

Notice of Meeting

CABINET

Tuesday, 21 July 2015 - 7:00 pm
Council Chamber, Town Hall, Barking

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

Date of publication: 13 July 2015

Chris Naylor
Chief Executive

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AGENDA

1. Apologies for Absence

2. Declaration of Members' Interests

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

3. Minutes - To confirm as correct the minutes of the meeting held on 23 June 2015 (Pages 3 - 9)

4. Budget Monitoring 2015/16 - April to May 2015 (Month 2) (Pages 11 - 51)

5. Medium Term Financial Strategy Update (Pages 53 - 63)

6. Barking Housing Zone (Pages 65 - 85)

Appendices 2 to 8 are included in Supplementary 1 in A3 colour.

Appendix 9 is contained within the exempt section of the agenda at Item 15.

7. Housing Asset Management Strategy (Pages 87 - 117)

- 8. Barking and Dagenham Local Plan - Issues and Options (Pages 119 - 355)**
- 9. Proposed Youth Zone Development - Parsloes Park (Pages 357 - 396)**
Appendix 2 is included in Supplementary 1 in A3 colour.
- 10. Discretionary Business Rate Relief Policy (Pages 397 - 417)**
- 11. Policy Framework for the Council's Heritage Collection (Pages 419 - 506)**
- 12. Disposal of Surplus Library Book Stock (Pages 507 - 511)**
- 13. Any other public items which the Chair decides are urgent**
- 14. To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the Cabinet, except where business is confidential or certain other sensitive information is to be discussed. The 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).

- 15. Barking Housing Zone - Appendix 9 (Page 513)**
Concerns the financial affairs of the Council (paragraph 3)
- 16. 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, 23 June 2015
(7:02 - 8:27 pm)

Present: Cllr Darren Rodwell (Chair), Cllr Dominic Twomey (Deputy Chair), Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr Lynda Rice, Cllr Bill Turner and Cllr Maureen Worby

Also Present: Cllr Syed Ghani

Apologies: Cllr Saima Ashraf and Cllr Laila Butt

11. Declaration of Members' Interests

Councillor Twomey declared a non-pecuniary interest in relation to agenda item 6 "Review of Local Welfare and Crisis Support Schemes to Vulnerable Residents with options for the Local Emergency Support Service", as he was an employee of a local voluntary organisation. Councillor Twomey chose to leave the room while the matter was being discussed and took no part in the decision-making.

12. Minutes (2 June 2015)

The minutes of the meeting held on 2 June 2015 were confirmed as correct.

13. Review of Local Welfare and Crisis Support Schemes to Vulnerable Residents with options for the Local Emergency Support Service

(The Chair agreed to bring forward consideration of this item in view of the attendance of representatives of Harmony House and the Council for Voluntary Services.)

Marie Kearns, Harmony House Contract Manager for the Local Emergency Support Service (LESS), and Erica Jenkins, Barking and Dagenham Council for Voluntary Services (BDCVS), were invited to address the Cabinet on their response to the proposals contained within the report. Ms Kearns advised that she was also speaking on behalf of Pip Salvador-Jones, Director of the Barking and Dagenham Citizen's Advice Bureau who were a delivery partner of the LESS, who was unable to attend the meeting.

Ms Kearns referred to her email to the Council of 19 June 2015 in which she highlighted a number of issues and sought clarification on several aspects of the report. She explained that over 3,000 vulnerable local people apply for support each year and the cessation of the LESS would place considerable pressures on other statutory services provided by the Council and voluntary sector partners. The role out of further Government welfare reforms, including the Universal Credit, would bring additional pressures on many individuals and families who were already finding it extremely difficult to manage with the little money that they had. Ms Kearns stressed that resilience work was essential and the current model of delivery was founded on that.

Ms Jenkins reiterated the concerns regarding the changes to the benefits system and felt that it was crucial for the LESS to continue while the support agencies and businesses put in place additional arrangements to meet the inevitable pressures arising from those changes. Both Ms Jenkins and Ms Kearns acknowledged the difficult position that the Council had been placed in by the withdrawal of Central Government funding for the LESS and the other cuts to statutory services that support the vulnerable in the community, but suggested secondary safety nets such as the LESS were vital and should continue.

The Cabinet Member for Adult Social Care and Health introduced the report and similarly expressed her frustration at the impact that the Government's austerity measures were having on local authorities and the voluntary sector agencies that support local communities. The Cabinet Member reminded her colleagues that the decision taken by Cabinet under Minute 101 (16 February 2015) was to extend the current contract for a further six months from 1 April 2015, funded from the Council's Revenue Support Grant settlement, and that the proposal in today's report was to discontinue the project at the end of that extension in favour of alternative arrangements to support vulnerable residents and build resilience in the community.

The Cabinet Member referred to the Chancellor of the Exchequer's Emergency Budget expected in July 2015, which was predicted to make £12 billion cuts to the welfare budget, and stressed that it was vital for the Council to retain as much flexibility as possible in the lead-up to that announcement. The funding of £300,000 that the Council was able to allocate to the LESS would not properly address the level of need, so it was necessary to look at how any available funding could be best used in the longer term. Reference was also made to the delivery costs of approximately £90,000 for the LESS.

Cabinet Members spoke in support of the need to retain as much flexibility at the present time and welcomed the further work that would be undertaken by the Council's Strategic Welfare Reform Group which would inform a report to Cabinet towards the end of 2015.

Cabinet **resolved** to:

- (i) Note the background information and context around welfare reform and the funds which the Council makes available to those in priority need;
- (ii) Agree to cease funding a Local Emergency Support Service in Barking and Dagenham and use the remaining additional revenue support grant to develop two pilots to support identified cohorts of vulnerable residents to build self reliance; and
- (iii) Request that the Strategic Welfare Reform Group complete a further, more holistic assessment of welfare support across employment, housing, and general assistance, as part of the Ambition 2020 proposals, with a 3-5 year timeline, to return to Cabinet later in the year.

14. Statement re: Pre-Start Industrial Dispute

(The Chair agreed that this matter 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 in order for the Cabinet to be advised of the latest developments in relation to the industrial dispute.)

The Chair invited the Cabinet Member for Finance and Central Services and the Council's lead spokesperson on the pre-start industrial dispute with the GMB Union, to present a statement concerning the latest position on the dispute.

The Cabinet Member reminded his colleagues that the Council had reached agreement with UNISON and UNITE trade unions, and with GMB drivers accepting the Council's revised pay offer and returning to work the strike had effectively ended last month. The domestic waste, recycling and green waste collection services had returned to normal across the Borough, with bulky waste collections resuming later in the week. In that regard, the Cabinet Member placed on record the Council's thanks to staff for all their hard work and extra effort.

Agreement had been reached with representatives from the GMB to return to ACAS, the body set up to help resolve employment disputes, in order to look at the future working relationship and to see if lessons could be learned. This would have enabled a formal end to the dispute and the meeting was scheduled for earlier today.

The Cabinet Member explained that the Council had every intention of playing a full part at the meeting and officers had been asked to look at what the Council could offer to address some of the issues raised during the dispute. He was sorry to report, however, that the Council had been notified yesterday by the GMB's National Secretary for Public Services that its representatives would not be attending, on the grounds that there was no point to the meeting unless there was more money for the affected staff over and above that already offered.

In response to that decision and in the absence of any indication from the GMB of when or if it would be willing to meet to bring the remains of the dispute to an end, the decision had been taken that the Corporate Director would write to all affected staff today putting to them the proposals that were to be shared with the GMB at the ACAS meeting. The Cabinet Member outlined the terms of the proposals, which from a financial perspective amounted to more than the standard practice of one year's pay protection and also included a comprehensive development plan for staff and managers as well as an event later in the year aimed at bringing together senior managers and trade union representatives to build on the positive relationships that existed. The Chief Executive had also been asked to advise all Members of the Council of the developments.

15. Revenue and Capital Final Outturn 2014/15

Further to Minute 3 (2 June 2015), the Cabinet Member for Finance and Central Services introduced a report on the final revenue and capital outturn position for the 2014/15 financial year.

The Cabinet Member confirmed that the position remained unchanged from the provisional outturn reported to the last meeting, with the General Fund showing a year-end overspend of £0.07m against the net revenue budget of £165.3m, the Housing Revenue Account (HRA) showing a breakeven position and the Capital

Programme showing an outturn of £128.9m compared to the revised budget of £143.1m.

Cabinet **resolved** to:

- (i) Note the final outturn position for 2014/15 of the Council's revenue budget as shown in paragraph 2.1 of the report;
- (ii) Note the final outturn position for the HRA as shown in paragraph 2.2 of the report; and
- (iii) Note the final outturn position for 2014/15 of the Council's capital budget as shown in paragraph 2.4 of the report.

16. Corporate Delivery Plan - End of Year (2014/15) Update

The Chief Finance Officer introduced the 2014/15 end of year report in respect of the priority projects and performance indicators agreed as part of the Corporate Delivery Plan as well as progress against the LGA Peer Challenge implementation plan.

Arising from the discussions, the following issues were highlighted:

- a) **Repeat incidents of domestic violence** – It was suggested that the 2014/15 target of 'not more than 28%' was not particularly challenging and should be reviewed. The Corporate Director of Adult and Community Services explained the background to the setting of the target and undertook to discuss the matter with the Cabinet Member for Adult Social Care and Health at their next portfolio meeting and to circulate London-wide data to Cabinet Members. The Cabinet Member advised that she intended to review all of the key performance indicators within her portfolio over the coming months to ensure that they were addressing the right areas and acknowledged that while the Domestic Violence service was working well there was a greater need than ever before. The Chief Executive also referred to the Council's Ambition 2020 programme which would give a focus to reducing incidents of domestic violence.
- b) **Londoneast-uk Project** – The Cabinet Member for Regeneration gave an update on the latest developments regarding the former Sanofi site and confirmed that more major partners were taking an active role in the Steering Group and good progress was being made. It was noted that although Sainsburys plc was no longer planning to build a superstore on the site it was expected that a local store would form part of a wider retail and leisure offer, with strong potential for a Travelodge hotel.

On a general note, Members commented that greater emphasis and publicity should be given to areas of achievement covered in the report.

Cabinet **resolved** to note the performance for the priority projects, peer review challenge actions and KPIs as at 31 March 2015, as detailed in the appendices to the report.

17. Estate Renewal Decant Assistance Scheme

The Cabinet Member for Regeneration introduced a report on the proposal to establish an incentive scheme which would support the regeneration plans for the Borough and help to enable Council tenants to buy a property on the open market, as part of a project linked to the Government's Social Mobility Fund.

The Cabinet Member explained that a successful bid of £1.2m had been made to the Department of Communities and Local Government and the Council would contribute a further £400,000 to enable 40 households to benefit from a cash incentive of £40,000 towards a property. In view of the limited scope of the funding, the Cabinet Member advised that priority would be given to those households subject to the Council's Estate Renewal decant programme and, amongst that group, priority would be given to older tenants and those who wished to purchase a property in Barking and Dagenham.

Cabinet **resolved** to:

- (i) Authorise the establishment of a Cash Incentive Scheme, aimed primarily at accelerating the Council's Estate Renewal decant programme;
- (ii) Approve the delivery approach for the scheme as set out in section 2 of the report; and
- (iii) Approve the recommended targeting and cascade strategy as set out in section 2 and Table 1 of the report.

18. Equalities and Diversity in Employment Policy - Action Plan

Further to Minute 99 (16 February 2015), the Cabinet Member for Finance and Central Services presented an update report on the implementation of the Council's Equalities and Diversity in Employment Policy, the associated costs and the proposals to establish a workforce that was properly reflective of the community that it served.

A number of observations were made regarding the proposed Action Plan and the positive steps already made and it was suggested that as well as regular monitoring by the Cabinet, the information should be shared more widely with the workforce as a whole. Cabinet Members spoke on their commitment to and the importance of maintaining momentum on the project. The Chief Executive referred to the key components of attracting candidates from the local community who were from the protected groups as defined by equality law, the need to tackle the fall-out rate of people from the black and minority ethnic (BME) community during the recruitment process and the need to ensure that there was a higher percentage of BME staff and women in more senior positions in the Council. Following on from that point, officers undertook to provide Cabinet Members with an equalities breakdown by grade for each department within the Council.

Cabinet **resolved** to:

- (i) Note the progress to date in respect of the implementation of the Equalities and Diversity in Employment Policy;

- (ii) Agree the Action Plan at Appendix B to the report; and
- (iii) Agree that performance data be presented to Cabinet on a quarterly basis.

19. Procurement of 0-5 year Healthy Child Programme (Health Visiting) Service and Family Nurse Partnership Programme

The Cabinet Member for Adult Social Care and Health presented a report on a proposal that NHS England (London) puts in place a six-month NHS England contract for the period between April and September 2015 and the Council puts in place a new contract from 1 October 2015 with the North East London NHS Foundation Trust in respect of the commissioning of public health services for children aged 0-5, which would transfer to the Council under section 6C of the National Health Service Act 2006 (as amended by the Health and Social Care Act 2012).

The Cabinet Member advised that the transfer of responsibilities on 1 October 2015 created the opportunity for the Council to provide joined up services across the 0 to 19 age range and would bring about a number of significant benefits both to the local community and to the Council in terms of how it planned its services.

Cabinet **resolved** to:

- (i) Waive the requirement to tender for the commissioning of the 0-5 year Healthy Child Programme (Health Visiting) Service and Family Nurse Partnership Programme, in accordance with the Council's Contract Rules; and
- (ii) Delegate authority to the Corporate Director for Adult and Community Services, in consultation with the Director of Public Health, Corporate Director of Children's Services, Chief Finance Officer and the Head of Legal and Democratic Services, to procure a direct award of a two-year contract from 1 October 2015, with an option to extend for up to 12 months, to North East London NHS Foundation Trust in accordance with the strategy set out in the report.

20. Treasury Management Annual Report 2014/15

The Cabinet Member for Finance and Central Services introduced the Treasury Management Annual Report for 2014/15 which set out the key areas of performance during the year.

The Cabinet Member referred to the challenges going forward of low interest earnings. In response to a question regarding the £89m borrowing from the EIB to support major regeneration projects in the Borough, the Chief Finance Officer explained the overall benefits that the Council achieved from borrowing in advance of the commencement of the projects.

Cabinet **resolved to recommend the Assembly** to:

- (i) Note the Treasury Management Annual Report for 2014/15;

- (ii) Note that the Council complied with all 2014/15 treasury management indicators;
- (iii) Note £89m was borrowed from the European Investment Bank to fund an urban regeneration and economic growth programme of Gascoigne Estate (East) Phase 1 and Abbey Road 2;
- (iv) Approve the actual Prudential and Treasury Indicators for 2014/15; and
- (v) Maintain the delegated authority given to the Chief Finance Officer, in consultation with the Cabinet Member for Finance, to proportionally amend the counterparty lending limits agreed within the Treasury Management Strategy Statement to take into account the additional cash holdings resulting from the £89m borrowed from the European Investment Bank.

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CABINET**21 July 2015**

Title: Budget Monitoring 2015/16 - April to May 2015 (Month 2)	
Report of the Cabinet Member for Finance	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Kathy Freeman Group Manager, Corporate Finance	Contact Details: Tel: 020 8227 3497 E-mail: kathy.freeman@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
Summary	
<p>This report provides Cabinet with an update of the Council's revenue and capital position for the two months to the end of May 2015, projected to the year end.</p> <p>At the end of May 2015, there is a projected overspend of £7.2m, caused by an overspend on the Children's Services budget. Budgets totalling £1.2m have been identified centrally, which, if agreed by members, will be used to offset this pressure and reduce the corporate overspend to £6.0m. There are pressures in a number of other service areas but all are currently forecast to be managed.</p> <p>The total service expenditure for the full year is currently projected to be £158.6m against the budget of £151.4m. The projected year end overspend will reduce the General Fund balance to £18.8m at year end and it may reduce further if future budget gaps are not closed (see paragraph 1.3). 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 stands at £130.1m with a forecast outturn of £129.6m. Capital budgets cannot contribute to the General Fund revenue position although officers ensure that all appropriate capitalisations occur.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <p>(i) Note the projected outturn position for 2015/16 of the Council's General Fund revenue budget at 31 May 2015, as detailed in paragraphs 2.1, 2.4 to 2.10 and Appendix A of the report;</p> <p>(ii) Note the progress against the agreed 2015/16 savings at 31 May 2015, as detailed in paragraph 2.11 and Appendix B of the report;</p> <p>(iii) Note the overall position for the HRA at 31 May 2015, as detailed in paragraph 2.12</p>	

and Appendix C of the report;

- (iv) Note the projected outturn position for 2015/16 of the Council's capital budget as at 31 May 2015, as detailed in paragraph 2.13 and Appendix D of the report;
- (v) Approve the budget transfers of £2.9m as set out in paragraph 2.11; and
- (vi) Approve a loan of £0.9m from the Dedicated Schools Grant reserve to cover the cumulative deficit at Eastbury Primary School (paragraph 2.6)

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 2015/16 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 2015 provided for a target of £15.0m for the General Fund balance and the revenue outturn for 2014/15 led to a General Fund balance of £26.0m. Taking into account the currently projected overspend, together with the proposed use of the GF balance and other reserves to cover the implementation of savings proposals and budget gaps in 2015/16 and 2016/17, the remaining GF balance would be just above the target figure, as shown in the table below:

Projected Level of Reserves	£'000	£'000
Current GF balance		26,024
Other available reserves		7,127
Total available reserves		33,221
<u>Calls on reserves:</u>		
Implementation of savings proposals	(6,243)	
Budget Gap 2016/17	(5,170)	
Projected overspend	(7,153)	
Proposed budget transfer to reduce overspend	1,200	(17,366)
Projected remaining reserves		15,855

- 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 as the Council makes decisions on savings and service provision.

