner.

## **6. Legal Implications**

Implications completed by: Daniel Toohey, Principal Solicitor, Corporate and Commercial Law and Lindsey Marks, Principal Solicitor for Safeguarding

- 6.1 The first recommendation of this report is that Cabinet grant a waiver, on a temporary basis, of the requirement to conduct a procurement exercise for the provision of nightly let temporary accommodation. This will allow the continued provision of this service pending the procurement of a long term contract(s). Paragraph 2.12 of this report states that the waiver is being sought on the basis that there are exceptional circumstances why the waiver should be approved. Background details of the circumstances are detailed in Paragraph 1 of the report.
- 6.2 Rule 28 of the Council's Contract Rules, stipulates that contracts over the value of £50,000 must be competitively tendered. Rule 6.3 however provides that the waiver of a Contract Rule may be granted by Cabinet on grounds noted in the Rules. Contract Rule 6.6.8 allows for a waiver to be granted should there be exceptional circumstances for doing so. This recommendation for a waiver can therefore be approved should Cabinet be satisfied that there are exceptional circumstances for granting it. .
- 6.3 This report further requests that Cabinet authorise that a procurement exercise be undertaken for nightly letting of temporary accommodation, in accordance with the strategy set out in this report.
- 6.4 This provision is classified under Part B of the Public Contracts Regulations (the Regulations) and as such does not fall within the strict rules of the Regulations. The

procurement of the contract should however be undertaken in accordance with the EU public procurement principles of transparency, non discrimination and equal treatment of bidders.

- 6.5 Paragraph 2 of this report sets out the procurement strategy for advertising the contract, evaluating the bids and awarding the contract. It also details the procedure by which the procurement will be undertaken and the timetable for concluding the process. Adhering to this strategy should ensure the Council meets the requirements of the public procurement principles noted above.
- 6.6 The final recommendation sought in this report is that Cabinet authorise the Director for Housing, in consultation with the Chief Finance Officer, to approve the contract with the successful bidder. In accordance with Contract Rule 47.15, Cabinet can indicate whether it is content for a Chief Officer to award the contract, following a procurement process, in consultation with the Chief Finance Officer.
- 6.7 The Childcare Act 2006 requires local authorities to improve the outcomes for all young children, reduce inequalities, and to ensure that there is sufficient high quality integrated early year's provision and childcare for parents locally. Local authorities are expected to work with local private, voluntary and independent sector providers to meet local needs – and to manage the market. The aim is for every child, whatever their background or their circumstances, to have the support they need to:
- Be healthy
  - Stay safe
  - Enjoy and achieve
  - Make a positive contribution
  - Achieve economic well-being
- 6.8 The Childcare Act 2006 also requires local authorities to provide information on childcare and other services, facilities or publications which may benefit parents, prospective parents, children or young people. Where appropriate, they must also provide additional advice and assistance to parents on childcare in their area through a brokerage service for parents finding it difficult to identify suitable care.

## 7. Other Implications

- 7.1 **Risk Management** - There is a risk that the Council will be judicially reviewed for opting to place homeless households out of borough in more cost effective B&B. This risk will be mitigated by an equalities impact assessment and consideration given to the suitability order of temporary accommodation when reviewing the placements policy and by ensuring that the circumstances of each individual household are considered in making placements.
- 7.2 **Corporate Policy and Customer Impact** - Vision and Priorities: Providing residents with suitable accommodation is a key part of the Council's vision and priorities. In so far as possible, the Council will endeavour to house residents within the borough thereby allowing the one borough, one community vision to be realised. However, the shortage of suitable housing means that in order to fulfil its statutory duties the Council has to consider out of borough placements. The priorities identified in the Corporate Delivery Plan place an emphasis on increasing housing development in order to allow the Council to meet its housing obligations. The plan

also identifies a number of priority projects around new housing developments as well as implementation of London Inter Borough Accommodation Agreement preventing boroughs from paying rates higher than local LBBD agreed rates thereby limiting the number of external placements within the borough.

**Equalities:** The Equality Act 2010 sets out the Public Sector Equality Duty (PSED). In discharging this duty the Council must have 'due regard' to a number of equality considerations and the potential impact on groups with protected characteristics under the Act. An Equality Impact Assessment has been carried out for the temporary accommodation placements policy and relevant parties have been consulted during this process. In addition to the impact on groups identified in the EIA, the Council must consider the individual equality impact of each case before making a placement decision. The Placement procedure developed by the Council is compliant with this and makes provision to deal with individual needs arising from each case. It will be important to review the implementation of this policy, ensuring its impact continues to remain compliant with the Equality Act 2010.

- 7.3 **Safeguarding Children** - Where families have children appropriate attention must be paid to the impact of a move to outside of the Borough on their schooling continuity, friendships and security. Whenever possible, schooling should not be disrupted.
- 7.4 **Health Issues** - The health, safety and wellbeing of homeless households is and will be a prime concern in the emergency accommodation procurement. Any relevant health issues will be taken into consideration when an out of borough B/B placement is made. Concerns regarding any health issue will be mitigated by the equalities impact assessment and consideration given to the suitability order of temporary accommodation when reviewing the placements policy and by ensuring that the circumstances of each individual household are considered in making placements.
- 7.5 **Crime and Disorder Issues** There are potential positives in this policy for crime and disorder reduction as this could, in specific instances, be a supportive system to safeguard some victims who may need a move outside of the borough for their own safety. However, this could also adversely impact on offenders who may be moved outside of the borough and therefore be more difficult to manage and give access to interventions. For either process, systems should be in place to manage these moves along with offender and victim management services.

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

**List of appendices:** None

## CABINET

27 January 2015

<b>Title:</b> Temporary Accommodation Placements Policy	
<b>Report of the Cabinet Member for Housing</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> Yes
<b>Report Author:</b> Anne Baldock Group Manager Housing Advice Service	<b>Contact Details:</b> Tel: 020 8227 5186 E-mail: anne.baldock@lbbd.gov.uk
<b>Accountable Director:</b> Steven Tucker, Director of Housing	
<b>Summary</b>	
<p>It has become increasingly necessary to acquire property out of borough to fulfil the Council's duty to homeless households.</p> <p>The objective of this report is to present a policy for the placement of homeless households in temporary accommodation. The report sets out the policy and procedure to ensure the Council meets its statutory obligations and in particular the criteria used when considering an out of borough placement.</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is recommended to agree:</p> <p>(i) The implementation of the Temporary Accommodation Placements Policy set out at Appendix A to the report; and</p> <p>(ii) To note the Placements Procedure and Equalities Impact Assessment set out at Appendices B and C respectively.</p>	
<b>Reason(s)</b>	
<p>To adopt a formal Placements Policy to ensure that when it is necessary to make an out of borough placement the Council is able to fulfil its statutory housing duties to homeless households by securing accommodation that is suitable and reasonable to occupy.</p> <p>This approach will support the vision and priorities for Barking and Dagenham, specifically:</p> <ul style="list-style-type: none"> <li>▪ Building civic responsibility and helping residents shape their quality of life.</li> <li>▪ Protecting the most vulnerable, keeping adults and children healthy and safe.</li> </ul>	

## 1. Introduction and Background

- 1.1 The Council has a statutory duty to assist households presenting as homeless where they are eligible for assistance and in priority need. In the first instance the duty is to endeavour to prevent homelessness where ever possible, this may take the form of mediation with family, intervention with Landlords or Lenders, or pursuing alternative housing options.
- 1.2 One of the most effective options is the Rent Deposit Scheme designed to assist a household into a rented property in any area of their choice. Many applicants seek accommodation out of the borough where rent levels are lower.
- 1.3 However if it is not possible to prevent homelessness the Council has a duty to provide temporary accommodation. Historically the Council was able to meet the demand to accommodate homeless households into temporary accommodation within the private rented sector (PSL) in the borough. However, the situation has changed dramatically since 2010 when following significant changes to both the housing market in East London and housing benefit legislation, available rented accommodation in the Borough has consistently been taken by other London Boroughs at a premium as our rent levels are on average amongst the lowest in London. With reduced supply and increased demand, the Council became dependent upon spot purchasing emergency accommodation (Bed and Breakfast) to fulfil its statutory homeless duty.
- 1.4 The use of Bed and Breakfast accommodation escalated dramatically; in 2010 there were less than 10 single persons in Bed and Breakfast at any given time. By August 2012 there were 226 households 116 of which were families who had been in occupation for more than 6 weeks, placing the Council in breach of statutory homeless duties.
- 1.5 A wide range of initiatives have been put in place to address this unprecedented supply and demand crisis, including the acquisition of accommodation outside of the borough.
- 1.6 The range of accommodation used by the Council to fulfil its obligation now includes:
  - **Hostels (Council owned and managed)**  
The Council owns and manages 3 Hostel facilities offering a range of accommodation comprising of single and family room occupation with shared facilities.
  - **Council owned General Needs stock**  
Council properties that have been identified for regeneration are used as temporary accommodation when they become vacant. They comprise of self contained flats occupied on licence.
  - **Private Sector properties licensed to the Council via a procured tender (PSL)**  
PSL are self contained units of street properties, managed via contracted Managing Agents.



- **Bed and Breakfast**

Bed and Breakfast establishments used by the Council are independently managed. They must however meet certain standards and are regularly inspected to ensure standards are met. This accommodation is not self contained although some rooms have en suite facilities. Occupation by pregnant women or families with children in excess of 6 weeks places the Council in breach of housing regulations.

- **Nightly let accommodation**

Nightly let accommodation constitutes self contained properties provided on a short term nightly basis.

1.5 At the time of writing this report there were 1,400 households in temporary accommodation as follows:

<b>Temporary Accommodation Overview as at 01 December 2014</b>	
Council owned hostel	104
Council stock	249
PSL-Private rented property licensed to the council	798
Bed and Breakfast	80
Nightly lets	115
Miscellaneous HMO/ Mother and baby unit	54
<b>Total</b>	<b>1400</b>

1.6 In so far as is reasonable practical, the Council will seek to accommodate homeless households within Barking and Dagenham and will always consider the suitability of the accommodation taking account of the circumstances of the individual. However during the last 3 years it has become increasingly difficult to secure sufficient suitable accommodation within the borough, particularly when endeavouring to ensure that the council meets its statutory obligations to ensure a family is moved on from bed and breakfast after 6 weeks occupation.

1.7 Consequently in keeping with most London Boroughs, it has become essential to secure out of borough property. However the Council has been able to secure accommodation within a reasonable commuting distance of the borough and not as some London Borough have done, securing accommodation in the north of the country and the south coast.

1.8 Of the 1400 placed above there are 321 out of borough as shown below;

	<b>Nightly Lets</b>	<b>PSL</b>	<b>B/B</b>	<b>Total</b>
<b>Basildon</b>	1	4		5
<b>Epping Forest</b>	2	1		3
<b>Havering</b>	7	55		62
<b>Newham</b>	3	40		43
<b>Redbridge</b>	10	58	20	88
<b>Thurrock</b>	48	67		118
<b>Waltham Forest</b>	2	3		5
<b>TOTALS</b>	<b>73</b>	<b>228</b>	<b>20</b>	<b>321</b>

## **2. The Placements Policy**

2.1 The policy attached as appendix A is fully compliant with the Homelessness (Suitability of Accommodation) (England) order 2012. The policy explains the statutory duties and considerations given to all placements made. When the only properties available are out of borough, the policy will be followed in respect of the criteria for location, affordability and health factors when determining who to allocate the property to and the procedure as described in appendix B will be followed at all times.

2.2 The Accommodation Team will therefore establish the following factors before allocating an out of borough property:

- The distance to the property from the borough
- Direction by different modes of transport
- Travel times by different modes of transport to various destinations such as stations, schools, place of employment.
- The availability of amenities in the surrounding area of the property, such as shops, medical facilities'

## **3. Consequences of refusal of accommodation**

3.1 Should an applicant refuse an offer of accommodation and fail to take up occupation of the property and the offer of accommodation is deemed suitable, the Authority will consider that it has ceased its duty to the applicant having met its statutory obligations.

3.2 However pursuant to Section 202 of the Housing Act 1996 Part VII, as amended, the applicant will have the right to request a review of the suitability of the offer, and will be required to submit their reasons for refusing the offer for consideration of the Policy and Reviews Manager.

3.3 If a review of the suitability of the offer of accommodation considers that the offer is not suitable, the Authority will be under a duty to make an alternative offer. Applicants are reminded of their right to accept the offer of accommodation and pursue a review of the suitability of the accommodation whilst in occupation.

## **4. Consultation**

4.1 Consultation has taken place across the housing advice service, including the Housing Options Service, Choice Homes and with our Review and Policy Manager and Occupational Therapist. We have also consulted with our current managing agents on their ability to provide the necessary properties. We have also trialled the placements with a limited number of customers to ensure that placements are suitable and to deal with any issues that have arisen. Now that the placements criteria has been finalised it is our intentions to consult with the stakeholders and representatives of the affected groups, this includes:

- Children's Services
- Education Section including the Access and Attendance Officer
- Adult Services including Mental Health and Complex Needs

- KRI and KCA (Drug and Alcohol Support Services)
- Faith Groups
- Tenant and Resident Association

## **5. Corporate Procurement Comments**

Implications completed by: Euan Beales, Category Manager, Elevate

The paper outlines the policy for Temporary Accommodation and, as such, does not directly relate to procurement matters. Corporate Procurement shall provide advice as required when the provision to purchase is to be progressed.

## **6. Financial Implications**

Implications completed by: Martin Sharp, Principal Accountant, Housing Finance

- 6.1 The current budget for Temporary Accommodation includes a net budget provision of £1.6m. The budget includes provision for various forms of Temporary Accommodation including Private Sector Leased properties, council owned hostels and Bed and Breakfast accommodation as well budget provision for HRA decants and general needs properties currently used for Temporary Accommodation.
- 6.2 The net cost of Bed and Breakfast placements are by far the highest cost form of Temporary Accommodation, particularly as there is currently only one in-borough provider. The implementation of this policy will help to ensure the net cost of Temporary Accommodation can continue to be contained within the existing budgeted level.
- 6.3 The use of bed and breakfast accommodation has reduced significantly in the current financial year but the availability alternative in-borough accommodation is becoming increasingly limited therefore the use of some out of borough accommodation is paramount to maintain the current on-budget position.
- 6.4 The on-going financial monitoring of Temporary Accommodation expenditure and income by accommodation type is vital to ensure any expenditure incurred is in line with the budgeted provision and all income is recovered in a timely manner

## **7. Legal Implications**

Implications completed by: Alison Stuart, Principal Solicitor

- 7.1 The Cabinet must, in reaching its decision, have due regard to the general equality duty imposed by the Equalities Act 2010.
- 7.2 When exercising their functions relating to homelessness and the prevention of homelessness, local authorities are under a statutory duty to ensure that their policies do not discriminate directly or indirectly on protected characteristics. S149 of the Equalities Act consists of a general equality duty and there are specific duties which are imposed by secondary legislation.
- 7.3 Those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

## 8. Other Implications

8.1 **Risk Management** - There is a risk that the Council will be judicially reviewed for opting to place homeless households out of borough in more cost effective B&B. This risk will be mitigated by an equalities impact assessment and consideration given to the suitability order of temporary accommodation when reviewing the circumstances of each individual household are considered in making placements.

8.2 **Corporate Policy and Customer Impact** - Vision and Priorities: Providing residents with suitable accommodation is a key part of the Council's vision and priorities. In so far as possible, the Council will endeavour to house residents within the borough thereby allowing the one borough, one community vision to be realised. However, the shortage of suitable housing means that in order to fulfil its statutory duties the Council has to consider out of borough placements. The priorities identified in the Corporate Delivery Plan place an emphasis on increasing housing development in order to allow the Council to meet its housing obligations. The plan also identifies a number of priority projects around new housing developments as well as implementation of London Inter Borough Accommodation Agreement preventing boroughs from paying rates higher than local LBBB agreed rates thereby limiting the number of external placements within the borough.