2 Current Overall Position

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

Council Summary 2015/16	Net Budget £000	Full year forecast at end May 2015 £000	Over/(under) spend Forecast £000
Directorate Expenditure			
Adult and Community Services	49,716	49,716	0
Children's Services	62,156	69,309	7,153
Housing (GF)	98	98	0
Environment	20,071	20,071	0
Chief Executive	18,105	18,105	0
Central Expenses	1,298	1,298	0
Total Service Expenditure	151,444	158,597	7,153

	Balance at 1 April 2015 £000	Forecast Balance at 31 March 2016 £000
General Fund	26,024	15,855*
Housing Revenue Account	8,736	8,736

*Includes the use of GF balances to implement savings proposals and cover potential budget gaps up to 2016/17 – see para.1.3

2.2 Chief Finance Officer's comments

The current Directorate revenue projections indicate an overspend of £7.2m for the end of the financial year, made up as follows:

- £7.2m overspend in Children's Services due to demand pressures in the Complex Needs and Social Care division (£4.9m) and No Recourse to Public Funds and Unaccompanied Asylum Seeker Children cases (£2.3m). If Cabinet approves a proposed transfer of £1.2m from corporately identified budgets, the overall overspend will reduce to £6.0m.

As noted above, the current forecast overspend within Children's Services represents the greatest area of risk to delivering a balanced budget for 2015/16. Last year, Cabinet received reports from Children's Services setting out options for reducing expenditure. These were partially successful and the overall overspend in Children's Social Care reduced to £7.6m, netted to £6.1m following the application

of the directorate reserve at the end of the year. Alongside the actions by Children's Services, in September 2014 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 led to a Council-wide position of a £0.07m overall position at year end.

It is not proposed at this point to impose a spend freeze on the organisation but a Children's Services specific improvement programme has been initiated with a focus on reducing the level of expenditure in Children's Social Care. A detailed action plan will be produced as an output of that programme and will be considered by the Chief Finance Officer, in his capacity as the statutory Section 151 Officer, as part of the assessment of the Council's position for the financial year. The ability of that plan to deliver savings, which will be monitored at a detailed level, will strongly influence any decisions on a spend freeze or other measures to reduce the in year overspend.

Whilst the currently forecast overspend, would result in a reduction in the Council's General Fund balance, with budget transfers 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 and the projected year end balance would be just above the target figure.

2.3 Directorate Performance Summaries

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

2.4 Adult and Community Services

Directorate Summary	2014/15 Outturn £000	2015/16 Budget £000	2015/16 Forecast £000
Net Expenditure	51,295	49,716	49,716
Projected over/(under)spend			0

The Adult and Community Services Directorate is forecast to breakeven by year end. There are a number of pressures within the directorate amounting to c£4m, which the department is actively working towards mitigating, as shown in the table below:

Main Pressures	£000
Purchase of Adult Social Care across all client groups	2,273
Pressures against 2015-16 savings targets (see savings tracker appendix for details)	416
Mental Health residential placement costs	431
Better Care fund performance penalty – target for reduced admissions unachieved	405
Total Pressures	3,525

The overall pressure of £2.416m within Adult Social Care is primarily due to the £2.273m cost of purchasing adult social care across all client groups. At this stage in the year, the forecast assumes maximum care hours and applies trends from

2014/15. This will be monitored closely throughout the year as activity levels fluctuate. There is also pressure within mental health residential placements of £0.431m.

The current position includes risk of £0.250m within Culture and Sport in respect of delays to the leisure and cultural services Trust proposal. The proposal includes a further £0.750m in 2016/17 and further dependant Library savings which could also be at risk.

The ACS Department manages the Better Care Fund (BCF) with the Clinical Commissioning Group (CCG) integrating services between health and social care using pooled budget arrangements. A performance penalty of £0.81m has been forecast by NHS England if admissions are not reduced in line with agreed targets. There is a 50:50 risk share between the CCG and LBB, therefore, a potential pressure of £0.405m within ACS budgets. The service is currently working with the (CCG) to determine an appropriate course of action to mitigate the penalty.

The Department holds the funding for Public Health which transferred over to the Council in April 2013. The service is wholly grant funded with grant of £14.213m in 2015/16. At the end of the last financial year there was a £0.978m underspend which as a ring-fenced grant has been carried-forward into the current financial year. It was recently announced that there will be a £200m non-NHS health budget cut in year which will impact the Public Health budget. It is expected to be in the region of £1m, however, we are awaiting confirmation. The service is currently reviewing its service plans to manage the implications of the recurring funding cuts.

The Department is working to ensure pressures are managed, income opportunities reviewed, posts held vacant, recharges and income collection up to date and expenditure managed across the department.

2.5 Children's Services

Directorate Summary	2014/15 Outturn £000	2015/16 Budget £000	2015/16 Forecast £000
Net Expenditure	67,359	62,156	69,309
Projected over/(under)spend			7,153

Spend in Children's Social Care in 2014/15 was £7.6m more than the allocated budget, reducing to £6.1m after the application of the directorate reserve, further reducing to £4.9m after taking account of underspends elsewhere in the directorate. There was a loss of government grant of £0.9m in total over the previous years. It was reported that this financial position was masking significant demand pressures within the Complex Needs and Social Care (CNSC) division and the demand continues into the financial year 2015/16.

Additional funding of £3m has now been included within the Children's Service base budget for 2015/16 in support of the social care demand pressures. The allocation into the department is £2.85m to social care and £0.15m to safeguarding and commissioning. This has met the cost of staffing to meet the 1:20 caseload pressures, but has not addressed pressures from No Recourse to Public Funds (NRPF) cases, Unaccompanied Asylum Seeking Children (UASC) and the high

level of agency costs. In support of the Children's and Families Act an additional £1.250m has also been built into the budget.

The predicted continuing growth in demand is currently being evaluated to ensure a realistic growth allocation for demand in future years. This will lead onto detailed work to analyse demand and inform future planning and service redesign.

Children's Services are predicting a year end position of £4.9m, not including the NRPF and UASC pressures (a further £2.3m). For a year end position of £4.9m to be delivered significant work to mitigate much higher possible pressures is essential and has already started. Targets have been set to try to deliver £3.5m in mitigation against these pressures during the rest of the financial year. Budgets have been realigned in support of unit cost and demand, embedded into the financial reporting via a metrics analysis of the CNSC service area. This has been used in forecasting pressures and demand placed upon the budget.

Corporately, the Council has identified a budget of £1.2m to support the demand pressures experienced by Children's services. Details of the budget transfer are set out in paragraph 2.11. The proposed budget transfer of £1.2m will reduce the reported overspend from £7.2m to £6.0m.

A separate report will be presented to Cabinet setting out options for significantly reducing or eliminating the adverse budget position and quantifying growth data, analysis and trends.

Children's Services are monitoring closely the expected delivery of this year's savings. The majority of these are on target, but where not, alternative proposals are being sought.

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 2015/16 DSG allocation is £231.1m, covering Individual Schools Budgets, High Needs and Early Years services.

Where schools are facing financial difficulties they may request a loan from the local authority. Eastbury Primary School has requested a loan of £0.9m to cover a deficit that has arisen over the last two financial years, largely due to the employment of agency staff in support of increased pupil numbers and targets for school improvement. The school is currently under the governance of an Interim Executive Board, appointed by the Secretary of State. A loan has been agreed in principal by Schools Forum and it is therefore proposed that a loan of £0.9m be made at base (currently 0.5%) plus 3% over a period of three years, to be financed from the DSG reserve, which currently stands at £10.7m. Cabinet are asked to approve the loan.

2.7 Housing General Fund

Directorate Summary	2014/15 Outturn £000	2015/16 Budget £000	2015/16 Forecast £000
Net Expenditure	3,417	98	98
Projected over/(under)spend			0

Current projections indicate that the service will spend to budget in 2015/16. The primary risks to the position are the level of Bed and Breakfast placements and managing arrears. Significant savings are expected to be delivered through a reduction in temporary accommodation placements within Bed and Breakfast accommodation and additional income through council hostels.

Bed and Breakfast placements were at 81 in June which is considerably above the budgeted average of 68. However, demand over the whole of the first quarter stands at 58 due to reduced demand in April and May. It remains to be seen whether this is a one off spike in placements or an ongoing trend, however, with additional hostel places expected to be available over the coming months and active placement management, the service is expected to outturn on budget and deliver its savings target. The average cost per night of placements is currently being reviewed, however, this is dependant on the mix of placement type and location.

Arrears have increased by £146k since the start of the financial year, although this is partly due to a backlog in processing Housing Benefit claims. The current level of bad debt provision is expected to be sufficient based upon current assumptions.

2.8 Environment

Directorate Summary	2014/15 Outturn £000	2015/16 Budget £000	2015/16 Forecast £000
Net Expenditure	19,687	20,071	20,071
Projected over/(under)spend			0

Pressure of just over £3m is expected to be contained within Environmental Services (see table below):

Main Pressures	£000
Parking Services - Impact of De-regulation bill (£1.9m) and existing pressures.	2,133
Pressures against 2015-16 savings targets (see savings tracker appendix for details)	269
Pressures against income targets in Environmental services	628
Stour Road buildings	90
Total Pressures	3,120

The main pressure is against the Parking account which has a £2.1m pressure, £1.9m of which has arisen following the De-Regulation Act 2015 which came into effect from April 2015. This introduced a ban on the use of CCTV cameras for enforcement of static parking contraventions, except outside schools and bus stops. The service is currently working to ensure that the pressure is mitigated. The service also has a historic pressure due to delays in determining the future use of 2 and 90 Stour Road. This pressure is currently estimated as £0.09m. There are also a number of risks against income targets within the service and pressures against savings targets totalling £0.9m which need to be closely monitored.

2.9 Chief Executive's Directorate

Directorate Summary	2014/15 Outturn	2015/16 Budget	2015/16 Forecast
	£000	£000	£000
Net Expenditure	18,716	18,105	18,105
Projected over(under)spend			0

Chief Executive's Directorate is currently on target to spend to budget this year though that is dependent on a number of pressures being contained within services.

There are over £2.5m of savings relating to Elevate services for 2015/16 including large individual savings relating to the transformation of ICT and Customer Services and the automation of other services. These are being monitored through joint programme boards with Elevate and Agilisys with the highest risk on parts of the automation proposals. There is also substantial ongoing demand pressures on the benefits services with high numbers of new claims and changes in circumstances that are having to be managed within existing resources.

There are pressures totalling £0.13m within Human Resources through the under-recovery of some school buybacks. However, managers are confident that these pressures can be mitigated through underspends in other area's of the directorate's budget.

2.10 Central Expenses

Directorate Summary	2014/15 Outturn	2015/16 Budget	2015/16 Forecast
	£000	£000	£000
Net Expenditure	2,186	1,298	1,298
Projected over(under)spend			0

This budget covers treasury management costs (interest paid on loans and received on investments), budgets to cover the costs of redundancy and doubtful debts and a small contingency to cover any unforeseen pressures.

Currently expenditure and income is forecast to be on budget though the additional investment interest budget is challenging to achieve in a very low interest environment without a significant increase in the risk taken on placing cash deposits.

2.11 In Year Savings Targets – General Fund

The delivery of the 2015/16 budget is dependent on meeting a savings target of £23.5m. 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.

Following an analysis of saving proposals in March, a small number are no longer deliverable. The centralisation of Learning and Development and Marketing budgets

have caused Council wide pressures and in some areas has impacted on elements of service delivery. This leaves a shortfall of £1.1m

The proposal for shared services with Thurrock Council will no longer be implemented and this leaves a shortfall of £0.6m.

In order to mitigate these savings shortfalls, a number of budgets totalling £2.9m have been identified to reduce the base budget pressures:

Existing budget – Proposed transfers	Directorate	£'000
Pension contribution – originally to be distributed to services following the actuarial valuation of 1% increase in employers' contribution	Central Expenses	1,300
Redundancy costs – any additional costs will be funded from the reserves	Central Expenses	500
Welfare Reform bad debt provision – £0.5m was originally budgeted based on prudent estimates of collection rates, however this provision was not called upon during 2014/15 and is not expected to be required in 2015/16.	Central Expenses	500
Thurrock shared services budget – an allocation was created to cover the potential ending of the Thurrock arrangements of £0.3m	Central Expenses	300
Contingency - £0.3m legacy contingency budget not previously allocated.	Central Expenses	300
Total		2,900

Members are recommended to agree the above budget transfers towards the identified shortfalls of £1.7m and to transfer the remaining £1.2m towards Children's services to support the increased in year demographic demand pressures.

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

Directorate Summary of Savings Targets	Target £000	Forecast £000	Shortfall £000
Adult and Community Services	4,045	3,629	416
Children's Services	2,065	1,844	221
Housing (GF)	1,005	1,005	-
Chief Executive	14,595	13,590	1,005
Environment & Enforcement	1,810	1,541	269
Total	23,520	21,609	1,911

2.12 Housing Revenue Account (HRA)

The HRA is currently forecast to breakeven. More detailed monitoring information is given in Appendix C.

Income

Income is expected to be ahead of budget by £0.664m. This is due to an increase in water charges as notified by the water provider after Council budgets were agreed. There is a net nil impact to the HRA as these charges are collected by the council and passed through to the water company.

The main risk to the income position is collection performance and stock movements. Provision has been made within the budget through increased bad debt provision plus the availability of discretionary housing payments to mitigate the impact of welfare reform. Stock movements are 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 be over budget by £0.664m. This is due to the increase in water charges payable to the water company as explained above.

In order to achieve a breakeven position, the Housing service will need to manage cost pressures within the year. The most significant risk area is Repairs and Maintenance which will require early intervention and action to remain within budget. Existing pressures include restructure and efficiency savings not delivered in 2014/15, pressures on staffing budgets and pressure on sub contractor spend due to the high levels of responsive repairs carried out by external contractors. A straight line projection indicates significant pressure on this budget unless these areas are addressed.

Current forecasts indicate a revenue contribution to capital of £37.2m.

HRA Balance

It is expected that HRA balances will remain at £8.7m.

2.13 Capital Programme 2015/16

The Capital Programme forecast as at the end of May 2015 is as follows:

	2015/16 Current Budget £'000	Actual Spend to Date £'000	2015/16 Forecast £'000	Variance against Budget £'000
ACS	2,682	415	2,682	0
Children's Services	32,799	2,285	32,321	(478)
Environment & Enforcement	4,215	603	4,215	0
Chief Executive's	12,437	611	12,437	0
Subtotal - GF	52,133	3,914	51,655	(478)
HRA	77,987	11,248	77,937	(50)
Total	130,120	15,162	129,592	(528)

The detailed scheme breakdown is shown in Appendix D.

Summary

The 2015/16 capital programme, after roll-forwards and re-profiles at 2014-15 year end, stands at a revised budget of £130.1m, and Directorates are anticipating an overall underspend of £0.528m.

New Capital Schemes

There are 2 schemes and one budget top-up which are being added to the Capital Programme that were approved by Cabinet in March 2015.

These are:

- Village Infants (additional pupil places) - £0.3m
- Pupil Intervention Project - £0.250m
- Marks Gate Junior (budget top-up) -£0.125m

Adult & Community Services (ACS)

Adult & Community Services has a current budget for 2015/16 of £2.682m and is currently not projecting any over or underspends across the Directorate.

Children's Services

Children's Services has a current budget of £32.79m, and is currently expecting to underspend by £478k overall. This is a net position and results from a number of individual scheme variances. Scheme with under/over spends of £0.100m or more include:

- Eastbury Primary (£0.238m)
- Warren/Furze Expansion £0.241m

Under and overspends are returned to and drawn from the total Basic Need funding allocation, some of which is budgeted for future years. Officers will continue to ensure that the overall programme is delivered within budget and that all schools are completed in time for the required new intake deadlines.

Environment & Enforcement

Environmental Services has a current capital programme of £4.2m and is currently not projecting any over or underspends across the Directorate.

Chief Executive

The Directorate has a current budget of £12.4m and is currently not projecting any over or underspends across the Directorate.

Housing Revenue Account (HRA)

The HRA has a current capital programme budget of £77.9m, and is currently expecting to underspend by £0.05m overall as a result of one scheme projecting an underspend.

2.15 Financial Control

At the end of May, 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. 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.

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

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

GENERAL FUND REVENUE MONITORING STATEMENT

May 2015/16

Directorate	Outturn 2014/15	Revised Budget	Forecast Outturn	Forecast Variance
	£000	£000	£000	£000
<u>Adult & Community Services</u>				
Adult Social Care	31,072	25,795	28,511	2,716
Commissioning & Partnership	10,084	9,307	9,712	405
Culture & Sport	6,429	3,318	3,568	250
Mental Health	3,956	3,434	3,865	431
Public Health	785	(182)	(182)	-
Management & Central Services	1,699	8,044	4,242	(3,802)
	54,025	49,716	49,716	-
<u>Children's Services</u>				
Education	4,660	4,108	4,108	-
Complex Needs and Social Care	42,564	37,736	44,389	6,653
Commissioning and Safeguarding	9,166	9,340	9,840	500
Other Management Costs	10,969	10,972	10,972	-
	67,359	62,156	69,309	7,153
<u>Children's Services - DSG</u>				
Schools	176,960	182,336	182,336	-
Early Years	19,329	16,549	16,549	-
High Needs	28,807	28,087	28,087	-
Non Delegated	737	918	918	-
Growth Fund	2,375	3,250	3,250	-
School Contingencies	-	(22)	(22)	-
DSG/Funding	(228,208)	(231,118)	(231,118)	-
	-	-	-	-
<u>Environment & Enforcement</u>				
	19,687	20,071	20,071	-
<u>Housing General Fund</u>				
	3,417	98	98	-
<u>Chief Executive Services</u>				
Chief Executive Office	12	(31)	(31)	-
Strategy & Communication	(2)	421	291	(130)
Legal & Democratic Services	(192)	482	482	-
Human Resources	(89)	302	432	130
Corporate Finance & Assets	16,384	15,725	15,725	-
Regeneration & Economic Development	2,603	1,206	1,206	-
	18,716	18,105	18,105	-
<u>Other</u>				
Central Expenses	(6,579)	(10,317)	(10,317)	-
Levies	9,809	10,755	10,755	-
Budgeted Reserve Drawdown	(1,044)	-	-	-
Contingency	-	860	860	-
	2,186	1,298	1,298	-
TOTAL	165,390	151,444	158,597	7,153

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Directorate Savings Targets: Progress at Period 2**Adult and Community Services**

Ref:	Detail	Current Position (please also state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
ACS/SAV/01	Workforce remodelling	On track to be delivered.	584	584	0
ACS/SAV/02a	Safeguarding adults - quality assurance and protection of property	Achieved	104	104	0
ACS/SAV/02b	Safeguarding adults - Domestic Violence and Hate Crime	Achieved	22	22	0
ACS/SAV/03a	Older People accommodation based services - review of Kallar Lodge	Achieved	100	100	0
ACS/SAV/06a	Personalisation of Learning Disability Day Services and consequential closure of The Maples.	Delays expected. Date of full implementation dependent on completion of a number of processes; there is a need to identify solutions with individual service users and their families. A Project Board is in place.	257	91	166
ACS/SAV/06b	Staffing efficiencies at 80 Gascoigne Road.	Achieved	70	70	0
ACS/SAV/07	Withdraw subsidy from Relish café.	Achieved	120	120	0
ACS/SAV/10	Care and support in the home focused on people with doubling up of care staff as a result of high needs	On track to be delivered.	85	85	0
ACS/SAV/12d	Community Interest Company delivering a range of services using creative arts	Achieved	16	16	0
ACS/SAV/12f	The Foyer Supported Living for 18-24 year olds	On track to be delivered.	275	275	0
ACS/SAV/12h	Summerfield House supported living for mothers aged 16-24 and their babies	Achieved	143	143	0

Ref:	Detail	Current Position (please also state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
ACS/SAV/12i	Bevan House supported living for vulnerable families	On track to be delivered.	98	98	0
ACS/SAV/13b	Increase in social care income budget.		300	300	0
ACS/SAV/15a	Integration and Commissioning and Directorate Support teams	Achieved	200	200	0
ACS/SAV/16	Alcohol Services for adults and young people - to fund from Public Health grant	Achieved	495	495	0
ACS/SAV/17	Reduce range of crime and Anti Social Behaviour interventions - Victim Offender Location Time work	Achieved	47	47	0
ACS/SAV/18	Community Safety and IOM work - fund the Anti Social Behaviour Team from a range of funding streams rather than the GF	Achieved	75	75	0
ACS/SAV/19	Youth Offending Service reduction in Out of Court work	Achieved	92	92	0
ACS/SAV/24	School library service to be full cost recovery and Home Library Service to be delivered by volunteers.	On track to be delivered.	56	56	0
ACS/SAV/26	Delete Libraries casual staffing budget and transfer of centrally controlled costs	On track to be delivered.	35	35	0
ACS/SAV/23a	Reduce book fund	Achieved	10	10	0
ACS/SAV/29a	Broadway Theatre - transfer to College	Achieved	200	200	0

Ref:	Detail	Current Position (please also state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
ACS/SAV/30	Community Halls - community managed or close	Achieved	52	52	0
ACS/SAV/31	Leisure centres - Management and reception staff	On track to be delivered. Links to ACS/SAV/36	47	47	0
ACS/SAV/32	Leisure centres - extraordinary increase in net income	Requires Corporate marketing support to deliver following centralisation of budgets.	40	40	0
ACS/SAV/34	Sport & Physical Activity team management cost reduction.	Achieved	152	152	0
ACS/SAV/36	Leisure and cultural services trust proposal	Risk to delivery this financial year – awaiting outcome of review	250	0	250
ACS/SAV/39	Active Age Centres income	On track to be delivered	120	120	0
Total			4,045	3,629	416

Ref:	Detail	Current Position (please also state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
CHS/SAV/23	Significant reduction in improvement support for education	Alternative saving identified via capitalisation of revenue expenditure	100	100	0
CHS/SAV/25b	Childcare and early years - move to DSG	Achieved saving on general fund by utilisation of legitimate expenditure to grant	455	455	0
CHS/SAV/26	Children's Centres, part of policy paper re frontline service delivery (use of libraries, developing hubs approach etc. and use of assets Closure of a number of centres	On target by reducing activities for young children and their parents and seeking alternative funding for the play and communications (language development work)	400	400	0
CHS/SAV/27	Youth Service - reconfigure to voluntary sector provision with £100k budget	On target by reducing the number of youth sessions provided across the borough via youth centres, StreetBase Local community youth clubs and the youth bus	100	100	0
CHS/SAV/28b	Educational psychology - provision using DSG only	Income generation will be monitored through out the year by an increase in income generation of the traded element of the service and a review of methods of service delivery focused on reducing the costs of the service while maintaining quality. DSG income supported only cost centre. In addition this will be partially offset by increased levels of new EHC plans, for which additional funding has been provided.	440	440	0
	Reduction in CIN (c20 year 1, c120	On target with utilisation of the grant			

	year 2, c60 year 3) due to impact of Troubles Families agenda	funding to reduce CIN numbers through impact of the Troubled Families agenda			
CHS/SAV/30	CAMHS - reduce to statutory minimum for year 1 and then delete service	On target but high risk at tier 2 but achievable by reducing Primary Mental Health Workers from 6 to 3 in 15\16	100	100	0
CHS/SAV/31	Limited support to Local Safeguarding Children's Board (LSCB). Reduce Child Death Overview Panel (CDOP) Manager to 0.5	Demand and risk driven, will be monitored due to demand placed upon the LSCB. The CDOP manager is responsible for overseeing all child deaths that take place in B&D. The role is statutory and is part funded by the CCG for the rapid response function. Saving is to reduce this support.	15	15	0
CHS/SAV/37	Reduce GF contribution to Information & Statistics team	On target and achievable by removing general fund contribution to the team	30	30	0
CHS/SAV/25a	Reduction in support to quality Childcare and early years provision	Budget/saving removed via training, development and marketing centralisation - £46k relates to training budget and £154k achievable with staffing reduction	200	154	46
CHS/SAV/28a	Social care learning and development - reduce post	Budget/saving removed via training, development and marketing centralisation	125	0	125
CHS/SAV/29	Access and connect - reduction in rewards available to young people to incentivise healthy behaviours	Budget/saving removed via training, development and marketing centralisation	50	0	50
Total			2,065	1,844	221

Environment and enforcement

Ref	Detail	Current Position (please state if project is required to deliver savings)	Target £000	Forecast £000	Variance £000
ES001	Loss of proactive drainage clearance	Saving has been delivered	80	80	0
ES002	Changes to winter maintenance of highway network	Saving has been delivered	35	35	0
ES007	Increase Parking Charges for all parking locations	New charges implemented. We are monitoring activity to assess purchasing trends and any impact on demand which may affect delivery of saving – hence amber rating.	190	190	0
ES008	Restructure Facilities Management - Building Services Officers - post deletions	Awaiting redundancy sign off	101	101	0
ES009A	Streamlining Building Cleaning	Saving has been delivered	49	49	0
ES009B	Building Cleaning - removal of Living Wage subsidy to school contracts	Saving cannot be delivered until 2016/17. Schools have contracts limiting any price increase in 2015/16.	96	0	96
ES010B	Prestart payment to drivers	Pending outcome of negotiations. Will not deliver full saving in year.	53	40	13
ES012	Cease green garden waste collection	Based upon fully chargeable service in place from September 2015.	110	110	0
ES014	Market Management	Transfer is from 25 April 2015. Achieved	281	281	0
ES015	Redesign of street cleansing operations	Service redesign is in place already.	243	243	0
ES016	Income generation in cemeteries	Concessions and extension of burial/memorial offer will be delivered in	30	30	0

Ref	Detail	Current Position (please state if project is required to deliver savings)	Target £000	Forecast £000	Variance £000
		year. Will require a programme to deliver future ambitions for income growth			
ES019	Use of Public Health Grant to incentivise Council priorities through sports participation	Grant arrangements agreed for yr 1, but sustaining this will require all clubs/teams to develop significant capacity to deliver to club standard. Requires a programme to also pick up outcomes of playing pitch strategy	65	65	0
ES020	Increases in income expected from future regulatory activity.	Trajectory of enforcement actions is positive but remains below necessary levels. Recovery rates are also lagging. Requires a programme aimed at broader transformation.	125	25	100
ES021	Increase income from staff parking charges	New charges implemented. We are monitoring buying patterns as reduced demand may impact delivery – hence amber rating.	30	30	0
ES022	Marketing in the public realm	Existing strategies for selling advertising space are providing limited income. Review of corporate arrangements is required. Requires a programme	70	10	60
ES025	Domestic bins rental	Recharge agreed	17	17	0
ES026	Recycling bins rental – Recharge to HRA	Recharge agreed	135	135	0
EH001	Food Safety Team Funding - Transfer of funding liability from General Fund to Public Health Grant	Funded through Public Health grant – saving delivered	100	100	0
Total	Environment and Enforcement		1,810	1,541	269

Ref	Detail	Current Position (please state if project is required to deliver savings)	Target	Forecast	Variance
			£000	£000	£000
HGF001	Expand Council hostel portfolio to accommodate temporary placements instead of using expensive B&B accommodation.	Saving expected to be delivered. YTD average below budget assumption and the provision of additional hostel units expected to improve this further. Additional units are expected to be provided within the Foyer and Butler Court - although delays would impact this position. It should be noted that unforeseen increases in TA demand may impact ability to deliver saving.	900	900	0
HGF002	Housing Advice & Temporary Accommodation	Charges implemented - saving delivered	74	74	0
HGF003	Housing Strategy	Controls on non mandatory spend in place therefore saving delivered	31	31	0
Total			1,005	1,005	0

Chief Executive's

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
CEX/SAV/01	Staff reduction Sustainable Communities and Economic Development	Posts currently vacant	99	99	0
CEX/SAV/02	Increase Income in Strategic Transport area	LIP budget for 2015/16 already allocated with increased level of top slice.	63	63	0
CEX/SAV/03	Stop all business support activity e.g. business enterprise centre (move to no cost from 2015-16)	Stakeholders informed with regard to ceasing of funding. Employee to leave at end of March	224	224	0
CEX/SAV/04	Increase income in Development Planning area	Budget increased, current income levels suggest this enhanced target is achievable	85	85	0
CEX/SAV/05	Reduction in planning policy posts and amalgamation of Planning Policy Manager post and Strategic transport post	Savings on target to be delivered.	24	24	0
CEX/SAV/06	Reduction in supplies and services budget	Budgets reduced and savings on target to be delivered.	45	45	0
CEX/SAV/07	Increase in income from Capital Programme	Recharges agreed	20	20	0
CEX/SAV/7b	Reduction of costs in Sustainable Communities area	This would be delivered through recharges to Capital. This is on target	200	200	0

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
		to be delivered.			
CEX/SAV/08	Increase in income employment and skills	Budget increased to reflect previous years levels of income	100	100	0
CEX/SAV/08 a	Recharge to the HRA in respect of supporting Housing Tenants into permanent employment.	Budget increased to reflect previous years levels of income	200	200	0
CEX/SAV/08 b	Capital Commissioning & Delivery Group – To generate an annual surplus of £50k through additional framework contract income and reduce General Fund recharges by £90k.	Savings on target to be delivered	140	140	0
CEX/SAV/09	Reduce democratic services structure dependant on moving towards a shared service and reducing the number and frequency of statutory meetings	Savings on target to be delivered but Leader may request that the post is put back into the structure.	47	47	0
CEX/SAV/10	Increase Legal trading income	Savings on target to be delivered	135	135	0
CEX/SAV/11	General Fund reduction in supplies and services budget for legal services	Savings on target to be delivered	75	75	0
CEX/SAV/12 a	Member training stopped with exception of the training required for members to serve and operate on the quasi-judicial meetings	Remaining training to be funded from corporate L&D fund, which is already under pressure.	55	55	0
CEX/SAV/12 b	Members Pension Contribution	Savings on target to be delivered	100	100	0
CEX/SAV/13	Residents Survey - no postal survey but online	Savings on target to be delivered	15	15	0
CEX/SAV/14	Centralise and top slice marketing and publicity budgets across Council	Consolidated M&C budgets are not sufficient to cover commitments and	300	300	0

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
		statutory obligations.			
CEX/SAV/15	Remodel marketing and communications service - core minimum team and consider shared service with Thurrock	Shared M&C service is no longer possible with Thurrock.	250	250	0
CEX/SAV/17	Develop a Research and Intelligence Hub	Saving requires consultation with Children's services and Public health to determine a forecast.	100	0	100
CEX/SAV/15 a	Further remodelling of marketing and comms	Shared M&C service is no longer possible with Thurrock	50	50	0
CEX/SAV/14 a	Centralisation and top slicing of marketing and publicity budgets across the Council	Consolidated M&C budgets are not sufficient to cover commitments and statutory obligations	100	0	100
CEX/SAV/18	Centralise training and development budgets to improve efficiency of use and make saving	Departments are reducing the amount of budgets initially identified as budgets to be centralised. This has reduced the amount of budget available for training and development needs across the Council.	475	475	0
CEX/SAV/21	Reduce health and safety provision, but must meet statutory responsibilities	Increased Income target should be achievable given current rate of HR and OH income generation	100	100	0
CEX/SAV/22	Look to provide employee relations advice in a different way	Savings on target to be delivered.	47	47	0
CEX/SAV/22 a	Reduce the size of the HR Business Partner Team	Savings on target to be delivered.	60	60	0
CEX/SAV/23 a	Additional savings to be delivered through centralising training and development budgets to improve efficiency of use	Departments are reducing the amount of budgets initially identified as budgets to be centralised. This has reduced the amount of budget available for training	175	0	175

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
		and development needs across the Council.			
CEX/SAV/23 b	Reduction in Business Change team staff	Savings on target to be delivered.	22	22	0
CEX/SAV/77	Business Support review	Saving based on PwC management review – requires action to take forward and deliver saving	60	0	60
CEX/SAV/78	Reduction in middle management	Saving based on PwC management review – requires action to take forward and deliver saving	300	0	300
CEX/SAV/24	Remove Invest to Save budget	Savings on target to be delivered.	1,000	1,000	0
CEX/SAV/25	Debt interest payments	No issues as there is expected to be no further borrowing required in 2015/16 based on the current debt interest budget.	250	250	0
CEX/SAV/26	Minimum Revenue Provision (MRP) accounting	On target to be delivered	2,700	2,700	0
CEX/SAV/27	Investment income - rate change	Although the expected rate change has not occurred the Council is positioned to make the agreed savings for 2015/16	500	500	0
CEX/SAV/29	Investment income - increase risk appetite	The investment strategy have been amended to allow the required the Council to achieve this target.	250	250	0
CEX/SAV/30 a	Shared accountancy service	Shared service did not proceed, however, a restructure is in the process of being implemented which will produce the required level of saving. Unlikely to be fully implemented by April 2015 – June is more likely. Pressure could be reduced as a result of a	500	450	50

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
		number of vacant posts.			
CEX/SAV/31	Capital Programme Management Office (CPMO)	Recharge to HRA has been agreed	25	25	0
CEX/SAV/33	Treasury recharge to Pensions	Recharges agreed	20	20	0
CEX/SAV/34	Project Manager/Accountant	Recharge to HRA from Innovation & Funding has been agreed.	30	30	0
CEX/SAV/35	Innovation & Funding consultancy budget	Budget referred to was used to fund costs in respect of the BSF programme which has now ended – savings therefore achieved	150	150	0
CEX/SAV/36	External treasury management	Savings delivered.	75	75	0
CEX/SAV/37	Card transaction costs	This has been implemented. No Issues.	35	35	0
CEX/SAV/38	Introduce credit card charging	Due to the complexity of setting up the charging mechanism for credit cards it is likely that this will only be fully implemented by May 2015. Despite the delay it is expected that the savings target will be achieved.	40	40	0
CEX/SAV/39	Benchmarking clubs	Expected to be delivered	40	40	0
CEX/SAV/40	Corporate sponsorship	Dagenham & Redbridge FC has been informed that this funding will cease.	30	30	0
CEX/SAV/41	Audit fees	Corporate Management saving – achieved in 2014/15	100	100	0
CEX/SAV/42	Energy team	Issues with where this saving will be realised from - potential double counting with Facilities saving	25	0	25
CEX/SAV/43	Compliance team	No issues, savings delivered	55	55	0
CEX/SAV/45	Maritime House	No issues, savings on target to be delivered	115	115	0

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
CEX/SAV/46	Internal audit days - reduce plan	Audit plan reduced	45	45	0
CEX/SAV/48	Client team restructure	An officer's post will now not be deleted until 30 June 2015. This creates a pressure on this saving which will be mitigated from within the service.	100	100	0
CEX/SAV/49	Registrars Cost/Income	Savings target will not be delivered.	50	10	40
CEX/SAV/50	Taxicard Scheme	No issues savings on target to be delivered.	160	160	0
CEX/SAV/52 a	Reduce council tax exemptions	The saving has been included in the Council Tax base for 2015/16. The level of Council Tax income will be monitored throughout the year to ensure it remains on budget.	200	200	0
CEX/SAV/52 b	Amend council tax support scheme	The saving has been included in the Council Tax base for 2015/16. The level of Council Tax Support will be monitored throughout the year to ensure it remains on budget.	700	700	0
CEX/SAV/54	Shared insurance service	Saving still to be determined / agreed with Thurrock	18	0	18
CEX/SAV/54 a	Additional recharge to the HRA - Innovation & Funding	Recharge agreed	25	25	0
CEX/SAV/54 c	Reduction in Council Tax bad debt provision	The saving has been included in the Council Tax base for 2015/16. The level of Council Tax collection will be monitored throughout the year to ensure it remains on budget.	100	100	0