Equalities: The Equality Act 2010 sets out the Public Sector Equality Duty (PSED). In discharging this duty the Council must have 'due regard' to a number of equality considerations and the potential impact on groups with protected characteristics under the Act. An Equality Impact Assessment has been carried out for the temporary accommodation placements policy and relevant parties have been consulted during this process. In addition to the impact on groups identified in the EIA, the Council must consider the individual equality impact of each case before making a placement decision. The Placement procedure developed by the Council is compliant with this and makes provision to deal with individual needs arising from each case. It will be important to review the implementation of this policy, ensuring its impact continues to remain compliant with the Equality Act 2010.

8.3 **Safeguarding Children** - Where families have children appropriate attention must be paid to the impact of a move to outside of the Borough on their schooling continuity, friendships and security. Whenever possible schooling should not be disrupted

8.4 **Crime and Disorder Issues** - There are potential positives in this policy for crime and disorder reduction as this could, in specific instances, be a supportive system to safeguard some victims who may need a move outside of the borough for their own safety. However, this could also adversely impact on offenders who may be moved outside of the borough and therefore be more difficult to manage and give access to

interventions. For either process, systems should be in place to manage these moves along with offender and victim management services.

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

**List of appendices:**

- **Appendix A** - Placement Policy
- **Appendix B** - Placement Procedure
- **Appendix C** - Equality Impact Assessment

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## London Borough of Barking and Dagenham

<b>Title:</b> Temporary Accommodation Placements Policy	
<b>Service Area:</b> Housing Advice Service	<b>Status:</b> Draft
<b>Policy Owners:</b> Anne Baldock GM Housing Advice Service Doug Bannister: Strategic Accommodation Manager	<b>Contact Details:</b> Tel: 020 8227 5186 E-mail: <a href="mailto:anne.baldock@lbbd.gov.uk">anne.baldock@lbbd.gov.uk</a>
<b>Accountable Director:</b> Steven Tucker, Director of Housing	

### Introduction and Background

The Council has a statutory duty to assist households presenting as homeless where they are eligible for assistance and in priority need. This Policy relates to the placement of homeless households into temporary accommodation pursuant to Section 188 of the Housing Act 1996 Pt VII, as amended [the Act] and longer term temporary accommodation placements pursuant to s.193 where a main housing duty for households has been accepted.

This policy takes into account the Act, case law, the Homelessness (Suitability of Accommodation) (England) Order 2012, the Homelessness Code of Guidance 2006 and applicable Council Policies.

In accordance with Section 208 of the Housing Act 1996, so far as reasonably practical, the Council will seek to accommodate homeless household within Barking and Dagenham and will always consider the suitability of accommodation taking into account the circumstance of the individual. However due to a range of factors including the economic down turn, changes to the private sector rented market and the impact of welfare reform, it is increasingly difficult to acquire suitable accommodation within the borough. Therefore, where temporary accommodation cannot be secured within the locality, out of borough accommodation will be sourced, to enable placements to be made to fulfil the Council's housing obligations.

### Types of Interim and Temporary Accommodation

The Council uses a variety of accommodation to fulfil its statutory obligations to homeless households. The accommodation includes but is not limited to the following:

- **Private Sector License (PSL) Accommodation** - PSL accommodation is managed via contracted Managing Agents. The Council nominates homeless households to occupy these homes (as Licensees). Subsequently the Council collects the rent and manages the licensee in line with the terms of their license agreement, while other management functions are provided by the managing agent.
- **Council Owned General Needs Accommodation** - A number of Council properties are being used for the purposes of temporary accommodation. The majority of these properties are those that have been identified for the regeneration programme and are used once vacant whilst the remainder of the site is decanted. These properties are also let on a license basis and the management of the properties and licensees remains with the Council.
- **Council Owned Hostel Accommodation** - The Council currently owns and manages a range of hostels which comprise of single or family room occupation with shared facilities.

- **Bed and Breakfast (B&B) Accommodation** - All Bed and Breakfast hotels that are used by the Council are independently managed, and are not owned or staffed by the Council. However all properties must meet certain standards and the Council will regularly inspect the properties to ensure they meet these standards. Accommodation provided is usually non-self contained although some of the rooms do have en-suite facilities. The accommodation is charged for on a nightly basis, as and when required.
- **Nightly Let Accommodation** - Nightly let accommodation constitutes self-contained accommodation provided on a short term nightly basis, as an alternative to B&B. These units are managed by property management companies that undertake full accommodation management, Council Tax and utility payments. The provider is responsible for all property recovery costs associated with the Council's discharge or duty, including associated legal actions, should the provider be required the accommodation.

## **Suitability and Affordability of Accommodation**

The suitability of Temporary Accommodation is defined by legislation in the Homelessness (Suitability of Accommodation) (England) Order 2012. Where reasonably practical, the Council will seek to accommodate homeless households within Barking and Dagenham.

**Use of Bed and Breakfast Accommodation** - Wherever possible, the Council will limit the use of B&B accommodation placements for families with dependent children, pregnant women, and young people aged below 18. Where no other suitable accommodation exists and such placements are necessary, the Council will endeavour to move such households to more suitable accommodation within six weeks.

When offering longer term temporary accommodation, the Council will consider the suitability of the offer taking account of all relevant factors including the size and location of the property and the individual circumstances of the household.

**Size** – The Council will provide accommodation with adequate space and room standards for the households taking into account of relevant legislation. If accommodation is overcrowded, the Council will ensure that an overcrowding preference (priority) is awarded to reflect these circumstances.

**Location** – It is increasingly difficult to secure properties within the borough, however serious consideration will be given to the need to remain in the locality, for cases with the following circumstances:

- Households with one child (or more) in secondary school in their final year of Key Stage 4 Education (generally those in year 11).
- Households with one child (or more) who has a statement of Special Educational Needs and whom attends a specialist school (for example Trinity School, Dagenham).
- Households with one child (or more) who is the subject of a Child Protection Plan, including expecting mothers with unborn children.
- Households where one person (or more) is receiving specialist medical or social care.

Where out of borough placements are made, households with children in education or those that are in permanent and settled employment will be prioritised for housing within a maximum of 1 hour and 30 minutes travel of the Borough's boundary or their workplace. Customers who fall into any of the categories above, but wish to move to a location outside of the borough, will be agreed with mutual consent of both the customer and the Accommodation Team.



**Affordability** – The Council will give due consideration to the affordability of any offer made, taking into account the homeless household's entire income including any welfare state benefits, the cost of additional travel to and from the applicants normal place of work, the cost of additional travel to and from children's school or educational institute and the cost of additional travel to access medical services for ongoing treatment or aftercare.

With the introduction of Welfare Reform the Council may decide that properties within Barking and Dagenham are unaffordable for certain customers and in these cases, an offer of suitable accommodation in an alternative, area may be made to reduce the financial burden on the household.

**General Health Factors** – The Council will consider health factors, such as ability to climb stairs, care and support provided by other statutory agencies or the need to access any specialist medical services.. The Council will determine whether the medical condition itself makes certain accommodation offered unsuitable. For example problems such as depression, asthma, diabetes and / or back pain may not make a property unsuitable, as the problem may persist in any type of accommodation. The Council may refer the case for an Occupational Therapy Assessment to determine what type of accommodation should be provided.

## **Accommodation Offers and Refusals**

**Offers and refusals under Section 188** - Homeless applicants, who are housed under the council's interim duty to accommodate pursuant to Section 188 of the Act, may initially be placed in interim emergency accommodation including bed and breakfast. The Council will make one suitable offer of interim accommodation. There is no obligation upon the Council to enable applicants to view the accommodation prior to acceptance.

If an applicant refuses an offer of accommodation and the Council does not accept the reasons for refusal, and considers that the offer is suitable, the Council's duty pursuant to Section 188 will cease and the applicant may not be offered further temporary accommodation and may be required to make their own arrangements.

There is no right of review against the suitability of accommodation offered to applicants pursuant to section 188 of the Act, although the applicant can apply for judicial review through the courts, if challenging the suitability of the offer.

**Offers and refusals under Section 193** - Where customers are accepted for a main housing duty under Section 193 of the Act, longer term suitable temporary accommodation will be provided. The Council will make one offer of suitable accommodation.

Where the Council have accepted a main housing duty under Section 193 of the Act, and have made a suitable offer of accommodation, there is a right to request a review of the suitability of accommodation, pursuant to section 202 of the Act.

In such circumstances applicants will be encouraged to accept the offer of accommodation whilst a review of the suitability of the offer of accommodation is being considered. Where applicants refuse to take up the offer of accommodation whilst a review is underway, the current accommodation may only remain available at the discretion of the Reviews or other Senior Managers.

## Ending of Temporary Accommodation

**Discharge of S.188 [Interim] accommodation duty** – Where the Council decides that the applicant/s housed under Section 188 [interim] accommodation of the Act, are not owed a main housing duty or that they have breached the licence condition, they will be asked to leave the interim accommodation, usually within 28 days or earlier subject to individual circumstances.

**Discharge of s.193 accommodation duty** – The Council shall cease to be subject to the duty under s.193 [6] of the Act, if the applicant:

- Ceases to be eligible for assistance
- Becomes homeless intentionally from the accommodation made available for his occupation
- Accepts an offer of accommodation under Part VI [allocation of housing]
- Accepts an offer of an assured tenancy (other than an assured shorthold tenancy) from a private sector landlord
- Voluntarily ceases to occupy as their principle home, the accommodation made available for occupation
- Having been informed of the possible consequences of refusal and of his right to request a review of the suitability of accommodation, refuses a final offer

Where the Council decides that their duty has ceased as described above, the applicants housed under Section 193, will be asked to leave the accommodation usually within 28 days or earlier subject to individual circumstances.

**Rent Deposit Scheme** – The Council's Allocations Policy and Localism Act 2011, enables the Council to discharge its homeless duty with the offer of an Assured Shorthold Tenancy in the private rented sector. Offers made would need to fulfil the Council's agreed placements criteria as described in this policy.

An offer of assistance through the Rent Deposit Scheme is open to all cases where the Council has accepted a main housing duty, subject to agreement by the Housing Advice Service. This would include customers who have already been placed into temporary accommodation and are looking to move.

Customers who have refused a suitable offer of accommodation will not be eligible for assistance through the rent deposit scheme, unless specifically authorised by a Senior Manager.

## Policy Review

This document will be subject to ongoing review to reflect any changes in Legislation or operational need, but must be reviewed at least every 12 months.

# **London Borough of Barking and Dagenham**

## **Temporary Accommodation Placement Procedure**

## Introduction

This document sets out the Council's procedure for the placement of homeless households into temporary accommodation. This procedure takes into account the Act, case law, the Homelessness (Suitability of Accommodation) (England) Order 2012, the Homelessness Code of Guidance 2006 and applicable Council Policies, and is used in conjunction with the Council's Temporary Accommodation Placements Policy.

### Temporary Accommodation request procedure:

When a request is made for temporary accommodation (TA), a Housing Options Officer is required to ensure that a homeless application is open on the system for the customer and complete a temporary accommodation request form (Appendix 1).

- All sections of the request form must be completed, including any risk assessments/special needs requirements that the applicant may have in relation to their accommodation needs, as well as providing evidence to support this.
- Housing Options Officers will carry out an income and expenditure assessment and will inform the applicant of the likely cost of TA and that they may be liable to pay a personal contribution towards the cost of their TA subject to any housing benefit payment.
- Housing Options Officers will also need to ensure that all members of the household that are to be accommodated are added to the homeless case so that accurate placements can be made.
- The temporary accommodation request form is to be signed off by a Team Leader/Manager and then submitted electronically to the Accommodation Team (AT) via the team's generic mailbox (Accommodationteam@lbbd.gov.uk)

***It is essential that the Accommodation Team are given as much notice as possible of the need for temporary accommodation, to enable them to secure and match a suitable property for the homeless applicants.***

### Allocation of Accommodation:

**Emergency interim accommodation** - All TA requests are assessed by the Accommodation Team for relevant information before a placement is made. If there is no suitable self contained accommodation available, then a bed and breakfast placement will be made.

When bookings of this type are made, the AT will ensure that the room booked is large enough to accommodate all applicant(s) and where applicable will request a specific type of room, i.e with en-suite or on the ground floor.

**Self Contained Temporary Accommodation** – When properties are ready for use they are added to the Accommodation Team’s Void Properties Log. Properties are then match to those customers awaiting self contained accommodation. Properties are matched according to size and in priority order, this will include their waiting time for a property and need.

When matching properties to customer the AT as a matter of procedure will use web based tools to determine:

- Travel times by different modes of transport to various destinations such as stations, schools, place of employment. As well as the distance from the property to access public transport.
- The availability of amenities in the surrounding area of the property, such as shops, medical facilities’
- If outside the borough, the distance to the property from the borough and travelling times between.

As well as carrying out these tasks the AT will assess the individual circumstances and needs of the customer, for example access to a vehicle, employment and medical needs.

***All placement nominations must be overseen by a Team Leader or Manager to ensure that they are suitable.***

## **License Agreement Sign Up:**

Once temporary accommodation is identified the homeless applicant(s) will be invited into the office to sign for their license agreement, and complete a Housing Benefit Application Form. The Placements Officer will fully explain the terms and conditions of their license and counter sign the license agreement.

If the customer is transferring from one temporary accommodation property to another they will be asked to sign a declaration, stating by which date they will return the keys (Appendix 2).

A copy of the license agreement and all other relevant paperwork will then be scanned onto Anite. The Accommodation Support Officer will open up the rent account on Capita, order a rent card for the customer and update the relevant databases, which are as follows:

- AST Report Suite, B&B Log – For all B&B Placements
- Admission Log – For all other self contained accommodation

## **Hostel Services**

There are two pathways of admission into available hostel accommodation:

- Accommodation requested from the AT during office hours; or
- Out of Hours referral placements, made by the approved Out of Hours Officer.

Hostel Services staff will send details to the Accommodation Team on a daily basis to facilitate a referral on the day a room becomes available.

Rooms are allocated as referred to above (Allocation of Accommodation Section), however the Placements Officer will also call the Hostel Services team to discuss the nomination and any relevant risk assessment before carrying out the placement.

Once agreed the Placements Officer will scan the completed TA request Form, along with the current risk assessment and homeless reference number to the Hostel Services staff.

## **Out of Hours Placements**

Out of hours referrals are made via the Control Centre to the duty out of hour's officer and is followed up by emailing a CRM report. The duty out of hours officer will assess the referral and if a placement is to be made this will be to either:

- The Council owned hostel in the emergency out of hours rooms; or
- Bed and Breakfast

If a placement is made the out of hours duty officer will send details of the placement to the Accommodation Team, Housing Options, Hostel Services and Accommodation Finance Officer, informing them of the placement details, including any relevant cost code if the cost of the placement is to be recharged to another Council Service.

The duty out of hour's officer will also inform the customer that the booking is for one night/weekend and that they must report to John Smith House for a full housing assessment on the first working day following the placement.

## **Accommodation Refusals**

If accommodation is offered to a customer and they refuse to accept the accommodation, the Placements Officer will ask the customer to confirm why they are not accepting the offer and discuss this with them. The Placements Officer will provide them with a formal written offer letter (Appendix 3, an example offer letter), detailing the details of the offer and stating until what time and date the offer will remain available.

If the customer does still not accept the offer and there are children involved a Multi Agency Referral Form (MARF) needs to be completed and sent to Children's Services detailing the time and date of expiry of the offer.

On expiry of the offer if the customer has still not accepted the property, then the case will be passed back to Housing Options to look at whether the Council has an ongoing duty to the customer.