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
CEX/SAV/54d	Reduction in Temporary Accommodation bad debt provision	Expected to be delivered based upon current position and delivery of Housing TA savings.	250	250	0
CEX/SAV/54e	Increase duration risk on external investments	The investment strategy have been amended to allow the required the Council to achieve this target.	100	100	0
CEX/SAV/54f	Pay Pension Fund contributions on 1 April instead of monthly	This is on target. No Issues.	60	60	0
CEX/SAV/54g	Increase saving from centralisation of Fol/Complaints	Behind schedule – team restructure unlikely to be completed until Sept.	110	55	55
CEX/SAV/79	Corporate Procurement Saving	Ongoing corporate gainshare from Adecco contract. High agency rates in Children’s Services will enable delivery of the saving.	500	500	0
CEX/SAV/55	Elevate Overheads	Removal of overhead contribution to be negotiated as part of wider contract changes. Terms agreed but not formally contracted.	488	488	0
CEX/SAV/56	B&Ddirect - Customer Services Channel Shift	Elevate – Savings to be addressed as part of the overall new contractual deal.	64	64	0
CEX/SAV/58	Withdrawal of the Benefits Direct service at One Stop Shops.	Bens Direct closed at the end of February with resources transferring to the back office.	259	259	0
CEX/SAV/60	Automation of Inbound Email/Post Processing	Elevate – Savings to be addressed as part of the overall new contractual deal.	270	270	0
CEX/SAV/61	Council Tax - invest to collect more	Change notice agreed for additional resource along with commensurate	369	369	0

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
		change in collection target. Will be monitored monthly.			
CEX/SAV/62	Property Services	Creates a pressure on repairs agenda on commercial portfolio but will be mitigated by increased income and whole business review being carried out by group manager.	138	138	0
CEX/SAV/63 a	ICT End User Technologies	Initial service proposal agreed between Agilisys and ICT Client. Design workshops scheduled. Target cost payable to Elevate for the service has been reduced.	135	135	0
CEX/SAV/63 b	ICT Service Management fulfilment		41	41	0
CEX/SAV/63 c	ICT Infrastructure Applications		254	254	0
CEX/SAV/64	Client Team reduction	No issues savings on target to be delivered.	45	45	0
CEX/SAV/65	Returning services - management fee	No issues savings on target to be delivered.	136	136	0
CEX/SAV/66	Private Finance Initiative Monitoring efficiency	No issues savings on target to be delivered.	50	50	0
CEX/SAV/67	PMO efficiency	Redundancy of client side role agreed and non ICT PMO service returned to the Council but without resource.	90	90	0
CEX/SAV/68	Review of complaints/FoI	Savings unachievable because manager believes this saving was superseded by CEX/SAV/54g	40	0	40
CEX/SAV/69	HR/Payroll	The cost of the staff transferring is £1.33m by our calculations, against a	100	58	42

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
		budget available (taking into account savings expectations) of £1.288m. There are no plans in place to deliver any savings for the start of the financial year.			
CEX/SAV/70	Revenues Services Restructure	Management restructure of Revenues agreed and implemented by Elevate.	92	92	0
Total			14,595	13,590	1,005

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HOUSING REVENUE ACCOUNT MONITORING STATEMENT
May 2015-16

Appendix C

	Budget	Forecast	Variance
	£'000	£'000	£'000
Dwelling Rents	(90,512)	(90,512)	0
Non Dwelling Rents	(737)	(737)	0
Other Income	(16,921)	(17,585)	(664)
Interest received	(336)	(336)	0
Total Income	(108,506)	(109,170)	(664)
Repairs & Maintenance	17,205	17,205	0
Supervision & Management	39,056	39,720	664
Rents, Rates and Other	700	700	0
Revenue Contribution to Capital	37,131	37,131	0
Bad Debt Provision	2,670	2,670	0
Interest Charges	10,059	10,059	0
Corporate & Democratic Core	685	685	0
Pension Contribution	1,000	1,000	0
Total	108,506	109,170	664

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2015/16 CAPITAL PROGRAMME - as at the end of May 2015

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
Adult & Community Services					
Adult Social Care					
FC00106	Private Sector HouseHolds (DFG Grant)	818,718	73,667	818,718	0
FC02888	Direct Payment Adaptations Grant	400,000	23,293	400,000	0
Culture & Sport					
FC02855	Mayesbrook Park Athletics Arena	74,899	11,486	74,899	0
FC02870	Barking Leisure Centre 2012-14	888,628	306,402	888,628	0
FC03029	Broadway Theatre	500,000	0	500,000	0
Total For Adult & Community Services		2,682,245	414,848	2,682,245	0

2015/16 CAPITAL PROGRAMME - as at the end of May 2015

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
Children's Services					
Primary Schools					
FC02736	Roding Primary School (Cannington Road Annex)	130,349	0	130,349	0
FC02745	George Carey CofE (formerly Barking Riverside) Primary School	0	0	25,000	25,000
FC02759	Beam Primary Expansion	78,268	0	78,268	0
FC02784	Manor Longbridge (former UEL Site) Primary School	303,310	0	303,310	0
FC02799	St Joseph's Primary - expansion	16,321	0	16,321	0
FC02860	Monteagle Primary (Quadrangle Infill)	75,549	0	75,549	0
FC02861	Eastbury Primary (Expansion)	250,000	0	12,000	(238,000)
FC02865	William Bellamy Primary (Expansion)	199,117	0	199,117	0
FC02918	Roding Cannington	23,826	0	0	(23,826)
FC02919	Richard Alibon Expansion	74,278	360,025	74,278	0
FC02920	Warren/Furze Expansion	481,066	2,000	240,000	(241,066)
FC02921	Manor Infants Jnr Expansion	73,429	924	73,429	0
FC02923	Rush Green Expansion	164,473	0	164,473	0
FC02924	St Joseph's Primary(Barking) Extn 13-14	15,072	0	15,072	0
FC02956	Marsh Green Primary 13-15	550,000	5,151	550,000	0
FC02957	John Perry School Expansion 13-15	40,364	13,727	40,364	0
FC02960	Fanshawe Primary Expansion	3,000,000	195,944	3,000,000	0
FC02979	Gascoigne Primary -Abbey Road Depot	5,500,000	0	5,500,000	0
FC02998	Marks Gate Junior Sch 2014-15	508,128	5,336	508,128	0
FC03014	Barking Riverside City Farm Phase II	4,054,377	1,023,266	4,054,377	0
Secondary Schools					
			0		
FC02953	All Saints Expansion 13-15	245,351	0	245,351	0
FC02954	Jo Richardson expansion	1,448,960	5,835	1,448,960	0
FC02959	Robert Clack Expansion 13-15	2,500,000	328	2,500,000	0
FC02977	Barking Riverside Secondary Free School (Front Funding)	8,500,000	78,708	8,500,000	0
Other Schemes					
			0		
FC02826	Conversion of Heathway to Family Resource Centre	19,513	190	19,513	0
FC02906	School Expansion SEN projects	300,000	16,023	300,000	0
FC02909	School Expansion Minor projects	344,464	102,547	344,464	0
FC02929	Schools Modernisation Fund 2012-13	0	18,111	0	0
FC02972	Implementation of early education for 2 year olds	409,090	142,994	409,090	0

2015/16 CAPITAL PROGRAMME - as at the end of May 2015

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
FC02975	Barking Abbey Artificial Football Pitch	282,385	0	282,385	0
FC02978	Schools Modernisation Fund 2013-14	227,108	18,657	227,108	0
FC03010	SMF 2014-16	2,027,918	294,925	2,027,918	0
FC03013	Universal infant Free School Meals Project	33,687	8,741	33,687	0
9999	Devolved Capital Formula	606,235	(8,005)	606,235	0
Children Centres			0		
FC03033	Upgrade of Children Centres	300,000	0	300,000	0
FC02217	John Perry Children's	9,619	0	9,619	0
FC02310	William Bellamy Children Centre	6,458	0	6,458	0
Total For Children's Services		32,798,715	2,285,427	32,320,823	(477,892)

2015/16 CAPITAL PROGRAMME - as at the end of May 2015

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
Environment & Enforcement					
Environmental Services					
FC02764	Street Light Replacing	678,215	348,900	678,215	0
FC02873	Environmental Improvements and Enhancements	93,481	11,697	93,481	0
FC02964	Road Safety Impv 2013-14 (TFL)	438,280	2,210	438,280	0
FC02886	Parking Strategy Imp	51,770	(6,930)	51,770	0
FC02930	Highways Improvement Programme	185,940	19,676	185,940	0
FC02982	Controlled Parking Zones (CPZ's) 2013-15	233,439	105	233,439	0
FC02999	Rippleside Cmtry prov 2014-15	11,895	1,974	11,895	0
FC03011	Structural Repairs & Bridge Maintenance	200,956	23,019	200,956	0
FC03012	Environmental Asset Database Expansion	147,508	138,054	147,508	0
FC02542	Backlog Capital Improvements	568,366	61,447	568,366	0
FC03030	Fleet Management & Depots	290,160	0	290,160	0
FC03031	Highways & Environmental Design	1,049,840	0	1,049,840	0
FC02567	Abbey Green Park Development	0	1,218	0	0
FC02911	Quaker Burial Ground	0	1,657	0	0
FC03026	BMX Track	80,000	0	80,000	0
FC03034	Strategic Parks (Parks Infra - £160k & Play facility - £20k)	184,807	0	184,807	0
Environment & Enforcement		4,214,657	603,027	4,214,657	0

2015/16 CAPITAL PROGRAMME - as at the end of May 2015

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
Chief Executive (CEO)					
Asset Strategy					
FC02587	Energy Efficiency Programme	143,500	8,379	143,500	0
FC02565	Implement Corporate Accommodation Strategy	6,522,782	103,632	6,522,782	0
ICT					
FC02738	Modernisation and Improvement Capital Fund (formerly One B & D ICT Main	550,535	42,147	550,535	0
FC02877	Oracle R12 Joint Services	611,435	62,302	611,435	0
FC03016	Agilisys Connect Website Development	0	7,980	0	0
FC03035	ICT Design Transformation	377,955	0	377,955	0
Regeneration					
FC03027	Establishment of Council Owned Energy Services Company	250,000	0	250,000	0
FC02458	New Dagenham Library & One Stop Shop Church Elm Lane	35,245	0	35,245	0
FC02596	LEGI Business Centres	376,978	0	376,978	0
FC02969	Economic Development Growth Fund	311,630	0	311,630	0
FC02821	Robin Hood Shopping Parade Enhancement	121,220	90,458	121,220	0
FC02901	Creekmouth Arts & Heritage Trail	74,360	25,512	74,360	0
FC02902	Short Blue Place (New Market Square Barking - Phase II)	226,000	1,797	226,000	0
FC02898	Local Transport Plans (TfL)	83,837	18,725	83,837	0
FC02962	Principal Road Resurfacing 2013-14 TfL	529,000	280	529,000	0
FC02963	Mayesbrook Neighbourhood Improvements (DIY Streets) 2013-14 (TfL)	234,511	4,569	234,511	0
FC02994	Renwick Road/Choats Road 2014/15	314,877	60,732	314,877	0
FC02995	Ballards Road/ New Road 2014/15	427,231	68,036	427,231	0
FC02996	Barking Town Centre 2014/15 (TfL)	705,154	97,008	705,154	0
FC02997	A12 / Whalebone Lane (TfL)	248,209	10,678	248,209	0
FC03000	MAQF Green Wall (TfL)	53,116	6,527	53,116	0
FC03025	Gale St Corr Improv	47,000	0	47,000	0
FC03015	Demolition of Former Remploy Site	45,648	1,371	45,648	0
FC03028	Chadwell Heath CCM (TfL)	147,000	511	147,000	0
Total For CEO		12,437,223	610,644	12,437,223	0
Grand Total General Fund		52,132,840	3,913,946	51,654,948	(477,892)

2015/16 CAPITAL PROGRAMME - as at the end of May 2015

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
HRA					

Investment in Stock					
FC00100	Aids & Adaptations	1,000,000	0	1,000,000	0
FC02943	Asbestos Removal (Communal Areas only)	725,000	17,234	725,000	0
FC02950	Central Heating Installation Inc. Communal Boiler Replacement Phase II	1,913,788	(30,891)	1,913,788	0
FC02983	Decent Homes Central	8,800,000	1,498,674	8,800,000	0
FC03001	Decent Homes (North)	10,405,139	316,119	10,405,139	0
FC03002	Decent Homes (South)	7,169,065	1,379,471	7,169,065	0
FC03003	Decent Homes (Blocks)	3,100,753	55,534	3,100,753	0
FC03004	Decent Homes (Sheltered)	2,181,665	143,476	2,181,665	0
FC03005	Decent Homes Small Contractors	6,538	(1,300)	6,538	0
FC03036	Decent Homes Support - Liaison Team/Surveys	378,000	0	378,000	0
FC02984	Block & Estate Modernisation	503,393	149,869	503,393	0
FC02939	Conversions	50,000	3,038	50,000	0
FC02938	Fire Safety Works	690,000	327,301	690,000	0
FC03037	Energy Efficiency	50,000	0	50,000	0
FC02811	Members Budget	0	78,609	0	0
FC02934	Roof Replacement Project	256,000	(20,506)	256,000	0
FC03007	Windows	386,000	14,720	386,000	0
FC02933	Voids	4,800,000	0	4,800,000	0
FC03039	Estate Roads & Environment	150,000	0	100,000	(50,000)
FC03038	Garages	300,000	0	300,000	0
FC03040	Communal Repairs & Upgrades	430,000	0	430,000	0
	Sub Total	43,295,341	3,931,348	43,245,341	(50,000)

Estate Renewal					
FC02820	Boroughwide Estate Renewal	6,400,000	2,150,208	6,400,000	0
New Builds					
FC02945	Street Properties Acquisition	0	39,991	0	0
FC02823	New Council Housing Phase 3	0	(75,936)	0	0
FC02916	Lawns & Wood Lane Dvlpmnt	242,752	5,550	242,752	0
FC02917	Abbey Road CIQ	489,944	350	489,944	0
FC02931	Leys New Build Dev (HRA)	10,286,355	1,023,175	10,286,355	0
FC03009	Leys Phase 2	1,000,000	0	1,000,000	0

2015/16 CAPITAL PROGRAMME - as at the end of May 2015

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
FC02961	Goresbrook Village Housing Development 13-15	1,389,464	1,513,496	1,389,464	0
FC02970	Marks Gate Open Gateway Regen Scheme	5,552,454	1,342,042	5,552,454	0
FC02988	Margaret Bondfield New Build	7,738,054	1,252,191	7,738,054	0
FC02989	Ilchester Road New Build	838,000	3,000	838,000	0
FC02991	North St	755,000	62,984	755,000	0
	Sub Total	34,692,023	7,317,051	34,692,023	0
FC02990	Abbey Road Phase II New Build	6,222,381	32,662	0	
Grand Total HRA		77,987,364	11,248,399	77,937,364	(50,000)

TOTAL CAPITAL PROGRAMME	130,120,204	15,162,345	129,592,312	(527,892)
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CABINET

21 July 2015

Title: Medium Term Financial Strategy Update	
Report of the Cabinet Member for Finance	
Open Report	For decision
Wards Affected: All	Key Decision: Yes
Report Authors: Jonathan Bunt, Chief Finance Officer Kathy Freeman, Group Manager – Corporate Finance	Contact Details: Tel: 0208 227 3497 E-mail: Kathy.freeman@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
Summary	
<p>This report updates the Medium Term Financial Strategy presented to Assembly in February 2015.</p> <p>Since February, a number of assumptions around funding, demographic profiles and increases in demand have resulted in the budget gap increasing from £2.152m to £5.710m for 2016/17. Assembly originally approved to fund the £2.152m budget shortfall from reserves but given the increase in the shortfall, it is proposed that the Council undertakes a savings process to close the 2016/17 gap.</p> <p>This report also considers the impact of the Emergency Budget announced on 8 July 2015 and models the financial implications through to 2020. By 2020, the Council will need to make cuts of up to c£72m.</p> <p>This report proposes the launch of the Ambition 2020 programme and a Growth Commission. The Ambition 2020 programme will work towards developing a series of options to close the c£72m projected budget gap and deliver the Council's political ambitions. Updates on progress to Members will begin in the Autumn of 2015 but given the magnitude of the financial challenge faced, this programme won't conclude until the latter part of 2016/17. The Growth Commission will be a complimentary activity, the purpose of which will be to discern how the significant growth in London, East London and Barking and Dagenham can be leveraged for the maximum benefit of our residents now and in the future.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
<ul style="list-style-type: none"> (i) Agree the Council's MTFS and note the projected c£72m budget shortfall from 2016/17 through to 2020/21; (ii) Agree to the creation of the Ambition 2020 programme as the vehicle for identifying options to close the gap in (i) and deliver the Council's ambition; 	

<ul style="list-style-type: none"> (iii) Agree the allocation of £1m to fund the initial stages of the Ambition 2020 programme; (iv) Agree to allocate up to £0.5m from reserves to fund the Growth Commission; (v) Note the impact arising from the Chancellor’s Emergency Budget on 8 July on the Council’s in year position; and (vi) Agree for officers to commence a savings process in respect of the 2016/17 budget gap of £5.710m, in the first instance working these up as “quick wins” in the Ambition 2020 programme.
<p>Reason Financial planning is key in supporting the Council to deliver its vision of “One borough; one community; London’s growth opportunity.</p>

1 Background

- 1.1 In December 2014, Cabinet agreed a range of savings options which enabled a balanced two year budget to be presented to Members. This was based on an estimate of available resources and anticipated pressures on Council budgets.
- 1.2 The budget and Council Tax for 2015/16 was formally agreed by Assembly in February 2015 along with the Council’s Medium Term Financial Strategy (MTFS) for 2015/16 to 2018/19. This included the intention to raise Council Tax in 2016/17 and the use of £2.152m from Council reserves.

2 Delivery of 2015/16 and 2016/17 Budget

- 2.1 The delivery of the 2015/16 budget will be reported regularly to Cabinet and an update features elsewhere on the agenda of this meeting. Whilst this report seeks to primarily focus on the Council’s financial position from 2016/17 onwards, it would be incomplete not to briefly reflect the pressures on the current and next financial years.
- 2.2 At a summary level, there are pressures being experienced from:
 - Children’s Social Care –increased demand in placements, no recourse to public funds, the cost of agency staff and unaccompanied asylum seekers.
 - Adult Community Services – increased cost of Adult Social Care in relation to direct payments and mental health residential placements; performance penalty on admissions targets on the Better Care Fund and risks in respect of delays to leisure and cultural services Trust proposal.
 - Housing Benefit – significantly increased volumes of new claims and changes in circumstances
 - Business Rate pooling – increased appeals provisions reducing business rates growth from the Pool.
 - Parking – banning use of CCTV cameras for enforcement of static parking contraventions except outside schools and bus stops.
 - Investment income – lower base rates and low bond yields reducing potential returns on cash deposits.

- 2.3 There are also a number of savings proposals for the next two years for which the delivery is not certain at the current time.
- 2.4 In the majority of cases, Cabinet Members and Chief Officers have committed to managing the emerging pressures and delivering or finding alternative savings to the agreed proposals.
- 2.5 The principal area of uncontained pressure is in Children's Social Care and a new programme has been established sponsored by the Corporate Director of Children's Services and led by an external Programme Director. In the short term, establishing the programme and the necessary resources to deliver the work strands to ultimately reduce the level of expenditure may lead to an increase in the reported overspend for Children's Services.
- 2.6 There are a number of projects and programmes within the budget proposals for 2015/16 and 2016/17, e.g. accommodation strategy, ICT transformation for which relevant dedicated teams and/or lead officers have been identified to ensure delivery. These will be monitored through the corporate programme office and delivery unit.

3 Current MTFS

- 3.1 The 2016/17 position was agreed by Assembly in February 2015. Assembly approved for the £2.152m budget deficit to be funded from reserves and to carry forward the deficit into 2017/18. The £2.152m budget gap is the net position following the agreement of by Cabinet of £12.855m of savings proposals.
- 3.2 The table below presents the MTFS as agreed by Assembly:

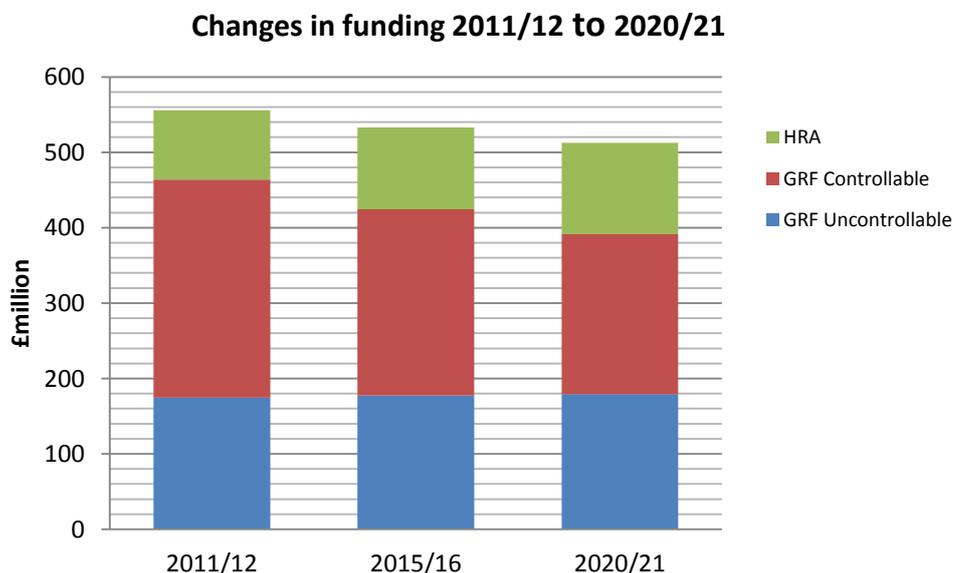
Pressures/Income	2016/17 £'000
Prior year (surplus)/deficit	(565)
Investment in capital programme	500
Staff pay award	1,000
Pension fund deficit	650
ELWA levy adjustment	265
Implications of the Care Act 2014	2,500
Increase in employers' NI contribution	2,000
Total additional costs	6,915
Changes in funding	9,300
Collection fund surplus prior year	1,718
2% increase in Council Tax	(800)
Increase in Council Tax base	(640)
Income from Business Rates pooling	(400)
New homes bonus	(521)
Total change in income	8,657
Cumulative budget gap	15,007
Savings	(12,855)
Budget gap after savings	2,152

- 3.3 This position was based on the information available in January 2015 and, inevitably, further information has subsequently become available. Crucially, since the report in February, the general election has delivered a Conservative majority government and therefore the implications of that need to be reflected.
- 3.4 The level of grant reduction has been increased from 10.5% to 13.1% and the current financial model assumes that Revenue Support Grant will almost cease to be paid within the next 5 years. The model makes similar assumptions with the Education Services grant as the Conservative government push for further schools to convert to academies. This increases the funding reduction from £9.3m to £11.6m.
- 3.5 Following the election, there were announcements from NHS England that will be making an in year cut to the Public Health grant of £200m nationally, which equates to a c7% reduction. Further details are yet to be published however service plans are being reviewed with the view of managing the implications.

4 Government Funding

- 4.1 Unlike previous years, the then coalition government only announced a one year financial settlement for local government and therefore later years, including 2016/17, only included an estimate for future funding.
- 4.2 On 8 July, in the Emergency Budget, the Chancellor made a headline announcement that reductions in public sector spending would be £17.3bn by 2020 in real terms. The spending reduction of £17.3bn is significantly lower than the Autumn 2014 announcement when he proposed to reduce public sector spending by £56.9bn.
- 4.3 Although the reduction in public sector is significantly lower than originally announced, the Chancellor has pledged for an increase of £8bn in NHS budgets, as well as a 0.5% increase for Defence budgets by 2020. The impact is that other parts of the public sector will face a decrease of c£25/26bn. This is still a favourable position compared to the Autumn 2014 statement. However, it is difficult to predict whether Local Government will receive a proportionate share of the reduction as Local Government has faced disproportionate funding reductions compared to other government departments since 2010.
- 4.4 No further details were announced regarding details of Departmental Expenditure Limits which are expected to be announced in Autumn 2015, as part of the Comprehensive Spending Review. Therefore, the MTFS has not been amended in light of the Budget announcement and still assumes that by 2020/21, nearly all Revenue Support Grant will be removed.
- 4.5 Despite the announcement not providing further information on the Local Government settlement, there are a number of other announcements on Welfare and Housing that will have a major indirect impact on the Council.
- 4.6 The Government has pledged a decrease of 1% in social housing rents over the next 4 years which could have a significant impact on the Housing Revenue Account. Full details are not yet known, but further analysis will be carried out when more information becomes available.

- 4.7 The proposed changes to the benefits cap, reducing from £26,000 to £23,000 will also have a large impact on the Council's residents and could potentially lead to increased homelessness within the borough.
- 4.8 Changes proposed to lower the income threshold before Working Tax Credits from £6,420 to £3,850 will also impact on the borough's residents, as will the removal of automatic to housing support and Universal Credit for new claimants aged 18 to 21 to prevent young people slipping into a life on benefits.
- 4.9 The Budget also included an announcement for a phased increase in the minimum wage to a living wage of £9 per hour by 2020. This will not impact on the Council's pay bill as it already commits to paying its staff £9.25 per hour but could create a cost pressure for some external providers who pay below the new rates. The increase in the rate may act to mitigate some of the impact of the cut to Working Tax Credits for the borough's residents.
- 4.10 During the course of summer, analysis will commence to assess the indirect impact of the Budget on the Council's MTFS, to further refine the budget gap. Due to the lack of detailed information available, the MTFS funding assumptions remain largely unchanged.
- 4.11 The graph below illustrates the changes to general fund expenditure from 2010 to 2020 based on the above assumptions.



5 Other Financial Assumptions

- 5.1 As in previous years, the reduction in central government funding is only part of the financial pressure for local government that needs to be incorporated in to the MTFS to establish the required estimated level of saving to deliver a balanced budget. The following paragraphs briefly outline those other items.

Pay and Inflation

- 5.2 Pay – The MTFS currently assumes a 1% national pay increase per year for 2016/17. This equates to c£1m per year as the Council currently spends £100m on staffing costs. Following the Emergency Budget on 8 July, public sector pay awards will be capped at 1%. The MTFS has been updated to reflect this.

- 5.3 Non pay – The MTFS assumes a 2% inflationary increase on other purchases and contractual spend the Council incurs. For a number of years, the directorates have managed inflationary pressures within their budgets but the position is unlikely to be sustainable over the longer term.

Investment in the capital programme

- 5.4 The MTFS builds in £0.5m for capital financing in 2016/17 and then a further £0.9m per year until 2020/21. £0.9m of capital financing costs equates to c£10m of investment in the capital programme. Therefore, the MTFS assumes c£46m available for capital investment funded by prudential borrowing to 2020/21.

- 5.5 The Council is currently holding significant cash balances which has reduced the need to borrow to fund the existing capital programme. The increased cash balances has resulted in a temporary reduction in the interest payable budget during 2015/16 and 2016/17. However, cash balances are forecast to reduce by 2017/18 which may lead to an increase in the Council's borrowing requirement, increasing the interest payable budget.

Levies

- 5.6 Levies are assumed to increase by 3% per annum, in line with historical trends.

Pensions and National Insurance costs

- 5.7 At the end of 2014/15, the Council's Pension Fund deficit was £430m. In order to narrow the gap, the 2013 actuarial valuation required the Council to increase the employer contribution by 1% per annum until 2016/17. A further actuarial valuation will take place in April 2016, which will inform the employer contributions from 2017/18 onwards. The MTFS currently assumes that the contributions will increase to 0.5% from 2017/18 though this will be reviewed in light of the 2016 valuation of the fund.

- 5.8 From 2016/17 onwards changes to the national pension scheme means all employers will pay a higher rate of National Insurance regardless of whether or not they operate their own pension scheme. Currently the Council pays c3% less National Insurance for employees who in the Local Government Scheme. From 2016/17 the additional cost to the Council will be £2m for general fund employees.

Care Act 2014

- 5.9 Additional financial modelling has been undertaken on the implications of the Care Act 2014. The model developed by Department of Health suggests that the costs for 2016/17 will be lower than originally forecast due to the period of time it will take before individuals reach the care cap. The costs assumed in the financial model for 2016/17 mainly relate to community based self funders. The Department of Health model shows the costs to significantly increase to under £1.5m by 2019/20 and increasing to £2.5m by 2022/23.

Deregulation Act 2015 – Parking income

- 5.10 The Deregulation Act came into force in April 2015, banning the use of CCTV to enforce parking contraventions, except outside schools and bus stops. The impact is a loss of £1.9m income per year. The Parking service is currently putting alternative measures in place to mitigate this pressure.

New Legislative Duties

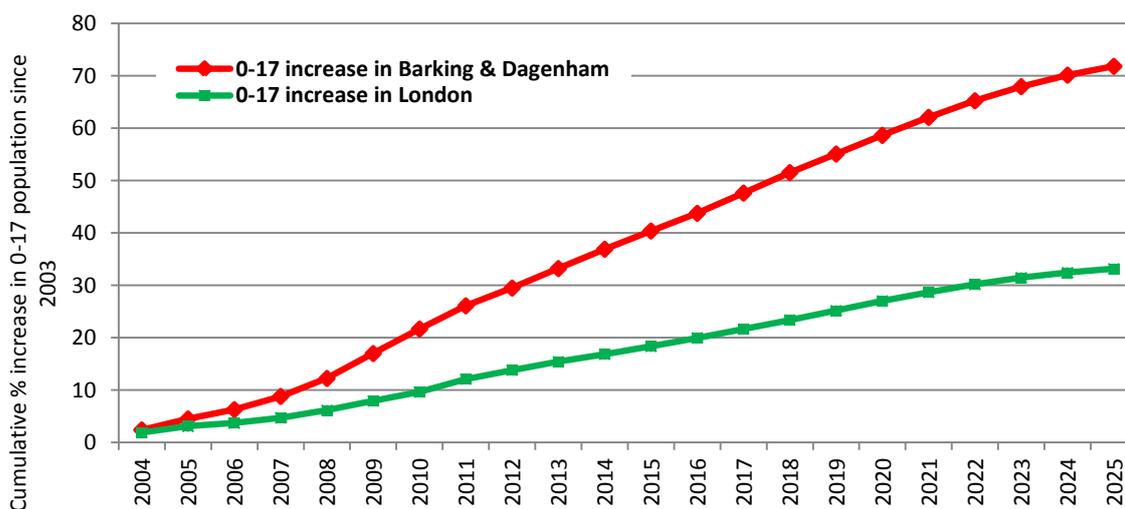
- 5.11 In the last two years, there have been several legislative changes resulting in financial implications for the Council; Children's and Families Act 2014, Care Act

2014, De-regulation Act 2015, and proposed changes to National Insurance contributions. The financial implications of these legislative changes are c£6m per year, and will increase to over £8m when the full impact of the Care Act comes into force. Therefore, the MTFs makes a prudent assumption and incorporates £2m per year for further legislative changes.

Demographic/Demand Pressures

- 5.12 The Borough’s population is forecast to increase by 14% by 2020, compared to the national growth rate of 4.3%. Barking and Dagenham is the second fastest growing borough in London, next to Tower Hamlets. Despite this growth, the current Revenue Support Grant regime is fixed and does not take into the significant population changes; by 2020, the Council will have lost up to £20m of grant funding.
- 5.13 Following the introduction of Welfare Reform changes, the Council has seen a considerable increase in Homeless approaches. In just two years, there has been a 70% increase in personal callers to the Housing Advice service. There are concerns that further the benefit cap and the introduction of Universal Credit will further exacerbate the problem.
- 5.14 Although the borough’s older people population is expected to grow at a far lower rate of 5% compared to the national average of 12% by 2020, the projected increase of adults accessing Mental Health services is 9.3% over the next five years, which is significantly higher than the position projected nationally of 3.6%.
- 5.15 Children’s services are facing unprecedented growth. The projected cumulative increase in the 0-17 population between 2004 to 2025 will be 72% compared to an equivalent increase of 33% for the whole of London, illustrated by the chart below.

Cumulative rise in the 0-17 population since 2004



- 5.16 Although the population growth is significant in itself, the demand on Children’s social care has increased disproportionately ahead of population growth. In real terms, the number of open cases has risen by 8% in the last year, and 81% in the last 10 years since 2004.
- 5.17 The complexity of the cases has also increased. The number of Child Protection cases has risen by 144% since 2004.

- 5.18 Additional work will be conducted to provide an in-depth analysis on the causes of rising demand to determine which elements can be tackled and reduced by developing social work or other agencies' practice. The Children's Services Programme Director will undertake various projects reviewing workforce, financial planning, support systems, case flow and demand management. The outcome of the projects will be brought back to Cabinet with proposals on how to reduce the projected overspend. Following the conclusion of this exercise, the MTFS will be updated to reflect the outcome of the review.

Council Tax

- 5.19 The current MTFS assumes that there will be a 2% increase to our Council Tax each year. This increases our funding by c£1m per year. By increasing Council Tax by 2% a year, by 2020/21, the cumulative income generated will be £14m.

Council Tax base increase

- 5.20 The Council is embarking on an ambitious agenda to build 35,000 new homes over the next 15 years. This will significantly increase our Council Tax base over the timeframe. The MTFS currently models a modest increase of 1.25% per annum, which assumes c500 additional new homes being built a year.

Non Domestic Rates

- 5.21 In October 2013, Barking and Dagenham formed a business rates 'pool' with the London Boroughs of Havering, Thurrock Council and Basildon Council. In April 2015, the Valuation Office Agency amended the appeals process which meant all backdated appeals had to be lodged before 30th April 2015. This change in policy encouraged many businesses to lodge appeals which significantly reduced the growth of business rates previously forecast by Thurrock Council and Basildon Council. The MTFS had assumed that the Council would receive £0.3m from the business rates pool in 2015/16 and up to £2.9m by 2018/19. The growth assumed in the MTFS from the business rates pool has therefore been removed.
- 5.22 The closure of Barking Power in February 2015 has generated a loss of £2.9m of retained business rates income.
- 5.23 There are plans in place to redevelop Dagenham Dock and the former Sanofi site to encourage business growth which will generate additional business rates income. However, as the loss of Barking Power station is so significant and accounted for c10% of the Council's rateable value, it will take time to regain this income.

New homes bonus

- 5.24 At this moment in time, no further announcements have been made about whether the New Homes Bonus scheme will continue to operate. The MTFS therefore assumes that the no new funding will be received and reduces the current grant each year to take into account that new homes bonus payments are only paid for a period of 6 years.

6 Revised MTFS

- 6.1 Reflecting the assumptions made for all of the above items results in the revised MTFS below with, after incorporating the agreed savings for 2016/17, a budget gap over the next five years of c£72m.