# Appendix 1

## Accommodation Request Form

Incomplete request forms will be returned to case worker and duty team leader

Accommodation required date: \_\_\_\_/\_\_\_\_/\_\_\_\_

### Main Applicant(s) Details

Contact No: \_\_\_\_\_ Homeless Ref: \_\_\_\_\_

Full Name: \_\_\_\_\_ D.O.B: \_\_\_\_/\_\_\_\_/\_\_\_\_ Age: \_\_\_\_\_

Partners Full Name: \_\_\_\_\_ D.O.B: \_\_\_\_/\_\_\_\_/\_\_\_\_ Age: \_\_\_\_\_

Is this a joint homeless application: Yes  No

### Household Composition

Number of adults in household (including main applicants above): \_\_\_\_\_

Number of dependent children in households (under 18): \_\_\_\_\_

***Please ensure all members of household are on Capita, as placements will be made according to person records attached to the homeless case.***

Is anyone pregnant: Yes  No  Name: \_\_\_\_\_ EDD \_\_\_\_/\_\_\_\_/\_\_\_\_

Is anyone in the household in employment: Yes  No

Cost of TA discussed and affordability assessment has been completed: Yes  No

### Accommodation requirements/restrictions

Does customer have their own furniture: Yes  No

Does the customer have access to their own vehicle: Yes  No

Are there any restrictions or risks relating to accommodation: Yes  No

If yes please provide brief details (*you will also need to complete page 2*):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **Before accommodation request is submitted, has the following taken place:**

All documents on Anite: Yes  No

All associated cases cross referenced and HA case closed: Yes  No

MCIL Case suspended: Yes  No

**Initial assessment on outcome:** possible acceptance  possible IH or other issues  Unknown

Referring Officer: \_\_\_\_\_ Caseworker: \_\_\_\_\_

Authorised by: \_\_\_\_\_ Signed: \_\_\_\_\_ Date: \_\_\_\_\_

## Assessment Checklist

Incomplete request forms will be returned to case worker and duty team leader

<b>Medical</b>			
	<b>No</b>	<b>Yes</b>	<b>If yes, provide details</b>
Is the customer able to managed stairs?			
Is the customer able to share facilities?			
Is there any evidence to support claims?			
Has a medical form been completed?			
Has an OT assessment been requested/carried out?			
Is there any other relevant information that should be considered?			
<b>Risks</b>			
	<b>No</b>	<b>Yes</b>	<b>If yes, provide details</b>
Have there been any recorded incidents of violence/aggression or inappropriate behaviour in the last 12 months?			
Is the customer likely to be distressed, aggressive, agitated, emotionally unstable or unpredictable?			
Is the customer likely to have a weapon?			
Is the customer likely to be under the influence of alcohol or drugs?			
Does the customer demonstrate or is there likely to be a risk or sexually inappropriate behaviour?			
Is there any evidence to support claims?			
Has a full independent risk assessment been provided?			
Is there any other relevant information that should be considered?			



## Appendix 2

### END OF LICENCE & BELONGINGS LEFT IN PROPERTY

**NAME:**

**ADDRESS:**

This document explains the process for ending your current temporary accommodation licence agreement and vacating the property. It also explains what may happen with items left within the property after you have left. In order for your license to be ended and other services including assisting with removals and storage to be arranged ***you must*** read, sign and date this this document to confirm that you understand the information outlined.

#### ***Return of keys following vacating a Temporary Accommodation property***

You must return keys for your temporary accommodation **on the same day** you vacate the property.

***You are required to return your keys by:*** \_\_\_\_\_

If you do not return your keys by the date given above the council will arrange for the locks of the property to be changed and you may be charged for this process. You will no longer be able to gain access to the property. In exceptional circumstances we may allow an extended period of time for the return of keys however, this will need to be approved in advance by the Accommodation Team.

In the event Barking and Dagenham council assist with the removals process you will be deemed to have vacated the property on the day the removal is carried out. In this circumstance you must return keys to the removal team or hand keys in to John Smith House, Bevan Avenue, Barking, IG11 9LL

#### ***Removal of belongings left in the property***

If you have not handed your keys in by the date given above and there is subsequently found to be belongings at the property after we have changed the locks then these items will be disposed of. If there are any issues with removing your belongings or returning the keys then you must contact the Accommodation Team as soon as possible before the date given above.

#### ***Charges for costs incurred by the council***

Removal of belongings is very expensive, therefore the council may include a charge for the use of the property until arrangements can be made for them to be removed. We may also include charges for costs incurred in the process of accessing and securing a property in the event the key return procedure (explained above) is not followed.

If you do not pay this charge, the council may pass your debt onto a debt collection agency and/or will ask the court for a money judgement. Records of county court judgments are kept for six years unless you pay the full amount within one month. A judgment can make it difficult for you to get credit, like loans, a mortgage or a credit card. If you are moving to a council property any money you owe from your license, including removal and storage costs, will be taken into account. Owing money to the council may affect your chances of being re-housed in the future.

**BY SIGNING BELOW I INDICATE I HAVE READ AND UNDERSTAND THE INFORMATION CONTAINED IN THE ABOVE DOCUMENT. I AND AGREE TO ABIDE BY THE TERMS AND CONDIITONS AS OUTLINED**

## Appendix 3 (example letter)

Dear [Customer Name]

### **Offer of Temporary Accommodation under the Housing Act 1996 Part VII, as amended**

Further to our meeting on [insert day], I am writing to confirm our offer of temporary accommodation at **[insert address]**. This offer is made to you in discharge of our duty under Section 193 (5) of the Housing Act 1996 Part VII, as amended.

Due to the shortage of accommodation available within the Borough of Barking and Dagenham, it is not always possible to offer temporary accommodation in this area; however, on assessing your particular circumstances, the Authority is satisfied that this offer is suitable for you and your household.

You have advised that you are not in a position to accept our offer for the following reasons

- [insert reasons].

As already stated it is not always possible to procure accommodation in this Borough, however we believe the location of the accommodation is suitable as it is in a neighbouring authority – London Borough of [insert borough].

Having checked the “Google Maps” system, this shows that is [insert number] miles from the proposed accommodation back to your GP, and by car this is a travel journey of approximately, 15 minutes.

This journey is also (insert no of stops) train stop from (insert station) to Barking station, which would take (insert time) minutes approximately.

Whilst you have indicated that you do not wish to accept this offer of temporary accommodation, this offer will remain available to you until [insert time] on [insert date], after which time the offer will be withdrawn.

### **Consequences of refusal of a suitable offer of accommodation**

Please note that should you refuse this offer of accommodation and fail to take up occupation of the property and the offer of accommodation is deemed suitable, the Authority will consider that it has ceased its duty to you having met its obligations under the terms of the above legislation and no further offers of accommodation will be made to you. In these circumstances you will be required to make your own alternative accommodation arrangements.

Pursuant to Section 202 of the Housing Act 1996 Part VII, as amended, you have the right to request a review of the suitability of this offer, regardless whether or not you accept the offer.

If you do not agree that the property is suitable, you will need to submit your reasons in writing to this office for the attention of the Reviews and Policy Manager. Your written submissions must be received within 21 days from the date of this letter.

If a review of the suitability of this offer of accommodation considers that the offer is not suitable, the Authority will be under a duty to make you an alternative offer. I take this

opportunity to remind you of your right to accept the offer of accommodation and pursue a review of the suitability of this accommodation whilst in occupation.

You may wish to seek independent legal advice, contact the Citizen's Advice Bureau or Shelter in respect of this matter.

Yours sincerely

[Insert Officer Name]

[insert job title]

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LBBB

# Equality Impact Assessment - Temporary Accommodation Placements Policy

## Stage 1 – Scope of the equality Impact Assessment

<b>1 Directorate</b>	Housing Advice Service, Housing Strategy
<b>2. Policy / Strategy / Service to be assessed:</b>	Temporary Accommodation Placements Policy
<b>3. Lead Officer:</b>	Anne Baldock
<b>4. Equality Impact Assessment Person / Team:</b>	Lauren Stretch
<b>5. Date of Assessment:</b>	29 September 2014
<b>6. The main purpose and outcomes of policy/strategy / service to be assessed</b>	<p>The Council has a statutory duty to assist households presenting as homeless where they are eligible for assistance and in priority need.</p> <p>This policy relates to the temporary or emergency accommodation that is provided to customers who meet this criteria. The policy is used as a guide to decide what accommodation is allocated to particular customer including the use of out of borough accommodation.</p>
<b>7. Groups who the piece of work should benefit or apply to, for example:</b> <ul style="list-style-type: none"> <li>- Service users</li> <li>- Staff</li> <li>- Other internal or external stakeholder</li> </ul>	<p>This policy will affect customers who are approaching the housing advice service as homeless and are to be provided with accommodation.</p> <p>The policy will also benefit the Accommodation Team who will be able to make placements in a more structured way. It will also benefit various stakeholders (who are listed later in this assessment) to understand the criteria in which placements are made and accommodation is allocated.</p>
<b>8. Any associated strategies or guidelines i.e. legal/national /statutory</b>	<p>This Policy relates to the placement of homeless households into temporary accommodation pursuant to Section 188 of the Housing Act 1996 and longer term temporary accommodation placements for households accepted as homeless under Section 193 of the Housing Act 1996.</p> <p>This policy takes into account other relevant statutory legislation, and requirements on Local Authorities in respect of the suitability of accommodation, including The Homelessness (Suitability of Accommodation) (England) Order 2012, and the Homelessness Code of Guidance 2006. It also has reference to Section 208 of the Housing Act 1996.</p>

## Stage 2 - Gathering Information

<b>1. Who should be served by the policy / strategy / piece of work?</b>		
This policy will affect customers who are approaching the housing advice service as homeless and are to be provided with accommodation, and those customers who are currently already residing in temporary accommodation.		
<b>2. What relevant information do you have about the people who this piece of work is aimed at?</b>		
All information is obtained from the Capita Housing System relating to the data held on customers currently residing in some form of temporary accommodation provided by the Council. We do not believe this data would widely change with future customers approaching for assistance however new figures would be collated with each review of the Policy and this EIA.		
<b><i>All data shown below, relates to the lead applicant only, however households may consist of more than one adult.</i></b>		
<b>Equality Groups</b>	<b>Information (research / data)</b>	<b>Known or potential inequalities</b>
Ethnicity	<p>African = 455            White British =342            Other White =138            Not Stated = 82            Caribbean = 59            Other = 47            Pakistani = 42            Bangladeshi =39            Other Black =29            Black British =24            Mixed White/Black Caribbean = 23            Other Asian = 21            Mixed White/Black African = 20            White Irish = 16            Indian = 14            Mixed White/Asian = 10            Other Mixed = 8            Chinese = 1</p>	<p>We recognise that a significant proportion of customers in temporary accommodation are from the BME community. Customers from some ethnic backgrounds have raised issues about the need to be close to their community/ the area where they currently live and potential inequality of them being moved to other areas further away.</p> <p>Whilst this has been taken into consideration, we are simply not able to provide enough accommodation to meet people's aspirations. However there is a case by case assessment of need and the policy has addressed this by allowing any customers access to the Rent Deposit Scheme and therefore if they do not wish to live long term in the area that they have been placed, they are able to continue to look for alternative accommodation through this scheme.</p>
Gender	<p>Male = 335            Female = 1035</p>	<p>There are a significantly higher number of female applicants than males and it is known that a large number of these cases are single mothers. Potentially applicants moving out of</p>

		borough could be further away from their support networks, however with the Policy we would look to ensure that this distance is manageable. However by the same token, many of these cases are the ones who struggle the most financially and moving to accommodation in cheaper areas will help these cases reduce the financial burden on the family.
Disability	<p>There are 21 cases in temporary accommodation that are currently registered as needing an adapted property.</p> <p>There were also 315 single applicants in temporary accommodation all of whom have a priority need and therefore likely to have some level of disability relating to either their mobility or mental health.</p>	Due to individual needs for customers in this area, the potential inequality in this area is us being unable to provide suitable accommodation that meets their needs. The policy recognises this and has been developed in conjunction with our Occupational Therapist. Customers in need of physical adaptations will be registered for a Direct offer of Council Accommodation, which is addressed in the Council's Allocations Policy.
Age	<p>&lt;18 = 6  18 – 29 = 469  30 – 47 = 726  48 – 65 = 153  &gt;65 = 38</p>	<p>There are a small number of cases under 18 and these have been identified as unsuitable for B&amp;B accommodation. These cases would normally be kept in our hostels and not moved out of borough due to the on-going input from Children's Services. Similarly with elderly applicants, cases would be looked at on an individual basis for example many cases would be referred for sheltered accommodation within the borough.</p> <p>Almost all cases in accommodation fall within the working age bracket and therefore we do not feel that this category would have any potential other inequalities.</p>
Religion and Belief	Not enough data captured on applicants to analyse	No potential inequalities identified in this area
Sexual Orientation	Not enough data captured on applicants to analyse	No potential inequalities identified in this area
Maternity and Nursing Mothers	As of 01/10/2014 there were 72 cases showing as pregnant, with a further 108 who did not provide an answer to this question.	Same issues identified as with Gender.
<p><b>3. Do you have enough information about the different groups to inform an equality impact assessment?</b> Yes as described above the data relates to all customers in our accommodation and we do not foresee any major changes that would affect these levels in the near future.</p>		
<p><b>4. Do you have monitoring data or consultation findings specific to your area of work?</b> Yes – Evidence source is data held about our customers in accommodation from the Capita Housing System.</p>		
<p><b>5. What consultation activity has taken place / will be taking place on this piece of work and the Equality Impact Assessment?</b> Consultation has taken place across the housing advice service, including the Housing Options Service, Choice Homes and</p>		



with our Review and Policy Manager and Occupational Therapist. We have also consulted with our current managing agents on their ability to provide the necessary properties. We have also trialled the placements with a limited number of customers to ensure that placements are suitable and to deal with any issues that have arisen. Now that the placements criteria has been finalised it is our intentions to consult with the stakeholders and representatives of the affected groups, this includes:

- Children's Services
- Education Section including the Access and Attendance Officer
- Adult Services including Mental Health and Complex Needs
- KRI and KCA (Drug and Alcohol Support Services)
- Faith Groups
- Tenant and Resident Associations

### Stage 3 – Assessing the Impact

1.	<b>What does your monitoring data on your service users tell you? Are any groups under or over represented compared to what you would expect to see.</b>	
	Ethnicity	The breakdown in this area has changed to large extent in recent years; however this does correlate to the wider statistics for the borough as a whole. There is a mix of people which we would expect to see.
	Gender	The split of males to females is quite significant, however this is not unsurprising. A large proportion of customers we deal with have children and therefore the females are usually represented as the main applicant.
	Age	The majority of our clients fall within the working age category which is what we would expect to see, however we are seeing an increase in older people coming through the service whose existing accommodation is no longer suitable.
	Disability	Numbers of disabled customers approaching the service requiring accommodation is still relatively low in comparison to overall numbers; however we are seeing an increase recently in the severity of issues that customers are presenting with.
	Sexual Orientation	Data is not collected in this area, so impact cannot be fully quantified; however no issues have been identified in this area in relation to the implementation of the policy.
	Religion and belief	Data is not collected in this area, so impact cannot be fully quantified; however no issues have been identified in this area in relation to the implementation of the policy.

	Pregnant and Nursing Mothers	As this period is time limited and ever changing it is hard to capture accurate data in this area and numbers reported are lower than expected.
2.	<b>Based on the evidence gathered have you identified any potential differential impact for any of the equality groups? What are the potential access issues or barriers for people in each of the equality groups?</b>	
	Ethnicity	There are no potential barriers to any of these groups, as accommodation is provided in line with Homelessness Legislation. However as described above, customer have raised issues with being moved away from their community networks, although an alternative solution is offered to people within the policy in relation to the Rent Deposit Scheme.
	Gender	Homelessness legislation can indirectly discriminate against males, as single males with no priority need would not be placed and this can be a barrier, however whilst our accommodation may not be offered, there are other options available for cases such as this and information is provided by the Housing Options Service to assist with this.
	Disability	As described above there can be issues with sourcing appropriate and suitable accommodation for customers needs and this can be a barrier to this group, however numbers in this area are relatively low and cases are dealt with on an individual basis with the assistance of other stakeholders to resolve issues to the best of our ability.
	Age	The only potential barrier in this group is those cases under the age of 17, who will not be placed by this Policy. As per legislation these are the responsibility of Children's Services and are therefore placed under a different policy.
	Religion and Belief	As accommodation is provided in line with Homelessness legislation it is not felt that there are any potential access barriers in this group, however as with Ethnicity certain groups may feel a differential impact in being moved away from their community.
	Sexual Orientation	As accommodation is provided in line with Homelessness legislation it is not felt that there are any potential access barriers in this group.
	Pregnant and nursing mothers	Homeless legislation may positively discriminate against this group, as are more likely to meet the necessary criteria of being in priority need. There are therefore no access issues in this group.
	Socio economic	Some of the customers that we deal with are likely to be some of the poorest in our society, and whilst there is no barriers to them accessing the scheme, accommodation

		provided can still be expensive and sometimes unaffordable. This Policy has looked to address this by widening the options available to customers who fall in this bracket and procure and place people in accommodation outside of London where rents are cheaper and more affordable.
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#### Stage 4 - Promoting Equality

1.	<p><b>What has been done to promote equality in this piece of work?</b>  <b>This includes any measures you've put in place to:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <input type="checkbox"/> <b>Improve the accessibility of your service</b></li> <li><input type="checkbox"/> <input type="checkbox"/> <b>Improve the quality of outcomes for people from different groups</b></li> <li><input type="checkbox"/> <input type="checkbox"/> <b>Make your service/policy/strategy more inclusive</b></li> <li><input type="checkbox"/> <input type="checkbox"/> <b>Ensure staff are trained appropriately</b></li> <li><input type="checkbox"/> <input type="checkbox"/> <b>Promote community cohesion or good relationships between different groups of people.</b></li> </ul> <p><b>(Think about physical access, communications needs, staff awareness, partnership working)</b></p> <p>This policy has been created to assist the Accommodation Team in making placements fairly and consistently and to reduce the likelihood of inequality for customers who are provided with accommodation. Customer's circumstances will be considered on an individual basis; however categories where special consideration has been given have been outlined in the report. The Housing Advice Service is accessible for all, however customers who are affected by this policy is limited to those that have been assessed as requiring temporary or emergency accommodation, which is outlined in the legislation.</p> <p>It is our view that this Policy will inform customers of what is likely to happen should they require accommodation and this will ensure they are better informed to look at their options, i.e are they able to privately rent, stay with family etc.</p>
2.	<p><b>How have you consulted on this Equality Impact Assessment?</b></p> <p>As described above we have consulted extensively across our service area, looking at relevant legislation to ensure that the Policy complies. This consultation has included our managing agents, Housing Options Services, Reviews and Policy Manager and Occupational Therapist. We have also had informal discussions with other stakeholders, who represent the customers who would be affected, in order to inform the scope of the Policy and it is now our intention to consult these groups formally to advise of the proposal.</p>
3.	<p><b>How will the outcomes from this EIA be managed and monitored - all of the proposed equality outcome should be managed through the service plans</b></p> <p>Any outcomes from the EIA will be managed and monitored through the Temporary Accommodation Service Plan and the Accommodation Manager will be the lead on ensuring that these actions are completed.</p>

## Stage 5 - Action plan

Improvement Required	Priority	Key Actions	Timescale	Outputs demonstrating progress	Resources	Outcome	Lead
Improved formal consultation with relevant stakeholders	High	Consult with relevant groups as outlined in this assessment	November 2014	Minutes from relevant consultation meetings.	N/A	Agreement to the policy / further actions added to this plan should relevant points be raised which require action	Lauren Stretch
Cabinet Approval for Policy implementation	High	Policy and relevant status of EIA submitted for Cabinet Approval	November 2014	Policy highlighted on forward plan and subsequently submitted to Cabinet	N/A	Cabinet Approval	Anne Baldock / James Goddard
Review of implementation of policy. Including analysing the number of request for review of suitability of accommodation	Low	Review carried out	April 2016	Review carried out (this action is subject to the agreement of the policy being implemented)	N/A	Analysis of number of reviews received and assessment of impact of policy including adding additional actions to this EIA as necessary	Lauren Stretch

## CABINET

27 January 2015

<b>Title:</b> Procurement of Markyate Day Nursery Services	
<b>Report of the Cabinet Member for Education and Schools</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> Mayesbrook	<b>Key Decision:</b> No
<b>Report Author:</b> Joy Barter, Group Manager Early Years and Childcare	<b>Contact Details:</b> Tel: 020 8227 5533 E-mail: joy.barter@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Jane Hargreaves, Divisional Director of Education	
<b>Accountable Director:</b> Helen Jenner, Corporate Director of Children's Services	
<p><b>Summary:</b></p> <p>The Childcare Act 2006, places a duty on local authorities to secure sufficient childcare for parents who are in education, training or work. The requirement to manage the market implies co-ordination of services and partnership working rather than direct delivery by a local authority. The Council also has a duty to provide free education to 2,055 disadvantaged two year olds, which places pressure on the existing childcare market and requires new development to meet potential demand for childcare.</p> <p>This report seeks authority to commence a competitive tender exercise to appoint a provider of day care nursery services at Markyate Nursery. The building was formerly Markyate library and is currently being re-developed by Children's Services to serve as a 52 full time equivalent (FTE) place nursery. It is envisaged that capital works will be completed by March 2015 and that services will commence from June 2015. The contract and lease will be for a period of seven years, with an option for a further three year extension.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Agree that the Council proceeds with procurement of a seven year contract, with an extension option of three years, for the provision of day care nursery services at Markyate Nursery as detailed in the report; and</li> <li>(ii) Indicate whether Cabinet wishes to be further informed or consulted on the progress of the procurement and the award of the contract, or is content for the Corporate Director for Children's Services, in consultation with the Cabinet Member for Education and Schools, the Chief Finance Officer and the Head of Legal and Democratic Services, to award and enter into the contract and coterminous lease to the successful bidder in accordance with the strategy.</li> </ul>	

## Reason(s)

Securing sufficient childcare to enable parents to access work and training and providing early education for children, supports the Council's three priorities of "Encouraging civic pride", "Enabling social responsibility" and "Growing the borough".

### 1. Introduction and Background

- 1.1 In September 2010 all three and four year olds became entitled to 15 hours a week of free early education, an increase from 12.5 hours a week. Currently approximately 99 per cent of three and four year olds access their free entitlement.
- 1.2 Since September 2009, all 152 local authorities in England have been delivering a targeted offer of between 10 and 15 hours free early education to some of the most disadvantaged two year olds. The Government committed to extending this to around 20 per cent of the least advantaged two year olds, around 150,000 children from September 2013. In May 2012 the Government also confirmed that two year olds living in households which met the eligibility criteria for free school meals would be entitled to a free early education place, along with children looked after by the state.
- 1.3 In October 2012 regulations – cited as the Local Authority (Duty to Secure Early Years Provision Free of Charge) Regulations 2012 – were laid which set out the eligibility criteria for the first phase of the two year old entitlement to free early education from September 2013.
- 1.4 The Government invested heavily in 2012-13 to help build capacity, fund places and trial new approaches, including a series of local authority trials and a national contractor to support local authorities and providers to prepare for expansion. Additional funding has also been provided to local authorities in 2014- 15.
- 1.5 From September 2014 the number of two year olds entitled to a place rose to around 40 per cent of two year olds with the Government extending free places to more low – income families, two year olds with special educational needs or disabilities, and those who have left care but are unable to return home.
- 1.6 Barking and Dagenham were required to deliver places to 1065 eligible two year olds from September 2013 and 2055 from September 2014. Capital funding has been awarded to meet delivery targets and this funding is being used to deliver Markyate Nursery.
- 1.7 There are currently 13 Council commissioned nurseries in the borough, provided by a variety of providers in the voluntary and private sector and 2 Council run nurseries as follows:

<b>Council Nurseries</b>	<b>Provider</b>
Abbey	Council
Arden House	Chestnut Nursery School Ltd
Becontree	Playaway Ltd
Castle Green	Lifeline Community Projects

Eastbury	London Early Years Foundation
Ford Road	London Early Years Foundation
Furze	London Early Years Foundation
Gascoigne	Chestnut Nursery School Ltd
Halbutt Street	Chestnut Nursery School Ltd
John Perry	Council
Leys	London Early Years Foundation
Sue Bramley	Chestnut Nursery School Ltd
Sydney Russell	Playaway Ltd
Marks Gate	London Early Years Foundation
William Bellamy	Chestnut Nursery School Ltd

## **2. Proposed Procurement Strategy**

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

2.1.1 This day nursery service will provide high quality, affordable and sustainable childcare. Eligibility for the service will be any child over the age of two years and up to the end of foundation stage, five years. The service will be accessible to all families and children that meet the eligibility criteria, from Monday to Friday, 8am to 6pm for fifty one weeks a year.

2.1.2 The service will promote and support all children to develop new skills, ensure that children make progress towards the early learning goals and will allow children to play and learn together in a well organised, safe and structured environment.

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

2.2.1 The costs of the provision will be borne solely by the provider. There will be no direct costs arising from the contract and ancillary lease to run the nursery for the Council. The operational running costs of the nursery will be met by the successful bidder, through fees paid by parents/carers on a total cost recovery basis.

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

2.3.1 The duration of the contract and coterminous lease will be seven years with an option to extend for a further three years (ten years in total).

### **2.4 Is the contract subject to the (EU) Public Contracts Regulations 2006? If Yes, and contract is for services, are they Part A or Part B Services.**

2.4.1 As the services being procured will be provided and charged directly by the provider, with no element of income being paid to the Council, this contract will constitute a concession contract. Concession contracts for services are exempt from the (EU) Public Contracts Regulations 2006 (the "Regulations").

### **2.5 Recommended procurement procedure and reasons for the recommendation.**

2.5.1 The tender process will be conducted in compliance with any European Union rules and principles and the Council's Contract Rules. The tendering of this nursery will

be advertised on the Council's website and on Contracts Finder. Contracts Finder is a free service for businesses, government buyers and the public. The service comes from the government under its commitment to transparency and allows suppliers to find contract opportunities.

2.5.2 There is no requirement for this tender to be advertised in the OJEU as this is a service concession and this tender is therefore, not subject to the Regulations. The Council's own Contract Rules require a formal tender process to be followed and the EU Treaty principles of transparency, non-discrimination and equality of treatment do apply. The route of a tender process has previously worked well: providers engaged with and had no issues with the way in which the procurement process was run. Interested parties will be invited to tender on the basis of a compliant tender process.

2.5.3 All providers who express an interest in the tender will be issued with a tender pack which will give clear detail on the price/quality criteria and weightings. The weighting will be 100% quality. If at the end of the procurement exercise the two providers for a particular Lot have the same quality score then the fee price being charged to parents and submitted as part of the providers tender submission will be taken in to account and the provider charging the lowest fee price will be awarded the contract. So award will be based on the most economically advantageous tender.

2.5.4 The weightings are expected to be as follows (this is an overview; tenderers will be made aware of any sub criteria in the tender documents):

Stage One of the tender (Evaluation of Method Statements)

- 15% on service delivery ;
- 20% on management, staffing and business planning;
- 10% on communication and partnership working;

Stage Two of the tender (Unannounced visit)

- 10% based on an unannounced visit to a nursery operated by the selected provider/s;

Stage Three of the tender (Interview session)

- 45% on a presentation and interview session. Again, tenderers will be made aware of all sub criteria in advance but the interview session is likely to cover quality and staff training, safeguarding and working together).

If there are any revisions to the weightings during the tender exercise all providers who have requested a tender pack would be informed immediately.

2.5.5 Expected Tender Outline

Cabinet approval	27 January 2015
Advertise and send out tender application packs	Early February 2015
Tender submissions to be returned	Early March 2015
Tender evaluations, unannounced nursery visits and interview	Early to Mid March 2015
Approval and award of contracts	Late March to Early April 2015



Start of contract delivery	Contract start date is expected to be June 2015 but could be later dependent on building works and Ofsted registration.
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2.5.6 Providers will also be issued with an Application Questionnaire as part of the tender pack. Providers will be informed that they have to reach a pass mark of 75 or above. Of those providers that score 75 or above the top five providers will then have their tender application reviewed and scored.

2.5.7 Following the scoring of the tender application the top two providers will then be invited to a presentation and interview session. Before the interview sessions take place Council Officers will make unannounced visits to one of the provider's nurseries. The contract and lease will be awarded to the successful bidder for a period of seven years with an option to extend for a further three years depending on performance. The contract period has been agreed upon to ensure consistency of service provision.

**2.6 The contract delivery methodology and documentation to be adopted.**

2.6.1 Service to be delivered by external providers. Documentation to be adopted will be the Council's standard terms and conditions.

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

**2.7.1 Service Outcomes**

- a) Provision of additional childcare places for children, allowing more parents (especially lone parents) the chance to study, enter or re-enter the job market;
- b) Provision of a nursery service that ensures every child at the setting makes progress and no child is left behind. Equality of opportunity and anti-discriminatory practice will ensure that every child at the nursery is included and supported;
- c) Provision of a nursery service where children are safeguarded and where they feel safe, secure and well.

**2.7.2 Efficiencies**

A vacant building in the borough will be put to good use. Market rent will be charged that will ensure the upkeep and repair of the building.

**2.7.3 Savings**

By tendering the running of the service this will ensure no recruitment or staffing costs for the Council.

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

2.8.1 Overall quality/price weighting: quality 100% and If at the end of the procurement exercise the two providers for a particular Lot have the same quality score then the fee price being charged to parents and submitted as part of the providers tender

submission will be taken in to account and the provider charging the lowest fee price will be awarded the contract. So award will be based on the most economically advantageous tender.

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

2.9.1 The Council's Social Value policies and the Social Value Act 2012 are broadly aligned, and thus, this contract will address and implement the aims by:

- providing job opportunities and apprenticeships for local people;
- providing childcare places, enabling parents/carers to seek employment and/or training;
- provide a safe and secure environment for children to play, learn and develop.

## **3. Options Appraisal**

3.1 The following options were considered.

### **Option 1 - The Council takes over the running of the service**

It is not a viable option for the Council to take on the running of this childcare service. This is due to the high cost of running nurseries in-house and the volatility of the childcare market, particularly during such a prolonged challenging economic environment. Providing the services in-house would require the recruitment of a Nursery Manager, Deputy Manager, and various other nursery staff in line with required staff to children ratios. Council nursery staff would be paid in line with the National Joint Council (NJC) Salary scales with salaries being higher and employment benefits being more substantial than those usually paid or offered by private, voluntary or independent (PVI) childcare providers. Such pay and employment benefits would also make any future outsourcing of the service difficult. To cover the costs of running the nursery (over 75% of which are generally staffing costs) the Council would have to charge parents/carers a higher fee than a PVI childcare provider which may discourage parents/carers from seeking a place at the nursery and have an effect on overall occupancy numbers and income.

### **Option 2 - Work on the nursery is not started or is stopped**

The Council is required to deliver free early education places to 2,055 two year olds from September 2014. It is the duty of the local authority to manage its market to ensure that sufficient capacity is available to deliver this. If works stop on the nursery, the Council would not be in a position to meet its statutory duty.

### **Option 3 – The services are tendered**

By tendering the service and awarding the contract and coterminous lease to a provider in the PVI sector, the Council will ensure that it secures affordable and sufficient childcare places in Mayesbrook ward, to meet the needs of parents in line with its statutory duty. Demand for the free 15 hour entitlement for 3 and 4 year olds is particularly high, given the rise in the 0-5 population in the borough and there is

now the additional pressure of providing 15 hours of free education to more disadvantaged 2 year olds.

3.2 Option 3 is the recommended option.

#### **4. Consultation**

4.1 A detailed consultation with parents, local employers, local providers, schools and employment agencies was undertaken as part of the Childcare Sufficiency Assessment in March 2011. Details can be found at <http://www.lbbd.gov.uk/ChildrenAndYoungPeople/ChildChoices/Pages/SufficiencyAssessment.aspx>.

4.2 Consultation for this tender exercise has taken place through circulation of this Cabinet Report. The draft report after having been circulated to all required consultees as listed at the beginning of this report was then put forward and approved at the Corporate Procurement Board Meeting of 29 October 2014.

#### **5. Financial Implications**

Implications completed by: Patricia Harvey, Interim Group Manager Children's Finance

5.1 Resources will be from the Dedicated Schools Grant (DSG) 2014-15 of £228m of which the '2 Year Old' provision funding is £11.668m. Any under spends of the grant will be carried forward to 2015-16 and reported to School Forum as part of the year-end DSG monitoring and Cabinet as part of the Children's year end reporting.