Pressures/Income	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Prior year (surplus)/deficit	-565	5,711	27,095	44,125	58,523
Investment in capital programme	500	900	900	900	900
Staff pay award & capacity building	2,000	1,000	1,000	1,000	1,000
Pension fund deficit	650	325	325	325	325
ELWA levy adjustment	265	320	350	350	350
Non staff inflation		2,100	2,100	2,100	2,100
Delaying of interest costs		3,000			
Implications of the Care Act 2014	670	700	770	1,010	1,260
Increased demand – Children	1,000	1,200	1,300	1,200	1,100
Increase in employers' NI cont.	2,000				
Impact of demographic pressures	500	500	500	500	500
Increase demand – Adults		400	500	700	800
Potential impact of new legislation		2,000	2,000	2,000	2,000
Total additional costs	7,585	12,445	9,745	10,085	10,335
Changes in funding	11,584	9,912	8,285	5,187	4,002
Collection fund deficit prior year	1,404				
2% increase in Council Tax	-890	-919	-949	-980	-1,012
Increase in Council Tax base	-552	-570	-589	-608	-628
Income from Business Rates pooling					
New homes bonus	0	516	538	714	428
Total change in income	11,546	8,939	7,285	4,313	2,790
In year budget gap	19,131	21,384	17,030	14,398	12,125
Savings	-12,855				
Cumulative budget gap	5,711	27,095	44,125	58,523	71,648

- 6.2 Inevitably estimating such a number of variables of this scale over a five year time period will create the potential for a large margin for error. For each entry in the MTFS a range of options has been considered with the mid case scenario incorporated as the working assumption.
- 6.3 It is therefore more practical, rather than an estimate which is potentially spurious in its accuracy, to recognise the broad quantum of the saving requirement up to 2020 as being approximately £72m to indicate the magnitude of the financial challenge for the Council.

7 Ambition 2020 Programme

- 7.1 Savings of £72m on top of the savings delivered since 2010 mean that the Council will be spending at the end of the decade less than half what it was at the start. This is an enormous challenge and demands a new approach.
- 7.2 The scale of challenge cannot be met by an iterative budget process that aims to trim existing Council services. In order to create a financially sustainable Council, a more fundamental examination of the role of the Council is required.

- 7.3 The traditional model of service delivery in silos can no longer be maintained. The significance of the budget gap means there needs to be a total re-think of how the Council operates.
- 7.4 The Ambition 2020 programme seeks to discern what needs to change so that the Council can continue to deliver its objectives and ambition while at the same time closing the financial gap. In other words it is about determining options for consideration by members over the coming 18-24 months so that a balanced budget can be agreed for 2017/18 through to 2020/21 during the course of 2016/17. It is envisaged that the Programme will be inclusive: seeking to involve staff at all levels in the organisation and work from the starting point that there are “no bad ideas”; there will also be a significant amount of public and service user engagement. Strong partnership working with our sub-regional neighbours will also be key as will learning from the private and voluntary sectors.
- 7.5 In order to achieve this aim and to support the delivery of the projects identified through the Ambition 2020 programme, the Growth Commission and other corporate priorities the Council will need to build its capacity. This will include amongst other things project and programme capability, analytical and data management skills, service expertise that can be ‘taken away from the day job’ to focus on the future and enhanced staff and public consultation capacity.
- 7.6 The Chief Executive’s restructure proposals and the creation of a dedicated Strategy and Programmes team will provide the much needed capacity to support the development and subsequent implementation of the Ambition 2020 programme, Growth Commission and other related activity. In addition, the divisional director of Commissioning and Safeguarding has been seconded full time to the role of Programme Director to oversee the development and execution of the Ambition 2020 programme. This is a very visible “down payment” on a commitment to ensure that internal expertise is redeployed to development activity before use is made of external interims, project officers, analysts and experts – notwithstanding that some external support will be inevitable. Whether redeployed and backfilled on an internal basis or brought in from outside, there is a need to pump prime this capacity and consequently funding changes of £1m have been incorporated into the MTFs.

Growth commission

- 7.7 The borough has huge growth opportunity with the ambition of creating 35,000 new homes and 10,000 new jobs over the next 15 years. In order to become financially sustainable, the Council needs to look at what kind of place Barking and Dagenham should be, how to regenerate the borough and how to create a “place” that delivers for the community the lives they aspire to lead. The Council needs to attract new businesses to invest in the borough, generate revenue through the housing market.
- 7.8 There is only one opportunity to do this right and therefore, alongside the Ambition 2020 programme, a Growth Commission has commenced to bring the expertise and insight to help shape the borough. Members are requested to approve funding from reserves of £0.5m for the Growth Commission.

8 Next Steps

- 8.1 Given the increase in the 2016/17 budget gap from £2.152m to £5.170m, officers will commence a savings process and proposals will be brought back for Members to consider in the Autumn.

- 8.2 Work on the Ambition 2020 programme has already commenced and an update from the Programme will be fed back to Members during the Autumn.
- 8.3 In order to manage down the Children's services demand pressures, the Programme director for Children's services has commenced a series of work streams. The outcome of his review will be reported back to Cabinet in September.

9 Financial Implications

- 9.1 Financial implications feature throughout this report.

10 Legal Implications

Implications provided by: Paul Feild Senior Corporate Governance Solicitor

- 10.1 Local authorities are under an explicit duty to ensure that their financial management is adequate and effective and that they have a sound system of internal control and management of financial risk. This report contributes to that requirement. Specific legal advice may be required in due course on the detailed implementation of savings options.
- 10.2 Where there are proposals for the closure or discontinuance of a service or services, appropriate consultation will need to be carried out. In the event that savings proposals affect staff, it will require consultation with Unions and staff. In addition to that Members will need to be satisfied that Equality Impact Assessments have been carried out before the proposals are decided by Cabinet. If at any point a resort to constricting expenditure is required, it is essential that due regard is given to statutory duties and responsibilities. In particular the Council must have regard to:
- any existing contractual obligations covering current service provision. Such contractual obligations where they exist must either be fulfilled or varied with agreement of current providers;
 - any legitimate expectations that persons already receiving a service (that is earmarked for reduction) may have to either continue to receive the service or to be consulted directly before the service is withdrawn;
 - any rights which statute may have conferred on individuals that as a result of which the council may be bound to continue its provision. This could be where an assessment has been carried out for example for special educational needs following a statement of special educational needs;
 - the impact on different groups affected by any changes to service provision as informed by relevant equality impact assessments;
 - the response to any consultation undertaken.

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

List of appendices: None

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CABINET

21 July 2015

Title: Barking Housing Zone	
Report of the Cabinet Member for Regeneration and Cabinet Member for Housing	
Open Report with Exempt Appendix (9)	For Decision
Wards Affected: Abbey and Gascoigne	Key Decision: Yes
Report Author: David Harley, GM Economic Development and Sustainable Communities	Contact Details: Tel: 020 8227 5316 E-mail: david.harley@lbbd.gov.uk
Accountable Divisional Director: Jeremy Grint, Divisional Director of Regeneration	
Accountable Director: Chris Naylor, Chief Executive	
<p>Summary:</p> <p>In August 2014 Cabinet agreed to the submission of a London Housing Zone bid for Barking Town Centre. Housing Zones are a key element of the government and Greater London Authority's (GLA) attempts to address the lack of housing supply through an intensive focus of investment and other support to unlock development potential in targeted locations. The bid was submitted and following a lengthy approval process the GLA announced in February that Barking Town Centre was one of the first 9 housing zones. The headline figures for the zone are £42.3m funding of which £8.6m is grant funding in relation to ten initial schemes totalling 2,295 homes.</p> <p>The Barking Housing Zone proposals are integral to the adopted Barking Town Centre strategy as the delivery of significant new housing including many managed rental apartments for people in work is seen as critical for supporting the improvement of Barking's retail and food and drink offer as well as kick starting the evening economy. In addition to new housing the zone will deliver a number of other commercial facilities and unlock community infrastructure and new homes bonus funding to support social infrastructure costs. As part of the Housing Zone governance there will be a Board bringing together members, developers and key town centre stakeholders to discuss how working together Barking's full potential can be unlocked.</p> <p>The Housing Zone includes 10 initial schemes however further schemes have been identified in the zone. These are shown in plan form (Appendix 2) and on an aerial photograph (Appendix 3). The Council's role in each varies from just assessing planning applications through to leading the delivery.</p> <p>The GLA requires Boroughs identified as Housing Zones to firstly enter into an 'Overarching Borough Agreement (principles document)'. This Agreement sets out the overarching principles upon which Borough Zone Funding may be made available and the Borough's role in securing the delivery of the Third Party zone outputs. The next layer of agreements are the specific 'Intervention Agreements' which will set out the detailed terms and conditions upon which specific amounts of Borough zone funding will</p>	

be advanced to the Borough by the GLA for each site. This report is seeking approval to enter into the Overarching Borough agreement based on the schemes set out in this report and in some cases to delegate to the Chief Executive in consultation with the Cabinet member for Regeneration (and where relevant the Cabinet Member for Housing) and the Chief Finance officer and Head of Legal Services to enter into the individual scheme 'intervention agreements' as they are finalised along with other necessary approvals to enables schemes to progress.

The schemes with the most involvement of the Council and which would be subject to intervention agreements are Gascoigne West, Crown House, Cambridge Road and London Road/James Street whilst this report also includes recommendations to take forward 32-58 Ripple Road, Gurdwara Way/Whiting Avenue, land behind Barking Enterprise Centre and the Clockhouse Avenue/Broadway site.

Recommendations

The Cabinet is asked to:

- (i) Agree to enter into the Overarching Borough Agreement with the Greater London Authority forming the basis for the Housing Zone arrangements with the Council as set out in paragraph 1.9;
- (ii) Delegate to the Chief Executive in consultation with the Cabinet Members for Housing and Regeneration, Chief Finance officer and Head of Legal Services to enter into an Intervention agreement with the Greater London Authority for the Gascoigne West site (shown in appendix 4) for £4.3m grant funding and £3.5m recoverable grant as set out in paragraphs 2.4 to 2.7;
- (iii) Agree to the principle of a comprehensive development of the Cambridge Road site (shown in appendix 5) in partnership with Swan New Homes as set out in paragraphs 2.8 to 2.11 with a further Cabinet report setting out the business case and seeking agreement to enter into a Development Agreement;
- (iv) Agree the principle of the Council's land at London Road/James Street (shown in Appendix 6) forming part of a comprehensive redevelopment with the detail of the terms of the Development Agreement delegated to the Chief Executive in consultation with the Cabinet member for Regeneration and the Chief Finance Officer and Head of Legal Services;
- (v) Delegate authority to the Chief Executive, in consultation with the Cabinet Member for Regeneration, the Chief Finance Officer and Head of Legal and Democratic Services, to enter into an Intervention agreement with the Greater London Authority for the London Road/James Street site;
- (vi) Agree to the principle of a comprehensive redevelopment of the Crown House site shown in Appendix 7 and, should negotiations with leaseholders not progress, authorise the use by the Council of its Compulsory Purchase Order (CPO) making powers pursuant to Section 226 of the Town and Country Planning Act 1990 (as Amended) for the acquisition of the leasehold interests in the properties set out in paragraphs 2.16 to 2.19 as shown on Appendix 7 for the purposes of securing land needed to allow the redevelopment of these areas;

- (vii) Authorise the Chief Executive, 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 in respect of the Crown House site, including the publication and service of all Notices and the presentation of the Council's case at any Public Inquiry;
- (viii) Agree to seek a development partner for the Crown House site with a further report to Cabinet to approve the details of any development agreement and an intervention agreement with the GLA.
- (ix) Agree that officers explore the feasibility of a comprehensive redevelopment of the 32-58 Ripple Road site shown on Appendix 8 and report back to Cabinet with a recommended course of action;
- (x) Agree the principle of the Gurdwara Way/Whiting Avenue site shown as site I in appendices 2 and 3 being used for low cost home ownership or custom build and subject to a future Cabinet report setting out the detail;
- (xi) Agree that officers explore the feasibility of the Council acquiring and comprehensively redeveloping the Clockhouse Avenue / Broadway site shown as Site K in appendices 2 and 3 and report back to Cabinet on a recommended course of action; and
- (xii) Agree to the procurement of a partner to design, manufacture, supply and install an off-site modular mixed used development on the land behind Barking Enterprise Centre shown as site L in appendix 1 on the terms set out in paragraph 2.24 of the report, with the results of the procurement reported back to Cabinet for approval.

Reason(s)

Delivery of the Barking Housing Zone is central to the Borough's Objective of 'Growing the Borough' by enabling the delivery of significant numbers of new homes and commercial space in the town centre.

1. Background

- 1.1 The Mayor of London's Housing Strategy identifies a need for housing to address the rising demand for new homes in London. In the Mayor's 2020 Vision around 49,000 homes a year are needed if it is to keep pace with rising population and address the historic backlog of housing need. Housing zones are a new approach which the Mayor and Central government are offering to get new homes built quickly. Each Zone is to have a life of around ten years but the GLA appreciates some may be more or less. New housing should come forward within 2015-18 and deliver for a further number of years.
- 1.2 The aims and objectives of London Housing Zones are extremely aligned to the Council's vision and priorities for achieving growth. The Council has a strong track record in delivering new housing and regeneration and a Housing Zone can support the delivery of new housing with positive implications in terms of physical regeneration, new jobs, increased footfall and spending power and improving the profile and perceptions of the Borough. The new Barking Town Centre Strategy

(approved by Cabinet 14 September 2014) in particular identifies the critical role new housing can play in delivering growth objectives.

- 1.3 A Cabinet report in August 2014 set out the background to Housing Zones and approved the submission of a Barking Town Centre Housing Zone bid and its associated vision. Following an assessment process, the GLA announced Barking as one of the first 9 Housing Zones in London. The headline figures for the Zone are 2,295 homes with £42.3m of funding of which £8.6m is grant (ie non refundable). These resources will make a significant contribution to unlocking Barking's potential. The benefits of delivering the housing zone schemes would be a physical transformation of Barking town centre which supports an improved retail and restaurant offer, additional funding in the form of Community Infrastructure Levy (CIL), New Homes Bonus, Council tax and business rates. There is a risk new development generates additional costs to the Council and a strain on existing social infrastructure. This is partially addressed in the tenure mix discussion below and the Local Plan Review which is seeking to plan social infrastructure needs of new development and how it relates to CIL income.

Tenure Mix in Barking Town Centre

- 1.4 A key element of the Barking Town Centre Housing Zone vision was creating a wider choice of tenures to help create a more sustainable and resilient town centre and move away from the dominance of social housing. Around 70% of the housing stock immediately surrounding Barking Town Centre is social housing. The case for change was set out clearly in the bid and has been acknowledged by the GLA. A wider choice would help broaden the range of retail, food and drink, leisure and cultural facilities by attracting higher income residents. London Boroughs will always face a significant transient population given the more dynamic economy and the challenges of the housing market. Traditionally reducing transient residents has been achieved through owner occupation however in recent years many new private properties have been purchased by buy-to-let landlords and the worst of both worlds has been achieved – lower income residents in unsuitable poorly maintained properties resulting in a more transient community. There are two significant tenures (shared ownership and managed private sector rental - PRS) and two potential minor tenures (low cost home ownership and self/custom build) which could help provide accommodation which supports residents staying and forming communities in better maintained properties with securer tenures reducing the likelihood of transiency.
- 1.5 Managed PRS is where blocks of properties are developed, let and managed by a single organisation who may also provide additional facilities for residents such as gyms, concierge services etc. The first PRS scheme in Barking is Grainger's above the new London Road Asda with their website setting out their offer to tenants: www.abbevilleapartmentsbarking.co.uk. Given their business model of wanting to ensure the developments attract tenants, they have a built in requirement to ensure the buildings, communal space, public realm, facilities and wider area are being managed and maintained well. Typically these places are occupied by people wanting on average a three year tenancy. Given its public transport accessibility Barking is ideal to attract working people who would benefit from the type of accommodation, the facilities on offer and the security of tenure. There is plenty of commercial interest in this sector and many firms wanting to invest in Barking. Whilst this is yet to be seen this tenure is likely to attract younger single people and couples in work.

- 1.6 Another tenure which has real potential in Barking Town centre is shared ownership which can give residents who cannot afford a full mortgage the chance to have an ownership stake. The GLA is particularly supportive of its First Steps shared ownership initiative. Officers are in discussion with the GLA regarding this initiative.
- 1.7 In relation to low cost home ownership and custom build they are relatively niche but could be explored in Barking Town centre as a means of supporting residents who would feel a stronger stake in their community. Low Cost home ownership is a model whereby homes are sold normally 20% below market sale rates in perpetuity - part of the mechanism for achieving this is being slightly under London Plan space standards but with a much greater focus on design and layout to maximise the efficiency and sense of space. Pocket Living are a major player in this sector and specialise in 1 bed homes around 20% smaller than London Plan space standards however the Mayor of London has approved their model on the basis of its being below market price in perpetuity. Custom build is a broader term than the earlier more commonly used term of self build. Custom build is where occupiers work with a specialist developer to deliver a bespoke home – this could simply be a flat where occupiers have the ability to agree their own internal layout and interiors.
- 1.8 The GLA require various governance structures to be in place for Housing Zones and these are set out in section 3 below.
- 1.9 The GLA requires Boroughs identified as Housing Zones to firstly enter into ‘Overarching Borough Agreement (principles document)’. This Agreement sets out the overarching principles upon which Borough Zone Funding may be made available to the Borough and the Borough’s role in securing the delivery of the Third Party Zone Outputs. The agreement sets out the total zone allocation and includes the following Borough obligations:
- i) Not, without the prior written consent to the GLA, dispose of the whole or any part of any Borough Site comprised within the Zone save as expressly contemplated within any Intervention Agreement.
 - ii) Use all reasonable endeavours to ensure that none of its employees engaged in the delivery of the Zone Outputs or any Agreed Intervention is paid an hourly wage (or equivalent of an hourly wage) less than the London Living Wage.
 - iii) Subscribe to the Mayoral Concordat which stipulates that new homes for sale will be available for sale to Londoners before or at the same time as they are available to buyers from other countries.
 - iv) Ensure that a Planning Performance Agreement is in place in relation to each of the Sites and that the GLA is party to such agreement in relation to any Site which is referable to it or an alternative arrangement acceptable to the GLA to ensure efficient and prompt decision making.
 - v) Comply with the provisions of the Governance Strategy and Structure.
- 1.10 The next layer of agreements are the specific ‘Intervention Agreements’ which will set out the detailed terms and conditions upon which specific amounts of Borough Zone Funding will be advanced to the Borough by the GLA. This report is seeking approval to enter into the Overarching Borough agreement based on the schemes set out in this report and to delegate to the Chief Executive in consultation with the

Cabinet member for Regeneration and the Chief Finance officer and Head of Legal Services to enter into some of the individual scheme 'intervention agreements' with others subject to a further report to Cabinet.

- 1.11 The Council would seek to maximise the extent of local labour and local supply opportunities from the new developments through Section 106 agreement and where applicable development agreements.

2. Barking Town Centre Housing Zone Projects

- 2.1 The Barking Housing Zone includes 10 identified schemes delivering a total of 2,295 homes with funding of £42.3m. This figure consists of a soft loan of up to £29.195m to Swan New Homes for construction costs of the Cambridge Road site with a £650,000 grant to LBBB towards infrastructure costs, £3.3m grant and £3.5m recoverable grant (ie interest free loan) to LBBB for leaseholder buy back costs at Gascoigne West with a further £1m grant for Abbey Road infrastructure, grant and recoverable grant to LBBB for land acquisition costs for the Crown House site, £1m land acquisition/demolition costs to LBBB at London Road and £24k grant per unit for North Street and Kingsbridge. These are all explained in more detail below. Appendix 9 in the exempt section of the agenda lists the 10 schemes and includes some commercially confidential information relating to potential buyback costs.

- 2.2 All new homes would need to be built to high quality standards and expected to conform to the Mayor's London Housing Design Guide as well as meeting environmental performance. Any proposal put forward would need to demonstrate how new homes will achieve coherent neighbourhoods through a master planned approach, good community spirit and strong urban design principles. LBBB's bid reflected the importance the Council place on high quality design and public realm and the fact that place-making and high quality developments are a central to place-making and achieving the Council's broader objectives.

- 2.3 Whilst the Housing Zone consists of 10 initial schemes there are 22 schemes being considered (as shown on appendix 2 and 3). A Barking Housing Zone Board will discuss Housing Zone wide issues such as place-making, retail/restaurant mix, branding, tenure mix and seek to ensure a joined up approach to maximise the positive impact of developments on the town centre. This forum would be an ideal location to discuss issues such as car sharing/bike hire and exploring the scope for a town centre wide schemes for new developments which would reduce the potential for parking problems to arise given that many schemes will have minimal parking provision. The key schemes which are the object of this report are:

2.4 Gascoigne West

Abbey Road in Barking has changed significantly over recent years with a number of further sites still in construction. There has been a significant intensification of development on the western side of Abbey Road which has resulted in the eastern side looking increasingly at odds with the new development. The part of Gascoigne West (shown as Site 2 in appendices 2 and 4 and in more detail in appendix 5) offers a clear opportunity for redevelopment which significantly increases the total quantity of housing development as well as enabling both sides of Abbey Road to better complement each other. The element adjacent to the St Pauls roundabout (phase 3 in appendix 5) also offers the chance to complement the Abbey Sports Centre development and continue the length of striking corner developments along

The Broadway/North Street. It also helps define Abbey Green along with Site A to help establish it as Barking's 'Village Green' surrounded by high quality new development.

2.5 The Housing Zone would provide grant funding of £3.3m and recoverable grant of £3.5m to support the delivery of 850 units. The dates for repayment of the recoverable grant would be set out in the intervention agreement but would be after the completion of the final phase of the scheme. Given the amount of tenant decant and leasehold buy backs and that Housing Zone funding would not enable the whole scheme to be progressed at once, it is proposed a phased approach is undertaken whereby receipts from each stage of development unlocks further funding to continue the next phase. The indicative phasing is shown in Appendix 4 and it is proposed to start with the southern part of Abbey Road and look at a mixed use scheme which provides a substantial proportion of affordable rent units which can be used as decant for later phases to speed up delivery. This scheme could utilise EIB funding towards affordable rent units.

2.6 A Cabinet report in January 2015 on the Estate Renewal programme included the Gascoigne West site and gave approval for the leasehold buy back of relevant properties in the following addresses subject to securing the Housing Zone funding:

- 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

Letters have gone out to all the residents (tenants and leaseholders) within this area setting out the three phase approach and Phase 1 visits will start shortly after a public meeting. Design work on phase 1 will commence shortly.

2.7 Abbey Road highway is in an extremely poor state of repair and the Housing Zone bid has provided a £1m grant to LBBD for infrastructure upgrading for Abbey Road. The key issue however is the timescale for such improvements given the ongoing development in the area. Officers are currently exploring an interim measure whereby the carriageway is temporarily improved whilst the more permanent improvements are carried out once all the development proposals are completed. In addition there is a clear need to establish a parking strategy for the area.

2.8 **Cambridge Road**

The Cambridge Road site adjacent to Barking station (shown as site 1 in appendices 2 and 3) has lain empty for many years as landowner Swan New Homes has been unable to progress a viable scheme. This is therefore exactly the type of site Housing Zone interventions are designed to unlock. This site is therefore proposed as the flagship housing zone site showcasing Barking's potential and containing high quality apartments and a ground floor use which symbolises Barking's transformation and offer to attract residents. The Council owns a part of the southern end of the site (shown in red on Appendix 5) which could not deliver a significantly sized development independently of the rest of the site. Therefore LBBD and Swan's land need to be pooled in order to deliver the site's full potential particularly given its proximity to the station. Subject to Cabinet

approval the Council and Swan have agreed to work collaboratively with Swan being the lead development partner given their majority landholding. With agreement from the Council, Swan have selected and appointed good quality architects, Studio Egret West, to design a scheme which befits the site's gateway status. Studio Egret West have designed a scheme involving buildings of circular appearance with around 260 1 and 2 bed apartments. It is proposed the majority would be private for sale with 10-15% shared ownership. Whilst the current design at its highest point (nearest the station) is 23 storeys, the design seeks to minimise the sense of height and provides a scheme which will deliver a striking gateway into the borough.

- 2.9 The largest element of the Housing Zone funding is a loan of up to £29.195m to Swan New Homes for a significant proportion of the construction costs of the scheme. This would be at a lower interest rate than Swan can secure themselves and therefore supports the scheme moving forward by improving viability. The Council would not be party of the agreement between the GLA and Swan although the GLA is likely to require a charge on the whole site. In addition £650,000 grant is being provided to the Council towards the infrastructure costs. This would be subject to an intervention agreement between LBB and the GLA and would be utilised to cover infrastructure, public realm and ground floor fitting out costs as set out below.
- 2.10 The Council's landholding has been independently valued at £747,500 and it is proposed that for this amount and a proportion of the £650,000 Housing Zone infrastructure funding Swan provide up to 485sqm GEA of ground floor shell and core space to the Council for a 250 year lease at a peppercorn/nil premium. This space would provide a permanent home for the Bathhouse Barking (previously Barking Bathhouse) and other complementary activities which provide a key destination in the housing zone and clearly signal change in Barking. The Barking Bathhouse was a very well received pop up spa during summer 2012 and has since been located in rooms on the first floor of the Barking Learning Centre. It is a not-for-profit social enterprise. A key element of Bathhouse Barking has been about changing perceptions of Barking and their presence in this key gateway scheme should both make the apartments more marketable and provide a facility for both new and existing residents of the town centre which helps address the limited evening economy. This is seen as part of the Housing Zone's 'something-for-something' arrangement whereby the GLA provides funding for housing delivery and the Council uses its assets to deliver something which enhances the zone's offer to new and existing residents. The space would include a flexible venue for activities and events. Given the length of lease it is important the ground floor space is flexible enough can be utilised for a range of alternative uses. This will be a key consideration as the design progresses and will be set out in a future report to Cabinet.
- 2.11 A Development agreement between LBB and Swan New Homes would be conditional upon the following Conditions Precedent being satisfied by a Longstop Date:
- Acceptable Planning Consent and Completion of a satisfactory planning agreement
 - Swan New Homes and Swan HA Board and LBB Cabinet approval.

- The parties undertaking and agreeing a viability test within 1 month of obtaining detailed planning approval and must progress the scheme if it is shown to be viable. Viability being defined as a return for Swan New Homes of 15% on GDV (or lower if agreed at the complete discretion of Swan New Homes) on delivering the approved scheme.

2.12 **London Road/James Street**

With the development of Abbeville Apartments and the new Asda (Site 7 in appendices 2 and 3), the site on the other side of London Road (site 3 in appendices 2 and 3) is a clear development opportunity. The boarded up White Horse site presents a very negative image for the town centre. There is potential for a comprehensive development of this area which includes The White Horse site, the under-utilised (Council owned) bus turnaround site and the commercial / residential block on London Road which is all within a single ownership. There are significant vacant units on this parade and the building's architectural merit is limited. There is scope to look at an alternative excess point for the multi-storey car park (mostly likely adjacent to the existing exit point) which would then remove the need for a significant part of James Street and creating a larger development site. Appendix 6 shows the potential development opportunity site consisting of three landownerships. The White Horse site has recently been purchased by a company wishing to redevelop for a student housing however their ownership alone cannot deliver a scheme of the height and density they are seeking. The Council is seeking to pull together the other two landowners and facilitate a comprehensive scheme for the whole site which could include student housing (which could have a beneficial impact on the town centre economy) as well as traditional housing and ground floor commercial use. Given the White Horse and the Council's adopted planning guidance on public houses the scheme would include a ground floor bar.

- 2.13 The Council's land consists of James Street and the bus turnaround currently used by Transport for London (TfL) but under an expired lease. TfL do not have any driver facilities on site and just use the land for turning buses around and waiting. Discussions are taking place with TfL regarding what alternative options there are in Barking Town Centre which would replace the need for this facility. There is likely to be a cost implication to resolving this issue for which Housing Zone funding can be used.
- 2.14 Negotiations between the parties are still at an early stage however all parties wish to proceed quickly therefore Cabinet approval is sought for the principle of the Council's land forming part of a comprehensive redevelopment with the detail of the terms of the Development Agreement delegated to the Chief Executive in consultation with the Cabinet member for Regeneration and the Chief Finance Officer and Head of Legal Services on the basis of the Council receiving a receipt for its land.
- 2.15 Approval is also sought to enter into an intervention agreement with the GLA for London Road/James Street for £1m grant which would be utilised to fund the alternative bus turnaround and the new access to the multi-storey car park which then frees up the Council owned land to form part of the development scheme. Any remaining grant funding would contribute towards the demolition costs to improve the scheme viability. The Housing zone output requirement is 220 units.

2.16 **Crown House**

Crown House (site 5 in appendices 2 and 3) is an under-utilised office block which appears to no longer meet the needs of modern office users judging by the high vacancy rate. The Council owns the freehold of the site with the leaseholder having 55 years remaining. The leaseholder has requested that the Council extend the lease or sell the freehold to enable them to convert the block to residential. With adjacent Council owned land (see appendix 7) there is much greater potential for a redevelopment of the wider site rather than a conversion of Crown House which may not result in the quality of accommodation the Council wants in the Housing Zone. Whilst views of the architectural merit of Crown House vary, it is felt a comprehensive redevelopment of the wider site, wrapping around the Listed Baptist Church could provide a high quality scheme better linking the Cambridge Road development site (site 1 in appendices 2 and 3) and the William Street Quarter more fully to the heart of the town centre.

2.17 At this stage discussions are still taking place with the leasehold owner however, given the need to progress this scheme, Cabinet are asked to agree to the principle of comprehensive redevelopment of the site utilising Housing Zone grant funding and backing up negotiations with the approval to use compulsory purchase order powers if agreement cannot be reached with the leasehold holders to progress with a viable comprehensive development. The CPO would cover the leasehold interest of Crown House and the parking area of the Baptist Church. Interest has been shown in the site by a number of private sector investors and with the Housing Zone funding a viable development scheme can be delivered however it is critical it is progressed this year and the back up of approval to utilise CPO powers will assist this. There is scope for existing office users to relocate to other office facilities nearby.

2.18 There could be the potential to include the Cambridge House site given its poor appearance however as it has been converted to residential apartments its inclusion may not be viable and is therefore not included within the CPO boundary. There is also scope to consider the public highway land given that the existing roundabout is not required. A reconfiguration of the highway land could result in a larger LBBB development plot.

2.19 The existing Linton Road car park would form part of the redevelopment site. This is currently used on market days as parking for market trader vans. Alternative market trader parking is being considered and would need to be in place prior to the closure of the car park. The income generated by the car park should be mostly retained through people parking at the nearby multi-storey car park instead and through providing alternative parking for the market traders. The loss of Linton Road car park is not seen as adversely impacting on provision for shoppers and other town centre uses given the proximity of the multi-storey.

2.20 The remaining Housing Zone schemes are **North Street, Kingsbridge, Abbey Sports Centre, Abbey Road, London Road/North Street** and **Gascoigne East Phase 1**. Whilst they form part of the Housing Zone outputs they are not subject to any additional funding and no site specific recommendations are required. Further details of these sites are set out in appendix 1. There are a number of further sites not within the 10 initial Housing Zone schemes but which are important to the Town Centre. These are:

2.21 **32-58 Ripple Road**

The Council owns 6 out of 14 properties in this terrace with various lengths of lease (see site E in appendices 2 and 3 and appendix 8). Many are in a poor state of repair and will require significant investment. Given this and the various problems associated with the privately owned access road to the rear (which is also the service access for the Barking Learning Centre), there is the potential to consider whether the Council seeks to assemble the whole site and look at a comprehensive redevelopment which would involve upper floor residential development at significantly higher densities than currently. With the transformation of the Gascoigne estate this ensures the quality continues into the town centre and links to Barking Central. Feasibility work is required on the costings of land assembly and the potential development value which can be created. The results of this work would be reported back to Cabinet to approve a way forward.

2.22 **Gurdwara Way/Whiting Avenue**

This small site (shown as Site I in appendices 2 and 3) is seen as ideal for offering the potential to pilot a new form of tenure for the town centre. Interest has been shown in site by two companies – one who focus on low cost home ownership and another who focus on custom build. As set out earlier in this report both offer the potential to attract residents with a long term stake in the town centre. This seems an ideal site where such models can be tested in the borough and will be the subject of a future Cabinet report.

2.23 **Clockhouse Avenue/Broadway**

This site is almost entirely in the freehold ownership of the Council with various sub leases. The majority leaseholder has approached the Council to consider purchasing the leasehold interest. Property consultants have been appointed to carry out an assessment of the cost of acquiring all the necessary interests to enable a redevelopment of the site as well as setting out the potential development value of a comprehensive redevelopment with residential apartments about ground floor commercial space. Such a redevelopment would provide a much strong frontage to Clockhouse Avenue and the Broadway as well as East Street. Cabinet are asked to agree to the principle of redevelopment with a further report to be submitted setting out a business case and options for moving forward. This scheme is not currently identified as a Housing Zone scheme.

2.24 **Land Behind BEC**

This plot of land (Site L in appendices 2 and 3) has been earmarked for an extension of Barking Enterprise Centre however no external funding has been able to be secured to deliver it. In March 2015 Cabinet agreed to convert the Foyer Annex on Waking Road for further BEC space therefore there is scope to consider alternative uses which can be viably developed but still deliver economic development benefits. This site offers an opportunity to pilot new ways of delivering housing/mixed use schemes much more quickly through modular construction. This is ideal for the European Investment Bank funding given it starts generating an income much sooner than with traditional builds. There is scope to deliver a residential scheme with ground floor commercial space for example for creative industries. The site could provide around a dozen residential units which could be let at 80% of market rent through Barking and Dagenham Reside enabling repayment of the EIB funding. The value is likely to be below OJEU works contract. It is proposed to go out to tender seeking a single partner to design, manufacture, supply and install using off site manufacture with a NHBC guarantee and equivalent

of Code for Sustainable Homes level 4 with a requirement to deliver within a year (including planning).

3.0 Governance

- 3.1 The GLA have placed certain governance requirements on Housing Zone local authorities. A Barking Town Centre Housing Zone Board (name may change) is being established to bring together key town centre developers and other stakeholders to assist with co-ordination and a joined up approach to unlocking Barking's full potential. This includes considering issues such as branding/marketing, place making, the evening economy, the retail and leisure offer, tenure mix, car/bike sharing schemes etc. The Cabinet Member for Regeneration would chair the meeting with the Cabinet member for Housing also attending.
- 3.2 Countryside Properties have kindly agreed to fund a study into how the Council and partners can support the delivery of a better and broader mix of retail and food and drink offer in the town centre. This will form a key topic at the first board.
- 3.3 Alongside the Board meeting is a monthly Barking Housing Zone Steering Group which more specifically focuses on ensuring progress on the delivery of the Housing Zones schemes. There will also be regular updates to Cabinet.