5.2 The building conversion of Markyate Nursery as a 52 full time equivalent (FTE) place nursery will be supported from the Children's capital funding of Basic Need funding directly received from the Department for Education.

#### **6. Legal Implications**

Implications completed by: Daniel Toohey, Principal Corporate Solicitor, Legal and Democratic Services

6.1 This report is seeking Cabinet's permission to tender the contract for the appointment of a provider at Markyate Day Nursery.

6.2 The proposal set out in the Report is that this contract is let as a concession contract which means that there is no direct cost to the Council and all costs are borne solely by the Contractor. On this basis, the procurement is not subject to the Public Contract Regulations 2006 (the "Regulations") provided for under Regulation 6 (2) (m) which states that the Regulations do not apply to the seeking of offers in relation to a proposed public contract 'which is a services concession contract awarded by a contracting authority'. However in conducting the procurement, the Council still has a legal obligation to comply with the relevant provisions of the Council's Contract Rules and with the EU Treaty principles of equal treatment of bidders, non-discrimination and transparency in conducting the procurement exercise.

- 6.3 The EU Treaty principles noted above encourage the advertisement of contracts in a manner that would allow any providers likely to be interested in bidding for a contract to identify the opportunity and bid for a contract, should they wish to do so. This report states that the Council's website and the Contracts Finder website will be utilised for advertising to potential bidders.
- 6.4 One of the recommendations of this report is that Cabinet delegate authority to the Corporate Director of Children's Services, in consultation with the Chief Finance Officer (Section 151 Officer), to award the contract and coterminous lease upon conclusion of the procurement process. Contract Rule 47.15 provides that in the absence of any direction to the contrary from Cabinet, contracts may be awarded by the Chief Officer or in accordance with the scheme of delegation as long as the necessary financial approval has been given by Corporate Finance.
- 6.5 The Council owns the freehold to the property and is able to grant the required lease. The Council's powers are contained in section 123 of the Local Government Act 1972, and Section 1 of the Localism Act 2011 also provides local authorities with a general power of competence.
- 6.6 The report author and responsible directorate are advised to keep Legal Services fully informed at every stage of the proposed tender exercise. Legal Services are on hand and available to assist and answer any queries that may arise.

## **7. Other Considerations and Implications**

- 7.1 **Risk and Risk Management** - The procurement exercise will assist in assessing the financial stability of any prospective providers. Credit checks will be conducted where necessary and audited accounts reviewed. Providers will also be asked to submit a proposed financial plan for the first three years of running the nursery.

Once financial stability has been established the main risk will be the quality of the service to be delivered. Technical ability will be assessed during the tender stages and will cover a range of areas including: experience, management and staffing, and safeguarding.

Once providers have been chosen and approval has been given, written contractual arrangements will contribute to ensuring a quality service. The contract and lease will be monitored and managed by a dedicated Contract Manager. The Contract Manager will liaise with the Council's Legal Team in order to resolve any contractual issues that arise during the life of the contract. Quarterly monitoring meetings will be conducted, with providers having to complete and submit monitoring forms before any monitoring meeting.

Council Officers will conduct unannounced visits to the nursery to monitor the quality of the provision. Quality surveys will be conducted by the provider and the Council and will be aimed at parents / carers and children attending the nursery. Parents/carers will be made fully aware of how to make a complaint about the service being delivered. The provider will have to report any complaints made to the Council and where relevant Ofsted.

The nursery will also be subject to external inspection from Ofsted.

- 6.2 **Safeguarding Children** - Any chosen provider will be required to conform to all the Council's local safeguarding procedures. This will be explicitly dealt with in the contract which will be drafted by the Council's Legal Department.
- 6.3 **Property / Asset Issues** - Children's Services will work closely with the Council's Legal and Property Services to ensure that a lease is put in place and runs concurrently with the contract and is capable of being terminated, for whatever reason and justification, in accordance with the services contract awarded. Markyate Nursery will be let at market value, together with service charges which will cover the cost of the Council carrying out routine repairs at the property.
- 6.4 **Equalities and other Customer Impact** - Children's Services will be responsible for supporting the provider to deliver high quality and fully inclusive childcare which is financially sustainable. The nursery will provide 52 full time equivalent (FTE) places. With a number of families opting for part time places, the service could provide childcare for over 100 families. Parents will be eligible for all current childcare support, including access to free education places. The provider will be able to signpost parents and children to other services including Children's Centre services.

As part of the procurement process, potential providers will be assessed for adherence to necessary legislation and regulations in particular around equalities. Equality of opportunity and anti-discriminatory practice will ensure that every child at the nursery is included and supported.

- 6.5 **Corporate Procurement** - As the service is a concession, the EU Regulations in regards to mandated timescales do not apply, however it is recommended that the procurement is managed in the same manner as an open ITT tender to ensure transparency and a level playing field approach is utilized to mitigate any risk of challenge.

Although 100% Technical seems one-sided, due to the fact that the service is of a technical and regulated nature, this is deemed to be appropriate for this procurement.

It is noted that the requirements on the lease is fully maintaining and will be charged at Market Rent levels, it is recommended that if the market returns a nil response that the Council could look to reduce the rent, or offer a grant to ensure the market can sustain the service without causing financial hardship for its residents through higher fees to cover the full cost of service.

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

**List of appendices:** None

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**CABINET****27 January 2015**

<b>Title:</b> Calculation and Setting of the Council Tax Base for 2015/16	
Report of the Cabinet Member for Finance	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Chris Leslie, Group Accountant (Budgets)	<b>Contact Details:</b> Tel: 020 8227 2271 E-mail: chris.leslie@lbbd.gov.uk
<b>Accountable Director:</b> Jonathan Bunt, Chief Finance Officer	
<b>Summary</b>	
<p>The Council has a duty to set a tax base for Council Tax purposes by 31 January each year under Section 67 of the Local Government Finance Act 1992.</p> <p>This report seeks approval of the Authority's Council Tax Base for 2015/16.</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is recommended to agree:</p> <p>(i) That in accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012, the amount calculated by the London Borough of Barking &amp; Dagenham Council as its tax base for the year 2015/16 shall be 42,624.64 Band 'D' properties;</p>	
<b>Reason(s)</b>	
To meet the Council's statutory duties under the Local Government Finance Act 1992.	

**1. Introduction and Background**

- 1.1 The tax base must be conveyed to the major precepting Authorities by 31 January prior to the start of the financial year.
- 1.2 The Tax Base must be calculated in accordance with regulations made by the Secretary of State under Section 33(5) of the Local Government Finance Act 1992 and The Local Authorities (Calculation of Tax Base) (England) Regulations 2012.
- 1.3 The regulations set a prescribed period for the calculation of the tax, which is between the 1 December and 31 January in the financial year preceding that for which the calculation of the council tax base is made. The data used in the calculation must be that held by the Council as at 30 November.

## 2. Proposal and Issues

- 2.1 The valuation of properties for Council Tax purposes is carried out by the Valuation Office Agency.
- 2.2 For Council Tax purposes each property is placed in a band based on its open market value as at 1 April 1991. The bands are as follows:

Range of Values Band	Valuation
Values not exceeding £40,000	<b>A</b>
Values exceeding £40,000 but not exceeding £52,000	<b>B</b>
Values exceeding £52,000 but not exceeding £68,000	<b>C</b>
Values exceeding £68,000 but not exceeding £88,000	<b>D</b>
Values exceeding £88,000 but not exceeding £120,000	<b>E</b>
Values exceeding £120,000 but not exceeding £160,000	<b>F</b>
Values exceeding £160,000 but not exceeding £320,000	<b>G</b>
Values exceeding £320,000	<b>H</b>

- 2.3 The tax base is calculated in terms of the equivalent number of Band 'D' properties after discounts and exemptions have been taken into account. There are statutory ratios which determine the proportion of the band D charge that will be charged for a property in each band. The ratios are as follows:

A = 6/9ths	E = 11/9ths
B = 7/9ths	F = 13/9ths
C = 8/9ths	G = 15/9ths
D = 1	H = 18/9ths

- 2.4 The standard Council Tax is set in relation to Band 'D' properties, this will mean that somebody living in a Band 'A' property pays 2/3rds of the standard amount whilst somebody in a Band 'H' property pays twice the standard amount.
- 2.5 The full Council Tax charge is based on the assumption that the property is occupied by two or more adults. However, some properties are exempt from any charge, and others qualify for a discount. In determining the tax base the relevant discounts and exemptions are taken into account.
- 2.6 The following table shows the number of chargeable properties at 30 November 2014 after all discounts and exemptions have been applied.



2014/15			2015/16	
Last Year Totals	Band 'D' Equivalents	Band	Total	Band 'D' Equivalent
2.75	1.52	A*	0.72	0.40
3,118.46	2,079.98	A	3,261.37	2,174.25
6,014.48	4,677.93	B	6,354.99	4,942.77
29,952.11	26,624.10	C	30,988.30	27,545.16
6,756.13	6,756.13	D	7,100.52	7,100.52
1,342.23	1,640.50	E	1,366.02	1,669.58
287.14	414.76	F	289.14	417.65
37.92	63.19	G	36.68	61.13
4.00	8.00	H	4.00	8.00
<b>47,515.22</b>	<b>42,265.11</b>		<b>49,401.74</b>	<b>43,919.46</b>

\*Disabled person's reductions

- 2.7 When determining the tax base for the purpose of setting the Council Tax an adjustment for anticipated growth in the number of properties and changes in discounts and exemptions is included. In December Cabinet approved savings that affected the level of discounts and exemptions to be awarded in 2015/16 and these have been incorporated into the Council Tax Base calculation.
- 2.8 Additionally an allowance must be made for non collection. The in year losses on collection allowance for 2015/16 has been assessed as 6%. A further adjustment has been made for arrears collection to reflect the recovery of debt in future years.
- 2.9 The adjustments, expressed as band D equivalents, is shown below.

Band D equivalent at 30 November 2014	43,919.46
Projected changes in discounts and growth	212.77
<b>Total before losses in collection</b>	<b>44,132.23</b>
In year losses on collection allowance at 6%	(2,647.93)
Estimated arrears collection	1,140.34
<b>Council Tax Base for 2015/16</b>	<b>42,624.64</b>

- 2.10 A fully detailed calculation of the tax base is contained in Appendix 1.

### **3. Consultation**

- 3.1 The calculation of the council tax base follows a prescribed process and, as such, does not require consultation.

### **4. Financial Implications**

Implications completed by: Chris Leslie, Group Accountant (Budgets)

- 4.1 The Council Tax Base has increase by 2,102.52 band D equivalent properties from 2014/15 (40,522.12). At the current Council Tax charge of £1,016.40 this would generate an additional £2.14m of income for the Council compared to the previous year.
- 4.2 Of this £2.14m additional income, £1.64m has already been incorporated as part of the savings proposals and budget gap that was presented to Cabinet in December 2014.
- 4.3 The Council Tax collection rate is a significant factor in determining the level of income and will affect the actual amount of Council Tax collected in 2015/16. For every 1% change in the collection rate, income would increase or decrease by £449k.

### **5. Legal Implications**

Implications completed by: Paul Feild, Senior Corporate Governance Solicitor

- 5.1 As observed above there is a legal requirement that the Council as a billing authority must set it's Council Tax base before 31 January 2015 for the following financial year starting 1 April 2015. Section 31B of the Local Government Finance Act 1992, as inserted by the Localism Act 2011, imposes a duty on the Council as a billing authority, to calculate its Council Tax by applying a formula which as set out in the Local Authority (Calculation of Council Tax Base) (England) Regulations 2012. The formula involves a figure for the Council Tax Base for the year, which must itself be calculated. The basis of liability for Council Tax is the valuation band to which a dwelling has been assigned. Valuation bands range from A to H, and the relative liabilities of each band are expressed in terms of proportions of *Band D*.
- 5.2 The calculation to establish the relevant basic amount of council tax by is done by dividing the council tax requirement for the financial year by the billing authorities council tax base. In brief, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year. The estimated collection rate is the percentage of council tax payable which the authority actually expects to be paid i.e. the difference between what it ought to be paid in council tax and certain fund transfers and what it is likely to be paid.
- 5.3 The Council is under an obligation to notify major precepting authorities of the calculation.
- 5.4 For this Council the setting of the Council Tax Base is a Cabinet function. This is because Section 67 Local Government Finance Act 1992 as amended by section

84 of the Local Government Act 2003, (and more recently the Localism Act 2011), to enabled the Assembly to delegate the power to set the tax base to the Cabinet. This is reflected in the Constitution at Part 2 Chapter 6 Responsibility for functions at paragraph 2.1(ii).

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

**List of appendices:**

- **Appendix 1** – Calculation of the 2015/16 Council Tax Base

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**Appendix 1 - Calculation of the 2015/16 Council Tax Base**

		<b>Band A*</b>	<b>Band A</b>	<b>Band B</b>	<b>Band C</b>	<b>Band D</b>	<b>Band E</b>	<b>Band F</b>	<b>Band G</b>	<b>Band H</b>	<b>Totals</b>
1	Total number of dwellings on the valuation list	-	6,722.00	11,175.00	43,952.00	9,108.00	1,676.00	331.00	44.00	18.00	73,026.00
2	Number of dwellings on the valuation list exempt	-	440.00	362.00	664.00	108.00	25.00	5.00	7.00	-	1,611.00
3	Number of demolished	-	-	-	-	-	-	-	-	-	-
4	Number of chargable properties	-	6,282.00	10,813.00	43,288.00	9,000.00	1,651.00	326.00	37.00	18.00	71,415.00
5	Disabled reductions	-	1.00	21.00	153.00	80.00	19.00	4.00	3.00	12.00	293.00
6	Disabled relief	1.00	21.00	153.00	80.00	19.00	4.00	3.00	12.00	-	293.00
7	Adjusted number of dwellings	1.00	6,302.00	10,945.00	43,215.00	8,939.00	1,636.00	325.00	46.00	6.00	71,415.00
8	Single adult discount	-	3,875.00	5,384.00	13,686.00	2,083.00	321.00	32.00	3.00	-	25,384.00
<b>8a</b>	<b>Grant percentage (0.75)</b>	-	<b>2,906.25</b>	<b>4,038.00</b>	<b>10,264.50</b>	<b>1,562.25</b>	<b>240.75</b>	<b>24.00</b>	<b>2.25</b>	-	<b>19,038.00</b>
9	25% discount all but one resident disregarded	-	59.00	161.00	580.00	101.00	18.00	1.00	-	-	920.00
<b>9a</b>	<b>Grant percentage (0.75)</b>	-	<b>44.25</b>	<b>120.75</b>	<b>435.00</b>	<b>75.75</b>	<b>13.50</b>	<b>0.75</b>	-	-	<b>690.00</b>
10	50% all residents disregarded	-	2.00	2.00	14.00	3.00	1.00	2.00	14.00	2.00	40.00
<b>10a</b>	<b>Grant percentage (0.50)</b>	-	<b>1.00</b>	<b>1.00</b>	<b>7.00</b>	<b>1.50</b>	<b>0.50</b>	<b>1.00</b>	<b>7.00</b>	<b>1.00</b>	<b>20.00</b>
11	Second homes	-	17.00	21.00	39.00	12.00	6.00	-	-	-	95.00
<b>11a</b>	<b>Grant percentage (0.50)</b>	-	<b>8.50</b>	<b>10.50</b>	<b>19.50</b>	<b>6.00</b>	<b>3.00</b>	-	-	-	<b>47.50</b>
12	Empty 0% discount	-	65.00	107.00	254.00	33.00	16.00	1.00	-	-	476.00
13	Empty receiving a discount	-	21.00	26.00	47.00	3.00	-	-	-	-	97.00
14	Empty homes premium	-	19.00	26.00	27.00	9.00	1.00	-	-	1.00	83.00
15	Total empty properties	-	105.00	159.00	328.00	45.00	17.00	1.00	-	1.00	656.00
16	Empty more than 6 months	-	37.00	61.00	127.00	24.00	10.00	1.00	-	1.00	261.00
16a	Number properties empty due to flood	-	-	-	-	-	-	-	-	-	-
16b	Empty longer than 6 months (prev class a)	-	1.00	4.00	3.00	1.00	-	-	-	-	9.00
17	Dwellings liable to 100% council tax	1.00	2,244.00	5,218.00	28,568.00	6,695.00	1,273.00	289.00	29.00	3.00	44,320.00
18	Discount for RSG	-	4,058.00	5,727.00	14,647.00	2,244.00	363.00	36.00	17.00	3.00	27,095.00
19	Total equivalent number of dwellings after discounts	1.00	5,212.50	9,398.75	39,313.50	8,346.50	1,533.75	314.75	38.25	4.00	64,163.00
20	Ratio to band D	0.56	0.67	0.78	0.89	1.00	1.22	1.44	1.67	2.00	

22	Total band D equivalents	0.56	3,475.00	7,310.14	34,945.33	8,346.50	1,874.58	454.64	63.75	8.00	56,478.50
23	Total equivalent number of dwellings after discounts	1.00	5,212.50	9,398.75	39,313.50	8,346.50	1,533.75	314.75	38.25	4.00	64,163.00
24	Reduction in taxbase due to CTS	0.28	1,951.13	3,043.76	8,325.20	1,245.98	167.73	25.61	1.57	-	14,761.25
25	Total equivalent dwellings after discounts, exemptions, disable and ctax support	0.72	3,261.37	6,354.99	30,988.30	7,100.52	1,366.02	289.14	36.68	4.00	49,401.74
26	Ratio to band D	0.56	0.67	0.78	0.89	1.00	1.22	1.44	1.67	2.00	
27	<b>Total band D equivalents @ 30/11/14</b>	<b>0.40</b>	<b>2,174.25</b>	<b>4,942.77</b>	<b>27,545.16</b>	<b>7,100.52</b>	<b>1,669.58</b>	<b>417.65</b>	<b>61.13</b>	<b>8.00</b>	<b>43,919.46</b>
28	Projected changes in discounts and growth										212.77
29	<b>Total before losses in collection</b>										<b>44,132.23</b>
30	In year losses on collection allowance at 6%										(2,647.93)
31	Estimated arrears collection										1,140.34
32	<b>Council Tax Base for 2015/16</b>										<b>42,624.64</b>

## CABINET

27 January 2015

<b>Title:</b> Council Sites - Land Disposals	
<b>Report of the Cabinet Member for Finance</b>	
<b>Open Report with Exempt Appendices (2 and3)</b>	<b>For Decision</b>
<b>Wards Affected:</b> Various	<b>Key Decision:</b> Yes
<b>Report Author:</b> Andrew Sivess, Group Manager Programmes and Funding Jeremy Grint, Divisional Director of Regeneration	<b>Contact Details:</b> Tel: 020 8227 5732 E-mail: <a href="mailto:Andrew.Sivess@lbbd.gov.uk">Andrew.Sivess@lbbd.gov.uk</a> Tel : 020 8227 2443 E mail: <a href="mailto:Jeremy.Grint@lbbd.gov.uk">Jeremy.Grint@lbbd.gov.uk</a>
<b>Accountable Director:</b> Jonathan Bunt, Chief Finance Officer	
<b>Summary:</b>  This report outlines a list of Council owned sites for approval to dispose of.  No future strategic or operational use within the Council has been identified for these sites and they are therefore considered surplus to requirements and are suitable for disposal with the aim of maximising capital receipts.	
<b>Recommendation(s)</b>  The Cabinet is recommended to:  (i) Approve the disposal of the Council's freehold interest in the land south of Plumtree Close, Dagenham, shown edged red on site plan1 at Appendix 1 to the report, to an adjoining owner for the best consideration and terms that can reasonably be agreed;  (ii) Approve the disposal of the Council's freehold interest in the land and buildings known as Rose Redding Hall, 163 Bennetts Castle Lane, Dagenham, shown edged red on site plan 2 at Appendix 1, to the occupying charity, LifeLine Community Project, for the best consideration and terms that can reasonably be agreed;  (iii) Approve the joint marketing and disposal with NHS Properties of the land adjacent to the Thames View Health Centre, Bastable Way, shown edged red on site plan 3 at Appendix 1, for the best consideration and terms that can reasonably be agreed;  (iv) Approve the joint marketing of land adjacent to the Ship and Anchor site and adjacent land parcels owned by the Council at Becontree Heath, Dagenham, shown edged red on site plan 4 at Appendix 1, to facilitate the regeneration of the entire site and to note that a further report on the marketing will be presented to	

Cabinet in due course;

- (v) Approve the disposal of the Council's interest in 64-68 Church Street, Dagenham, shown edged red on site plan 5 at Appendix 1, to the adjoining owner Estuary Housing Association for the best consideration and terms that can reasonably be agreed;
- (vi) Approve the disposal of the Council's interest in 1 and 2 The Triangle, Tanner Street, Barking, shown edged red on site plan 6 at Appendix 1, to the occupying tenants for the best consideration and terms that can reasonably be agreed;
- (vii) Approve the disposal of the Council's freehold interest in the farm house at Hooks Hall Farm, Dagenham and the associated disposal of grazing land, shown edged red on site plan 7 at Appendix 1, on a long lease to the current occupants to facilitate further invest in their business for the best consideration and terms that can reasonably be agreed;
- (viii) Approve the disposal of 90 Stour Road, Dagenham, shown edged red on site plan 8 at Appendix 1, for the best consideration and terms that can reasonably be agreed;
- (ix) Approve the disposal of land at Siviter Way, Dagenham, shown edged red on site plan 9 at Appendix 1, for the best consideration and terms that can reasonably be agreed;
- (x) Approve the disposal of land adjacent to Marks Gate Cemetery and Bagleys Spring, Chadwell Heath, shown edged red on site plan 10 at Appendix 1, for the best consideration and terms that can reasonably be agreed;
- (xi) Approve the disposal of amenity greenbelt land off Bridport Avenue, Romford, (situated outside the Borough), shown edged red on site plan 11 at Appendix 1, to the London Borough of Havering for the best terms that can be agreed including the provision for either overage or a restrictive covenant against future development of either parcel of land;
- (xii) Approve the disposal of a vacant strip of land to the south of Althorne Way, shown edged red on site plan 12 at Appendix 1, to Morrisons and to enter into all necessary agreements for its use as a joint Leisure Centre / Morrisons Car Park;
- (xiii) To note the current positions regarding the Fanshawe Community Centre site and 145 Halbutt Street as set out in paragraph 2.3 and 2.4 of the report;
- (xiv) Delegate authority to 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 terms and negotiate the contract documents to fully implement and effect the sale of the sites; and
- (xv) Authorise the Head of Legal and Democratic Services, or an authorised delegate on her behalf, to execute all of the legal agreements, contracts and other documents on behalf of the Council.



**Reason(s)**

To assist the Council in achieving its corporate priorities of 'encouraging civic pride' and 'growing the borough' by disposing of surplus Council owned land to facilitate development.

**1. Background**

1.1 This paper provides an update on the Council's surplus land for disposal. These sites are not considered suitable for redevelopment by the Council or are not required for operational reasons and have therefore been assessed as suitable for disposal. Disposal of the sites will produce significant capital receipts that can be reinvested within the borough and/or used to support service delivery.

1.2 A new Corporate Asset Management Strategy (CAMS) is being developed for consideration and approval by Cabinet. To assist development of the new CAMS, all Council owned assets (and where appropriate private and other public sector assets) have been mapped using a Geographical Information System (GIS). This allows our real estate holdings to be evaluated according to their contribution to achieving our corporate objectives and assessed using a broad range of social and economic measures. This analysis will support the development of a comprehensive disposal, investment and redevelopment programme to support achieving the Council's objectives.

**2. List of Proposed Surplus Land Disposals**

2.1 The table below summarises the sites that have currently been determined as surplus and that should be considered for disposal. Appendix 1 shows location and site plans and Appendices 2 and 3 (which are in the exempt section of the agenda due to the commercially sensitive nature of the information) give details of the valuations obtained and the anticipated capital receipts.

Location	Description
<b>Site 1.</b> Land rear of Plumtree Close, Dagenham	<ul style="list-style-type: none"> <li>• Small landlocked site</li> </ul>
<b>Site 2.</b> Rose Redding Hall, 163 Bennetts Castle Lane, Dagenham	<ul style="list-style-type: none"> <li>• Industrial type building fitted out for community purposes and currently let on long lease expiring in 2016</li> </ul>
<b>Site 3.</b> Land Adjacent to Thames View Health Centre, Bastable Ave, Barking	<ul style="list-style-type: none"> <li>• A 272m<sup>2</sup> cleared site currently forming part of a larger site owned by the NHS subject to a pre-emption agreement for LBD to acquire</li> <li>• Option to acquire was exercised in October 2014 under delegated authority</li> </ul>
<b>Site 4.</b> Land Adjacent to Ship and Anchor Public House, Wood Land, Dagenham	<ul style="list-style-type: none"> <li>• Two parcels of land adjacent to the former Ship &amp; Anchor Public House</li> </ul>

<b>Site 5.</b> 64-68 Church St, Dagenham	<ul style="list-style-type: none"> <li>• Terrace of 3 tertiary shops (1 let) in very poor condition and adjacent to vacant site to be developed by Estuary Housing</li> </ul>
<b>Site 6.</b> 1 & 2 The Triangle, Tanner Street, Barking	<ul style="list-style-type: none"> <li>• Two small tertiary shop units, both let</li> </ul>
<b>Site 7.</b> Hooks Hall Farm, The Chase, Eastbrook End, Dagenham	<ul style="list-style-type: none"> <li>• Freehold riding stables, house grazing land totalling 6.84 hectares let until March 2018</li> </ul>
<b>Site 8.</b> 90 Stour Road, Dagenham.	<ul style="list-style-type: none"> <li>• Former corporate office and storage facility not required for potential estate regeneration proposals</li> </ul>
<b>Site 9.</b> Strip of land Siviter Way, Dagenham	<ul style="list-style-type: none"> <li>• 0.16 hectares adjacent to existing housing between St Giles Ave and Church Lane</li> </ul>
<b>Site 10.</b> Land Adjacent to Marks Gate Cemetery, Bagleys Spring, Chadwell Heath	<ul style="list-style-type: none"> <li>• 0.94 hectare site to rear of Bagley Springs currently used for grazing</li> </ul>
<b>Site 11.</b> Land off Bridport Ave, Romford	<ul style="list-style-type: none"> <li>• 3.27 hectare site in the London Borough of Havering (LBH) adjacent to school and existing residential. Within the Greenbelt.</li> </ul>
<b>Site 12.</b> Green space at Althorne Way	<ul style="list-style-type: none"> <li>• 0.1 hectare site south of Althorne Way currently used as green space</li> </ul>

2.2 In addition to the above disposals, two previous Cabinet decisions have been reviewed as listed below:

### 2.3 **Fanshawe Community Centre and adjacent land**

By Minute 90 (21 January 2014), the Cabinet agreed to the disposal of the site for redevelopment. A savings proposal to either close or transfer the management of the three remaining community centres (Fanshawe, Galleon and Scrattons) into community management arrangements was considered by the Safer and Stronger Community Select Committee on 26 November 2014. The SSCSC supported the option of transferring the management of the centres to existing community groups via long leases and this proposal was adopted by the Cabinet on 16 December 2014. In view of that decision, Officers are currently reviewing the redevelopment options of the land adjacent to the Fanshawe community centre.

### 2.4 **145 Halbutt Street**

This property is a former school caretakers house which had been deemed surplus to requirements but Cabinet agreed by Minute 89 (21 January 2014) not to market the property for sale at that time and asked officers to review all the options and report further. Children's Services has subsequently decided to retain the property following the need for caretaker accommodation at another educational facility.

Children's services will fund the capital refurbishments cost which will enhance the schools estate.

### 3. Options appraisal

3.1 The table below summarises the standard options appraisal assessment framework that has been used to assess each site.

3.2 This options appraisal framework has been developed in line with the Council's developing Corporate Asset Management strategy.

Option 1	Do nothing	<ul style="list-style-type: none"> <li>This is the default 'do minimum' option which sets the baseline against which each site evaluation is measured</li> <li>To be proposed for disposal the proposals must provide greater financial and, where appropriate, social and economic return to the Council than retention and redevelopment</li> </ul>
Option 2	Retention for use by a Service within the Council	<ul style="list-style-type: none"> <li>Sites considered surplus will be evaluated for use by Services within the Council and other public and third sector organisations where appropriate</li> </ul>
Option 3	Retention for redevelopment by the Council for use by a Service or for investment purposes	<ul style="list-style-type: none"> <li>Where a site is not required by the Council or an appropriate partner the site will be considered for redevelopment when this makes financial sense and contributes to achieving long-term financial sustainability of the Council</li> </ul>
Option 4	Negotiated disposal adjoining land owners if appropriate and likely to yield a greater return to the Council	<ul style="list-style-type: none"> <li>Where a surplus site is not required by the Council for its own use or for development the site will be evaluated for disposal to an adjacent owner where this is considered to offer the Council a higher return than disposal on the open market</li> </ul>
Option 5	Disposal on open market	<ul style="list-style-type: none"> <li>Where a site is not required by the Council for its own use or redevelopment the site will be evaluated for disposal on the open market</li> <li>Where appropriate such sales will be on a Leasehold basis and will be offered for sale subject to an overage provision to ensure the Council benefits from any enhanced value in the event of site is redeveloped for residential use or developed to a higher density than anticipated.</li> <li>All disposals are subject to a 3% transaction fee</li> </ul>

#### **4. Financial Implications**

Implications to be completed by: Carl Tomlinson, Group Manager

- 4.1 Disposal of the 12 sites set out in table 2.1.1 is expected to generate capital receipts within the next two financial years between £5.675m and £5.705m.
- 4.2 Site 8 and site 12 do not have estimated values as yet and these receipts will need to be added to the figures above.
- 4.3 Only Site 1 and 2 have accurate capital receipt figures, all other sites have estimated figures or are subject to terms relating to valuation and disposal. Hence, there may be a slight variation from the figures estimated in the table above.
- 4.4 All figures are based on the current market value and the local property market is constantly changing, so the valuations can either increase or decrease depending on the actual time of disposal over the next two years.
- 4.5 The capital receipts will be used to fund other capital schemes within the Council and will reduce the amount of borrowing the Council will have to undertake to fund pre-approved schemes. There will also be potential revenue savings due to no longer maintaining these sites, although these are not covered in this report.

#### **5. Legal Implications**

Implications completed by: Jason Ofosu, Property Solicitor

- 5.1 The report is seeking approval for the disposal of several properties. The Council is required to obtain best consideration in the disposal of its assets. The Council has the power to enter into the proposed sale of the properties but must do so in compliance with law and the Council's acquisition and land disposal rules.
- 5.2 The Council's disposal powers are contained in section 123 of the Local Government Act 1972, and Section 1 of the Localism Act 2011 also provides local authorities with a general power of competence. Under section 123 of the Local Government Act 1972 the Council has the power to dispose of land in any manner that they wish which includes the sale of freehold land. 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. An independent valuation has been carried out and the disposal is at market value.
- 5.3 If appropriate the Council can dispose of land by private treaty to adjoining landowners 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 third party will need to be recorded in writing and documented by Property Services on their disposal file. The Council can also sell the Property to whoever offers the highest price to adjoining owners.
- 5.4 Alternatively, the Council can dispose of properties at open market and an overage provision should be included in the sale to ensure that the Council financially benefit in any increase in the value of the land after planning permission has been granted to the buyer.

## **6. Other Implications**

- 6.1 **Risk Management** - A vacant site is vulnerable to the risks of illegal occupation, vandalism and public liability claims. Sale of the site will help to reduce this risk and transfer liability for the site to another owner.
- 6.2 **Contractual Issues** - The proposed transactions are a sale of the Council's freehold interest in a property where appropriate. Legal Services will be instructed to prepare the contract for sale.
- 6.3 **Safeguarding Children** - Residential developments could increase the child population, and will have an impact on school places and health resources.
- 6.4 **Health Issues** – Sites which are vacant and overgrown could become a haven for vermin and fly tipping posing health risks to anybody entering the premises as well as the neighbouring residential development.
- 6.5 **Crime and Disorder Issues** - A vacant site is vulnerable to illegal occupation.
- 6.6 **Property / Asset Issues** - Retaining ownership of vacant property encumbers the Council with ongoing costs of maintenance and insurance.

Where appropriate, and in accordance with delivering the corporate objectives and Corporate Asset Management Strategy objectives, disposal or redevelopment of property assets is considered to make best use of Council assets and achieve value for money outcomes for the community.

- 6.7 **Planning Issues** – All options appraisals for the proposed disposals and redevelopment will be made accordance with the Council's Planning policies.
- 6.8 **Equality Issues** - The disposal of property identified as surplus to requirements has no specific equality issues but will generate capital receipts that could support other council initiatives.

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

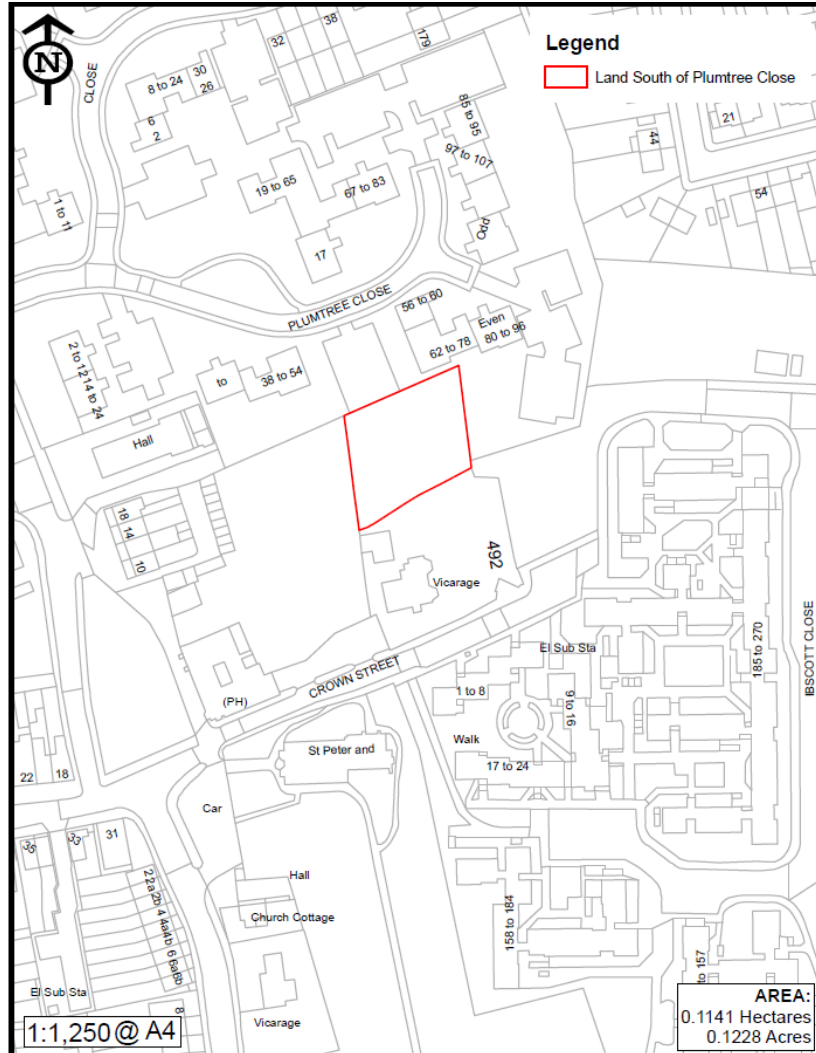
### **List of appendices:**

- **Appendix 1** – Site plans & aerial views of sites
- **Appendix 2** – Summary table of valuations (exempt information)
- **Appendix 3** – Site specific details & valuations (exempt information)

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COUNCIL SITES – LAND DISPOSALS (PROPERTY DETAILS)

Site 1: Plan (Not to Scale) - Land to rear of Plumtree Close



Aerial View of Site



COUNCIL SITES – LAND DISPOSALS (PROPERTY DETAILS)

Site 2 : Plan (Not to Scale) - Rose Redding Hall



Photograph of Site

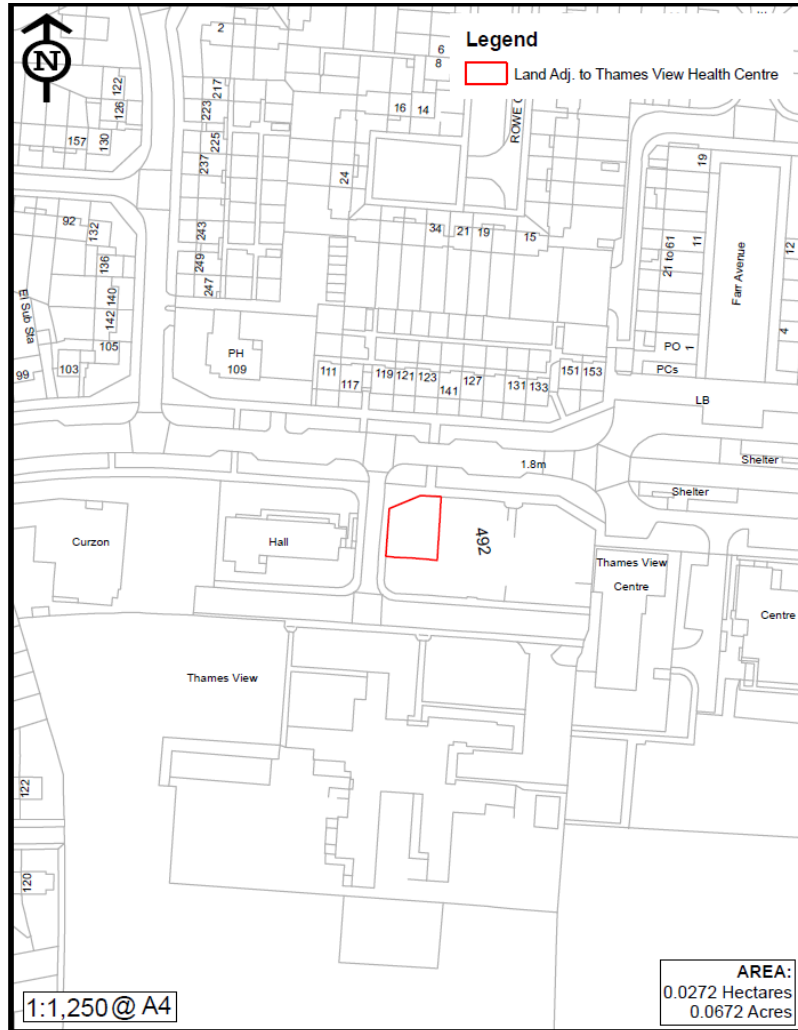




COUNCIL SITES – LAND DISPOSALS (PROPERTY DETAILS)

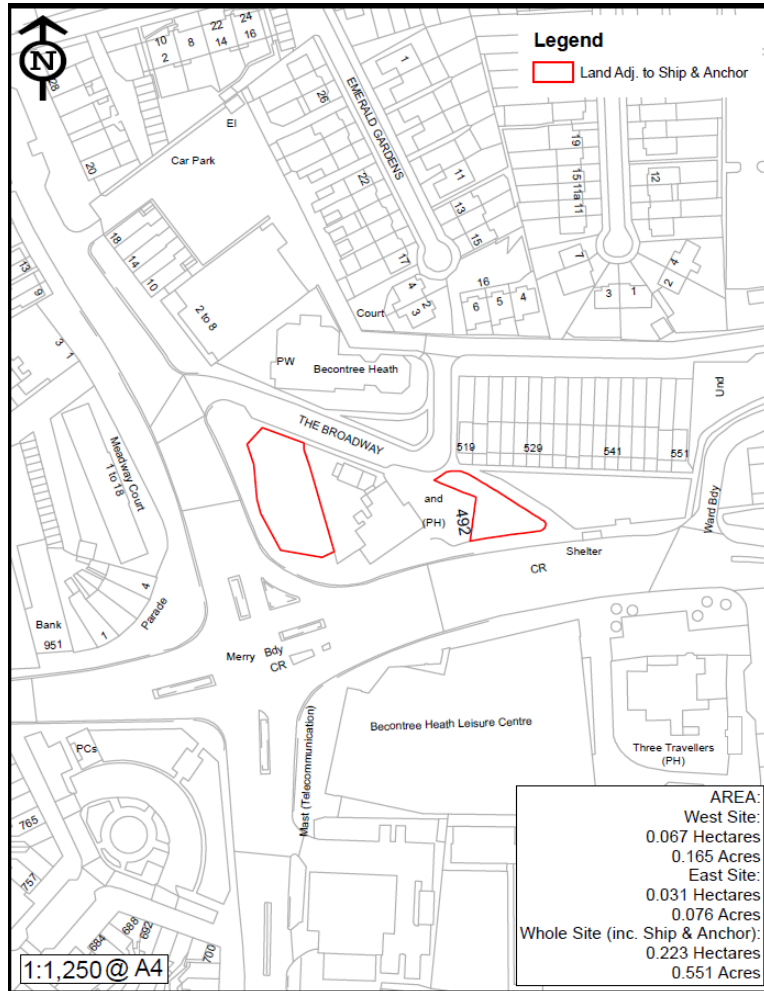
Site 3: Plan(Not to Scale) - Land adj Thames View Heath Ctr

Aerial View of Site



COUNCIL SITES – LAND DISPOSALS (PROPERTY DETAILS)

Site 4 : Plan (Not to Scale) - Ship and Anchor Public House



Aerial View of Site



COUNCIL SITES – LAND DISPOSALS (PROPERTY DETAILS)

Site 5 : Plan (Not to Scale) – 64/68 Church St, Dagenham

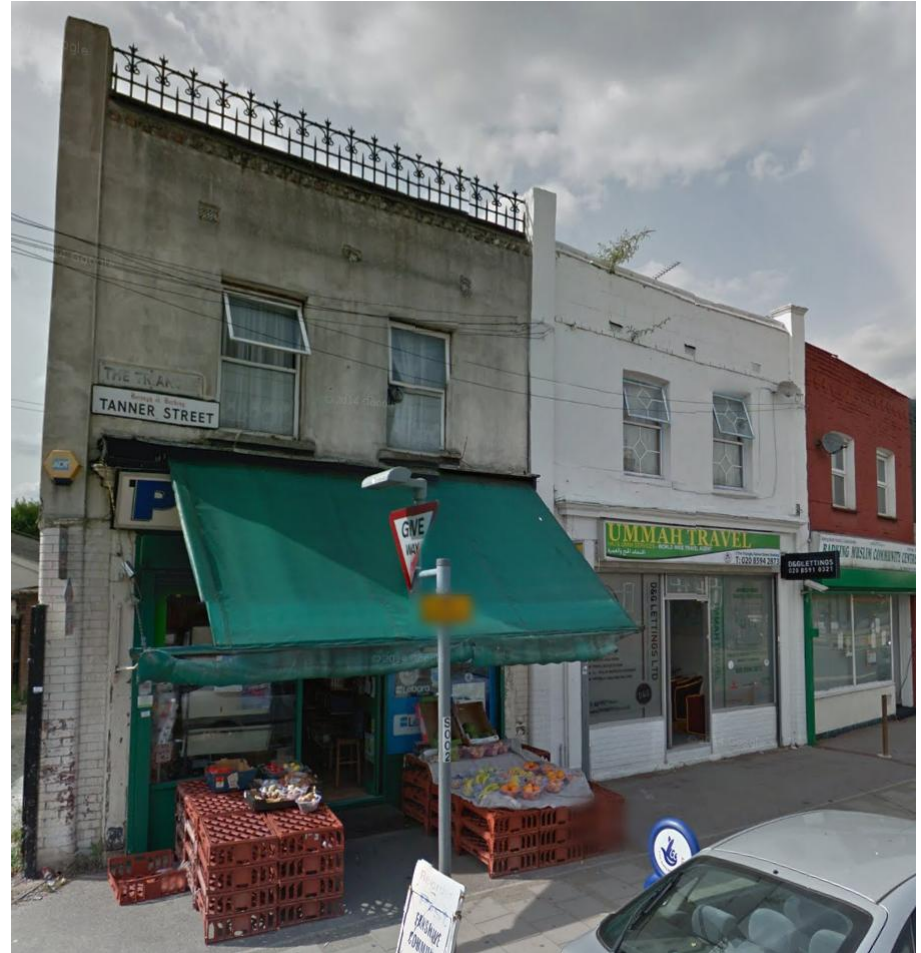
Photograph of Site



COUNCIL SITES – LAND DISPOSALS (PROPERTY DETAILS)

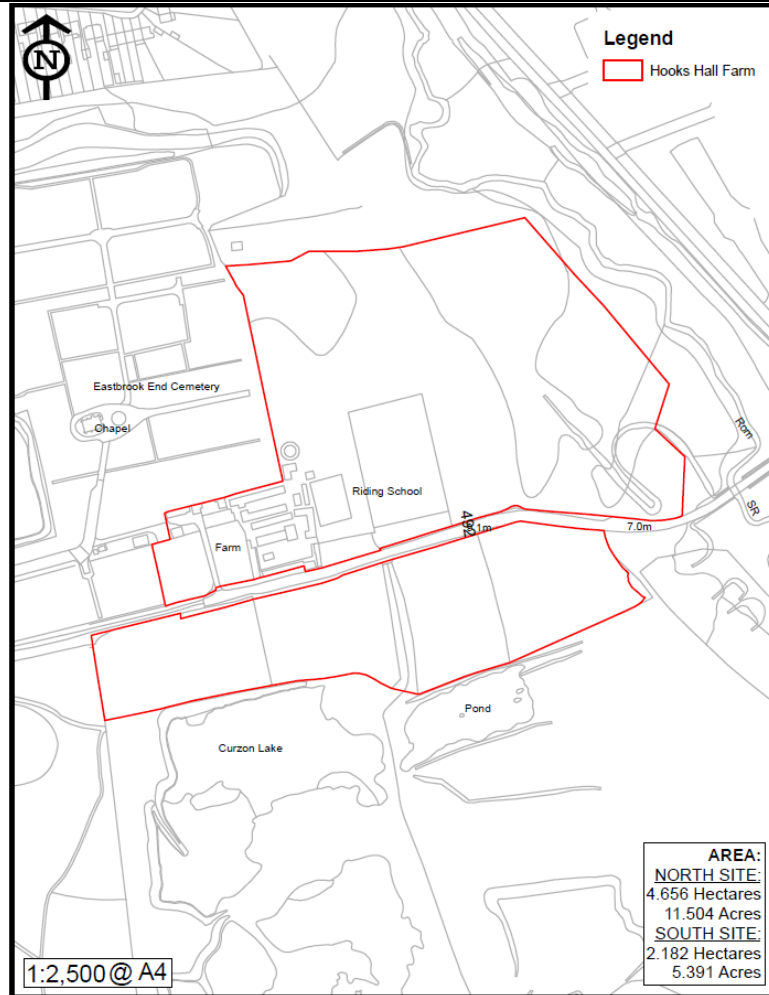
Site: 6 Plan (Not to Scale) - 1 & 2 The Triangle, Tanner Street

Photograph of Site

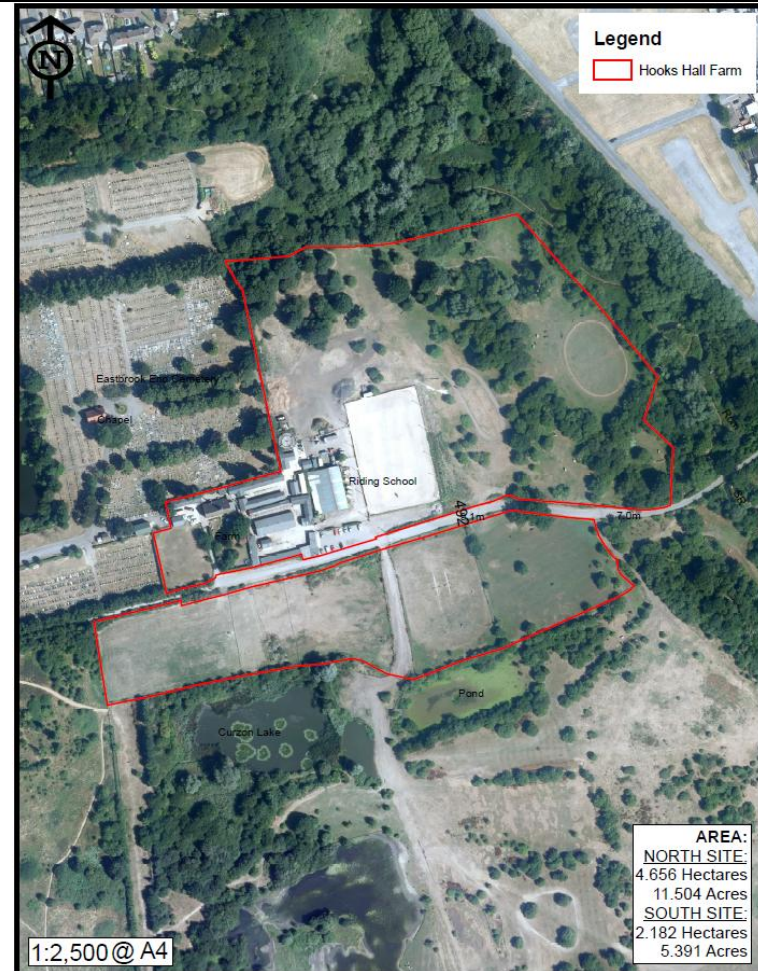


COUNCIL SITES – LAND DISPOSALS (PROPERTY DETAILS)

Site 7 : Plan (Not to Scale) - Hooks Hall Farm, Dagenham

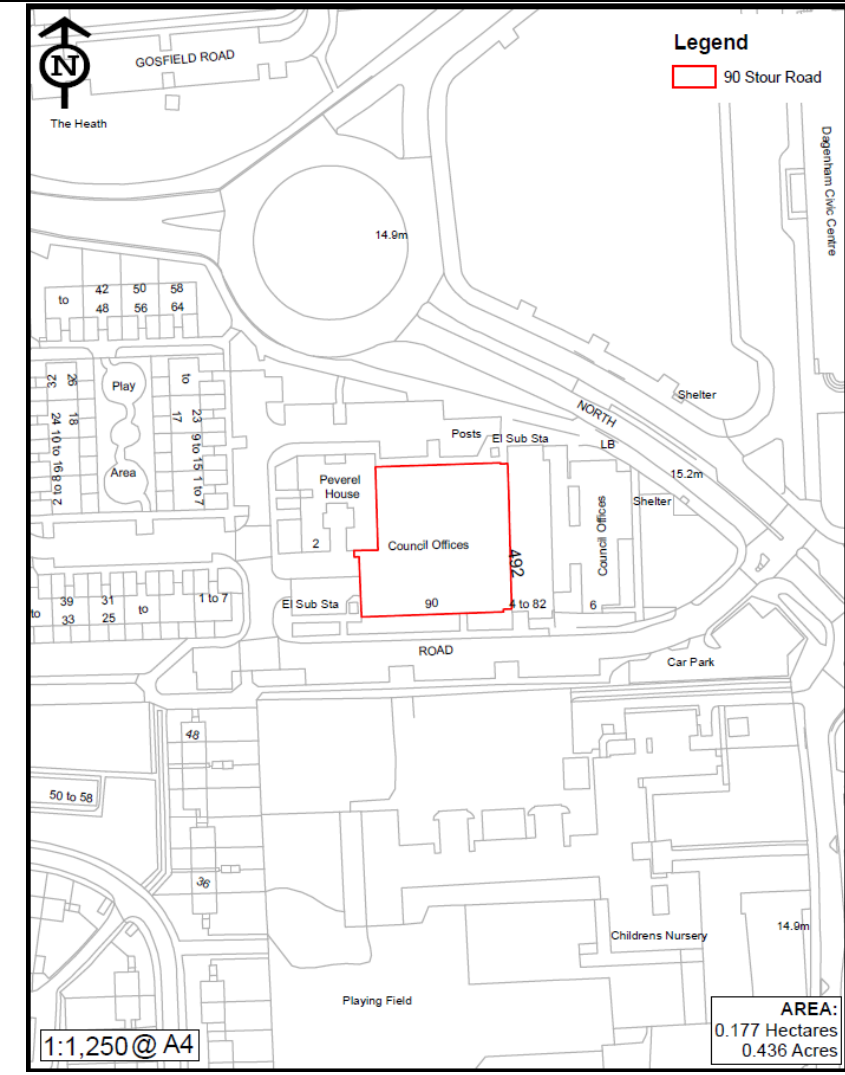


Aerial View of Site



COUNCIL SITES – LAND DISPOSALS (PROPERTY DETAILS)

Site 8: Plan (Not to Scale) - 90 Stour Road, Dagenham

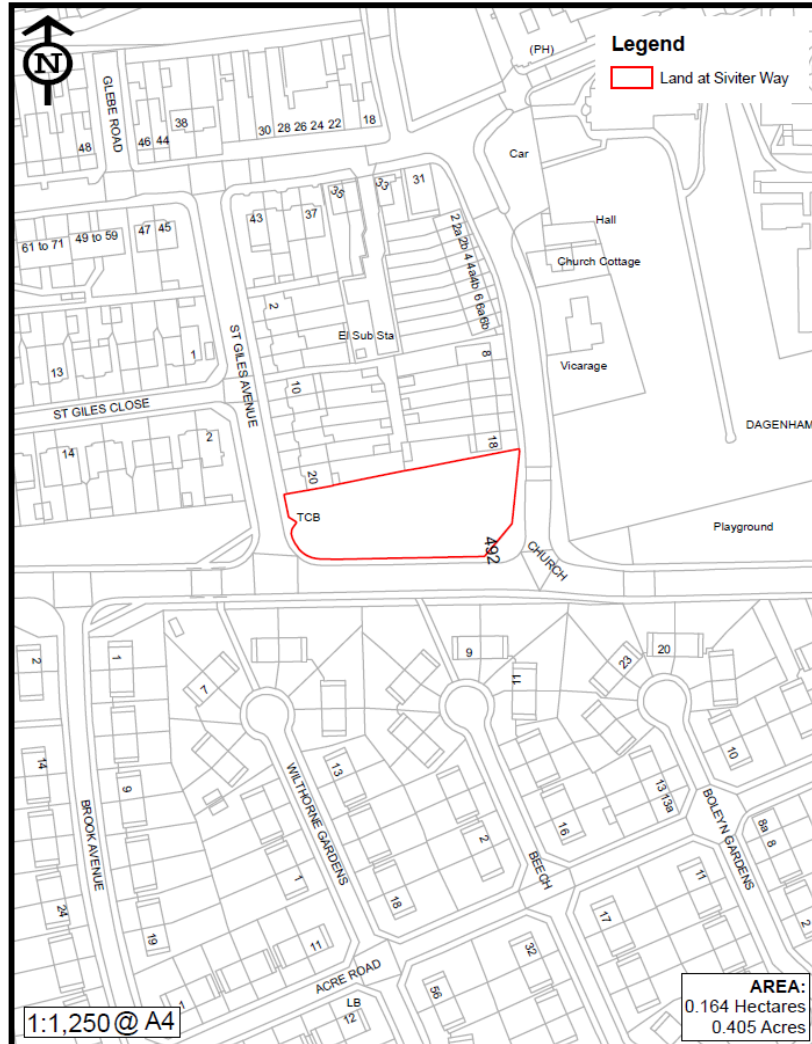


Photograph of Site



COUNCIL SITES – LAND DISPOSALS (PROPERTY DETAILS)

Site 9: Plan (Not to Scale) - Land at Siviter Way, Dagenham

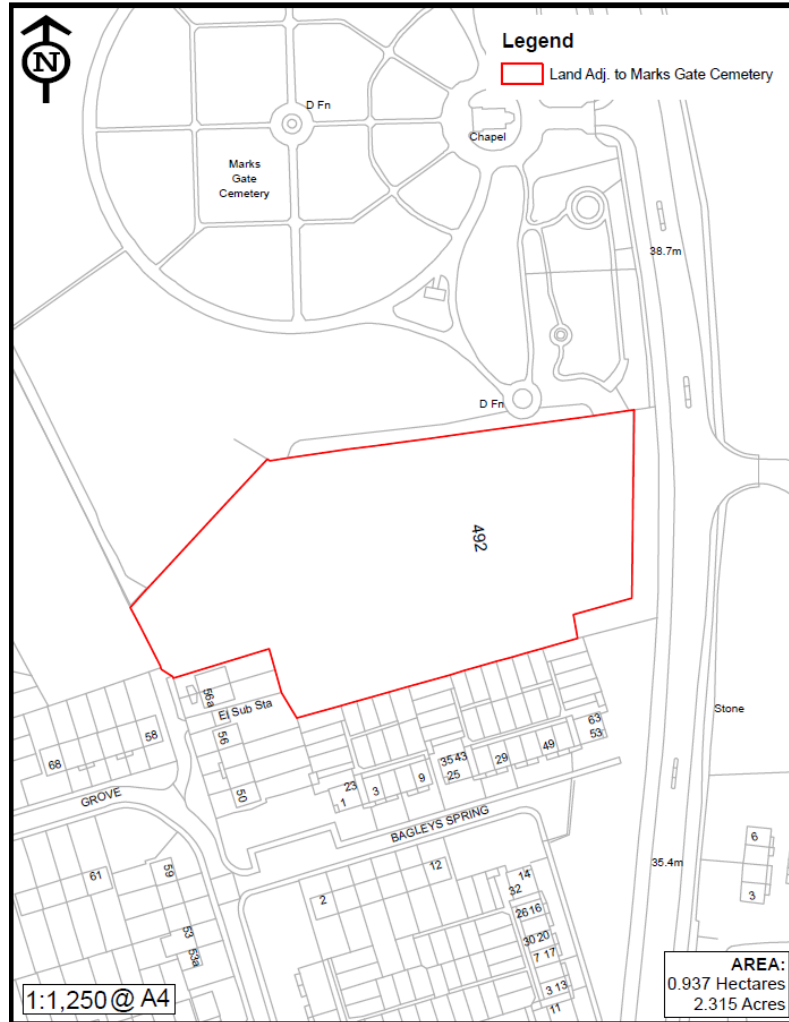


Aerial View of Site



COUNCIL SITES – LAND DISPOSALS (PROPERTY DETAILS)

Site 10: Plan (Not to Scale) – Land at Bagleys Spring



Aerial View of Site

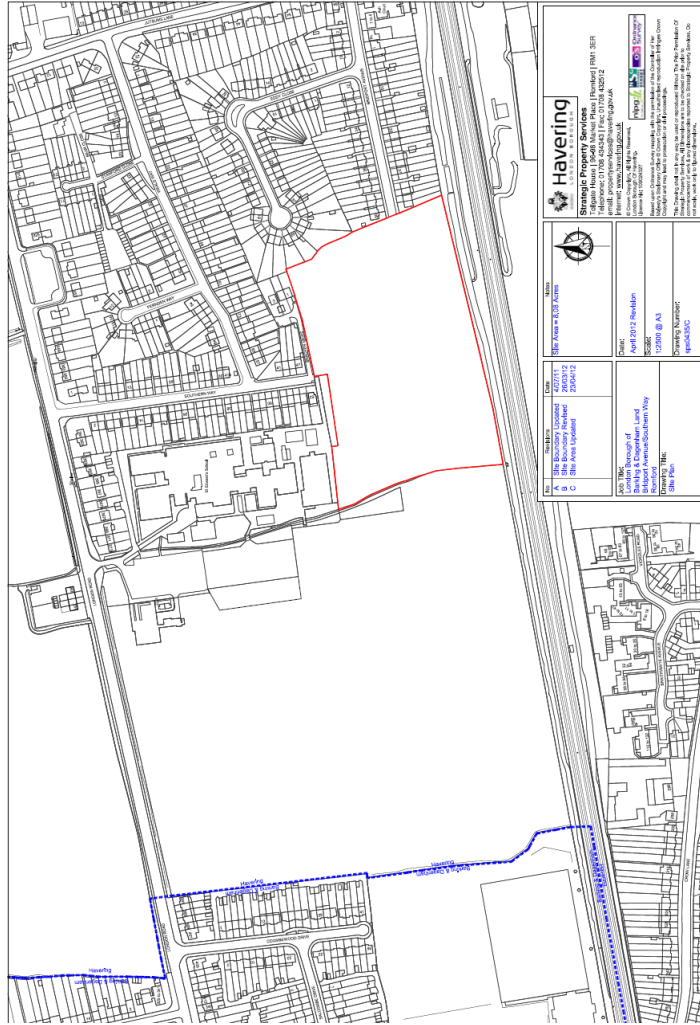




COUNCIL SITES – LAND DISPOSALS (PROPERTY DETAILS)

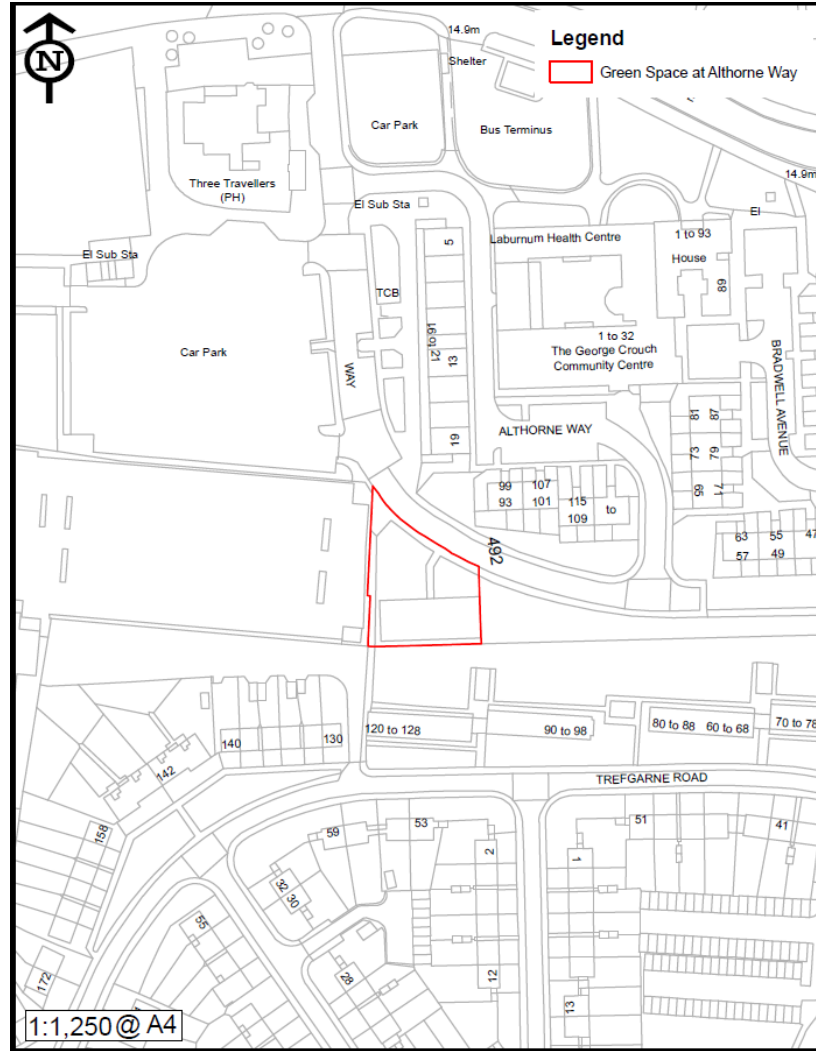
Site 11: Plan (Not to Scale) – Land at Bridport Ave, Romford

Aerial View of Site



COUNCIL SITES – LAND DISPOSALS (PROPERTY DETAILS)

Site 12: Plan (Not to Scale) - Althorne Way, Dagenham



Aerial View of Site



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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