4.0 Options Appraisal

- 4.1 In terms of the overall principal regarding whether the Council should enter into an the Housing Zone Overarching Agreement with the GLA, without the GLA funding the development schemes are either likely to not come forward or be significantly delayed. In terms of the broader option of whether the Council wants to support town centre growth – the advantages and disadvantages have been laid out in the previous Cabinet report supporting the submission of the bid and in developing the Council's objectives whereby 'Growing the Borough' has been clearly identified and supported. The Local Plan Review report also on the same Cabinet agenda sets out how the review and development of the CIL charging has sought to address the social infrastructure requirements of growth.
- 4.2 The reasons for certain schemes forming part of the Housing Zone and not other relates to an assessment at the bid writing stage over which schemes could be unlocked through additional GLA funding and whether the Council or other partners felt confident of delivery with such support. The GLA however do not rule out supporting other schemes in the Housing Zone in future.
- 4.3 In relation to specific schemes there would be an option analysis for each as they come forward.

5.0 Consultation

- 5.1 In developing the Barking Town Centre Housing Zone proposals there has been extensive discussion with developers, Housing Associations and key town centre stakeholders. Presentations have been made to the Barking Town Team. There was extensive public consultation on the Barking Town Centre Strategy which

specifically highlighted the Housing Zone and the critical role new housing can play in unlocking Barking's potential.

6.0 Financial Implications

Implications completed by: Carl Tomlinson, Finance Group Manager

- 6.1 The London Housing Zone funding agreed for Barking Town Centre will contribute to financing land acquisition costs, leasehold buy backs, demolition works and infrastructure improvements, the up front costs of which had previously rendered many of the schemes unviable.
- 6.2 The financial spreadsheet shown in appendix 9 gives a breakdown of the ten schemes that formed the Authority's successful Housing Zone bid to the GLA for Barking Town Centre. This appendix is in the exempt section of the agenda as it contains some commercially confidential information.
- 6.3 In summary, the proposal included 2,295 new homes across the 10 developments and £42.317m in funding. Within this sum, £29.195m will be paid by the GLA directly to Swan New Homes in respect of the Cambridge Road development and £13.122m will be paid to this Authority. Of this £13.122m sum, £8.622m will be received in the form of non repayable grant and £4.5m will be in the form of an interest free loan (known as recoverable grant) to be repaid to the GLA after completion of the developments. The loans are in respect of two projects – Gascoigne West and Crown House.
- 6.4 The repayment of these loans will be funded from either the sale of land or dwellings, depending on tenure mix and ownership arrangements agreed with the developers.
- 6.5 There are 5 developments where the Authority will be taking the lead role in delivering the project and these are Gascoigne West, North Street, Kingsbridge, Abbey Road and Gascoigne East.
- 6.6 Gascoigne West is likely to be delivered in phases as the high amount of tenant decants and leasehold buy backs could not be funded from the Housing Zone Grant alone. This approach would enable development receipts generated from one phase to be used to fund the up-front costs on the next phase. It is likely that European Investment Bank funding would be used to finance the scheme, however, a robust business plan will need to be agreed to ensure financial viability.
- 6.7 The North Street and Kingsbridge projects will attract Affordable Housing Grant from the GLA. However, this will not cover the full cost of the proposed developments. A robust business plan will again need to be produced to ensure the financial viability of these schemes.
- 6.8 The Abbey Road scheme is currently being built by Bouygues. The units will be let and managed by B&D Reside. The scheme is being funded by the Council's European Investment Bank loan.
- 6.9 Gascoigne East will be delivered in partnership with East Thames Group and the funding for this project has been included in the Estate Renewal Programme 2015 –

2021. Details of the funding for this project, including through a European Investment Bank loan, were included in the report to Cabinet held on 27 January 2015.

- 6.10 The report mentions several additional schemes that may be included in the Barking Housing Zone proposal in the future, in all, there are around 20 proposed developments, however, only four are currently subject to the GLA's proposed intervention agreement and two will qualify for Affordable Housing Grant. The viability of the future schemes will need to be assessed and will be the subject of future reports to Cabinet where relevant.
- 6.11 There are some potential financial implications arising from the proposed developments that will need to be addressed as follow:
1. London Road / James Street scheme will involve the removal of the existing bus turn round area and there is likely to be a need to find alternative provision. Until talks with TfL have been concluded it is not certain whether this alternative provision can be funded from the £1.0m grant that will be forthcoming from the GLA as the funding will also have to contribute towards the cost of land acquisition, demolition works and adaptations to London Road car park.
 2. The Crown House Development will involve the loss of Linton Road car park which is currently used by market stallholders four days per week and available for public use the other three days. With the loss of this car park there is a need to assess whether or not the current "non-market" users can be displaced into London Road car park and adjacent pay and display parking areas without impacting on the overall level of parking income received in the Town Centre. There is also a need to find alternative parking for the market stallholders and fund this from the £1.0m grant along with land acquisition costs.
- 6.12 As with any new housing development, the Authority currently receives a New Homes Bonus of £7,500 for every net new home built and will also be able to charge a Community Infrastructure Levy on the developers. There is also the possibility of income being generated from Section 106 agreements with developers which will be used to fund specific infrastructure and public realm improvements. At this relatively early stage, however, without knowing the specific details of each scheme it is difficult to estimate the amount of income that will be generated.
- 6.13 There will also be an increase in the Council Tax base as a result of the additional dwellings, however, the increased number of residents will also place additional demands on local services such as waste collection, street cleansing and School places.
- 6.14 As a result of the complex nature of these proposed developments, to ensure the smooth running of the planning application process, it is likely that the Authority will enter into Planning Performance Agreements with developers. Fees will be negotiated that reflect the total cost to the Council of providing the level of service required to support the planning application process.

7.0 Legal Implications

Implications completed by: Paul Feild, Senior Governance Lawyer

- 7.1 The Council has powers to explore suitable delivery options. Section 1 of the Localism Act 2011 provides a general power of competence enabling the Council to do anything individuals generally may do, therefore allowing the Council to undertake a wide range of activities. Furthermore Section 111 of the Local Government Act 1972 enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.
- 7.2 The implementation of these initiatives will require the Council to enter into a variety of agreements including, conditional grant funding agreements, development agreements, planning performance agreements, partnering agreements, traditional property transactions such as purchasing of interests early termination of leases and licenses and potential procurement compliance issues. These will require early consultation with affected and interested parties to ensure swift progress of the component projects of this programme.

8.0 Risk Management

- 8.1 There would be a detailed risk management assessment for each individual scheme where the Council has involvement. Barking Housing Zone forms a key element of addressing the Council's 'Growing the Borough' priority however it also generates high reputational risk if the Council is not able to deliver the schemes proposed.

9.0 Contractual Issues

- 9.1 The GLA requires Borough's identified as Housing Zones to firstly enter into 'Overarching Borough Agreement (principles document)'. This Agreement sets out the overarching principles upon which Borough Zone Funding may be made available to the Borough and the Borough's role in securing the delivery of the Third Party zone outputs. The next layer of agreements are the specific 'Intervention Agreements' which will set out the detailed terms and conditions upon which specific amounts of Borough zone funding will be advanced to the Borough by the GLA. In addition the Council would need to enter into different Development Agreements in relation to specific schemes - these are set out in the report above.

10.0 Staffing Issues

- 10.1 The Housing Zone is an extensive programme of work and it will be important to prioritize the delivery of commitments being made in relation to specific schemes via Intervention Agreements. An additional PO3 post is being recruited for a two year period to help support existing staff in delivering the Housing Zone projects. Planning Performance Agreement developers would be required to enter into would provide additional resources to fund planning staff resources and it is likely individual developments will seek to ensure an element of Regeneration staff resources are funded.

11. Customer Impact

- 11.1 The impact on retail, leisure, health service and schools will be significant as new communities move into the borough to access new housing. The housing numbers proposed are informing service planning across the Council and in particular the figures are included in the Local Plan Review in terms of needs for social infrastructure. This also relates to the Community Infrastructure Levy charging which contributes towards social infrastructure. The tenure mix of proposed developments is critical in relation to the extent of the impact and high levels of 1 and 2 bed private managed rental units will help to minimise the impact on public services.
- 11.2 No equality impact assessment has been undertaken to date, but will be part of the submission from the developers of each site.

12. Safeguarding Children

- 12.1 No direct issues arising but each site will ensure that there are no barriers for creating a safe area to live and play by Designing out Crime. As set out in section 1.5, it is expected many of the 1 and 2 bedroom apartments being delivered as part of the Housing Zone will not attract (or be primarily marketed to) families with young children.

13. Health Issues

- 13.1 Each property will be built under strict environmental policies and good quality design with high levels of energy efficiency.
- 13.2 New housing will have a positive impact on increasing the ability to access good quality housing for residents of London to meet the housing shortage. There will be more opportunities for local people to live in Barking through a range of tenures offered. In terms of health needs for doctors surgeries etc this forms part of the social infrastructure requirements being addressed as part of the Local Plan review with the Housing Zone figures included in the analysis.
- 13.3 The relationship between poor housing and ill health is a complicated one which involves many different factors. Evidence suggests that living in poor housing and indoor environments cause or contribute to many preventable diseases and injuries, such as respiratory, nervous system and cardiovascular diseases and cancer. A degraded urban environment, with air and noise pollution and lack of green spaces and mobility options, also poses health risks.
- 13.4 Housing Zones provide an opportunity for us to consider Housing conditions as one of the mechanisms through which social inequalities translates into health inequalities thus providing an opportunity to intervene and develop programmes to overcome such inequalities and provide adequate housing conditions for everyone.

14. Crime and Disorder Issues

- 14.1 More town centre housing will increase surveillance and make the centre more active helping to reduce crime and disorder. Increasing town centre prosperity will also help address crime and disorder issues. Specific schemes will be subject to

planning approval which will consider crime and disorder issues and look to mitigate any impacts through design changes.

15. Property / Asset Issues

15.1 This report has significant property/asset issues as set out in the body of the report.

Background Papers Used in the Preparation of the Report:

- Housing Zones : A Prospectus (Mayor of London June 2014)
- “London Housing Zone Proposal” report to Cabinet 4 August 2014 (Minute 8)

List of appendices:

Appendix 1: Other schemes in Barking Town Centre Housing Zone

Appendix 2: Barking Housing Zone Plan

Appendix 3: Barking Housing Zone aerial plan

Appendix 4: Gascoigne West site with phasing

Appendix 5: Cambridge Road site

Appendix 6: London Road/James Site development site

Appendix 7: Crown House development opportunity site

Appendix 8: 32-38 Ripple Road

Appendix 9: Financial summary of Housing Zone funding (exempt information)

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Other schemes in Barking Town Centre Housing Zone

- 1.1 This appendix provides details of the other schemes in the Housing Zone are that are not subject to immediate recommendations to Cabinet.
- 1.2 **Abbey Sports Centre**

This is Site 4 shown in appendices 2 and 3. A report to Cabinet on the 18 November 2015 set out the proposals for the Abbey Sports Centre site and the selection of Lindhill as the developer to take forward a mixed used scheme with ground floor 3 screen cinema and commercial uses, 1st floor offices for Care City, 2nd floor offices for London South Bank University if they enter into agreement with Lindhill or residential if they do not, and 126 or 147 PRS apartments. The agreements will be entered into with Sherhill (Barking) and Sherhill Properties Limited (Guarantor) rather than Lindhill. No Housing Zone funding is required to enable this scheme to proceed however given the important mix of uses and the Council's extensive involvement the scheme has been included as a Housing Zone scheme.
- 1.3 Due to financial implications of the Community Infrastructure Levy, the developer is seeking to delay demolition until planning consent and Judicial Review period has expired. They have however agreed to fund the Council's holding costs until they take ownership.
- 1.4 **Abbey Road**

The scheme (known as Abbey Road II) and Site 6 in appendices 2 and 3 consists of 144 units being built by Bouygues on behalf of BD Reside which will be used for affordable rent. The scheme is funded by the Council's European Investment Bank loan and whilst not having any additional Housing zone funding will benefit from the Abbey Road infrastructure investment set out for site 2. The scheme is due for completion in October and therefore it will be important to monitor the progress with lettings for its wider housing zone implications.
- 1.5 **London Road/North Street**

This site (site 7 in appendices 2 and 3) has reached completion and consists of a new Asda superstore, 360 parking spaces and 100 PRS flats managed by Grainger. The scheme was included in the Housing Zone as it is the first PRS scheme in the Borough and given the scale of PRS proposed in the Town Centre its important we review occupation of the scheme understanding the type of occupiers, the extent of children and the levels of demand and what lessons can be learnt for schemes coming forward.
- 1.6 **Gascoigne East Phase 1**

Gascoigne East Phase 1 (Site 8 in appendices 2 and 3) is progressing with demolition well advanced. 286 units from this phase are being counted as part of the Housing Zone deliverables. No Housing Zone funding is allocated to Gascoigne East however given its prominent role in the town centre's regeneration it has been included.

1.7 **North Street**

The site (Site 9 in appendices 2 and 3) is a HRA owned strip of grass between North Street and Whiting Avenue which has been identified as offering the chance for an innovative terrace of social rent homes. Peter Barber Architects who are well respected for delivering high quality award winning schemes on difficult to develop sites have designed a scheme. Public consultation has taken place and the introduction of a Controlled Parking Zone is seen as addressing the main concerns raised. Pre-application discussions have taken place with a planning application imminent. The Housing Zone funding consists of grant funding of £24,000 per unit. Between 12 and 16 units are proposed. The GLA have stated an intervention agreement is not required for this scheme.

1.8 **Kingsbridge**

This site (site 10 in appendices 2 and 3) has lain empty since the demolition of the Kingsbridge centre a few years ago. Whilst it is located in the second phase of the Gascoigne estate regeneration, given its current availability there is the potential to progress the development of the site for shared ownership homes in advance of the rest of phase 2. Around 12 units are proposed and Housing Zone grant funding of £24,000 per unit is identified. The GLA have stated an intervention agreement is not required for this scheme.

1.9 **Vicarage Field**

Vicarage Field Shopping Centre (Site D in appendices 2 and 3) had a planning consent for partial redevelopment including 240 new homes. This consent has expired. Recently the site has been purchased by property developer, Benson Elliot. They are currently considering how they wish to proceed with the site. The Council is the freehold owner.

1.10 **Abbey Retail Park Redevelopment**

Site A in appendices 2 and 3. The northern part of the site has planning approval secured for a Sainsburys superstore and car park which required the applicants (landowners Estates & Agency) to progress with a scheme for the rest of the site. Estates & Agency are in partnership with BE:Here (Willmott Dixon's PRS housing arm) and initial discussions have taken place regarding of PRS scheme of between 600 and 650 homes with ground floor commercial units and space to showcase the history of feminism and Barking's important role in it. The southern part of the site would be allocated for a primary school. This important site between the River Roding and Abbey Green is critical to the success of the wider Roding Riverside area and if designed well could be a flagship scheme.

1.11 **Bamford Road**

Site B in appendices 2 and 3. This site has lain empty for many years and is in the ownership of a company which has also left another site in the Borough vacant for many years. They have had some discussions with the planners regarding a housing development in partnership with Estuary Housing but the schemes presented have not addressed the Council's requirements. Potentially this site may move forward in the coming years however it is not one the Council is actively pursuing as a priority for specific interventions.

1.12 **Trocoll House (Wakering Road)**

This site (Site c in appendices 2 and 3) is adjacent to Barking Station and previously had planning approval for a hotel. This never progressed and the

landowners, CoPlan Estates are now progressing a scheme for 220 PRS flats in two striking blocks of over 20 storeys. A planning application for the site has been submitted. PRS is ideal adjacent to the station.

1.13 **Tesco Car Park**

This is site F in appendices 2 and 3. It has long been recognised that the southern part of Tesco's car park on Highbridge Road is not used by Tesco's customers. Tesco's have entered into agreement with the Metropolitan Police that they can use it for parking and many others park there to avoid paying parking charges. Whilst no plans have been discussed it seems inconceivable that in the future Tesco will consider their options for the land.

1.14 **Gascoigne Future Phases**

This is Site G in appendices 2 and 3. An outline masterplan which covers the remaining phases of the Gascoigne estate regeneration has been approved and whilst broadly it will not result in an overall increase in the number of units, the impact on the town centre will be transformational.

1.15 **Fresh Wharf**

Fresh Wharf (Site H in appendices 2 and 3) on the western bank of the River Roding is a perfect example of the type of stalled sites Housing Zones are tasked with unlocking. It was originally part of the Barking Housing Zone bid however it was excluded as Countryside were bidding for various other Government/GLA funding sources and these were seen by the GLA as the sufficient. However a GLA paper states "it is possible that Housing Zone investment may be required for this scheme at a later stage." The site has planning approval for 911 homes.

1.16 **Abbey Industrial Park**

This site (Site J in appendices 2 and 3) consists of two terraces of small business units adjacent to the IceHouse Quarter on Abbey Road. Whilst the units are fully occupied it was always expected this site would come forward for development following other housing developments on Abbey Road. Weston Homes have purchased the site and a planning application is expected later this year. It is important that there are active ground floor creative industry uses for three reasons 1) replacing lost jobs and employment space 2) continuing the Ice House Quarter and the aspirations for an Artist Enterprise Zone and 3) avoiding unsuitable ground floor residential accommodation.

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CABINET

21 July 2015

Title: Housing Asset Management Strategy	
Report of the Cabinet Member for Housing	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Steven Tucker, Interim Director of Housing	Contact Details: Tel: 0208 227 5700 E-mail: steven.tucker@lbbd.gov.uk
Accountable Director: Steven Tucker, Interim Director of Housing	
<p>Summary</p> <p>The Housing Asset Management Strategy (Appendix 1) sets out the proposals to ensure that Housing owned assets are well maintained to a good standard and future decisions about their refurbishment or reinvestment secure good quality housing stock into the future. The Council owns over 18,500 tenanted homes and a further 3,300 leasehold properties. The Housing Revenue Account will invest over £300 million in these homes over the next 10 years and a further £180 million in planned and responsive repairs and maintenance. This is in addition to significant investment in building new properties.</p> <p>The development of this strategy has called upon best practice and innovation across the sector. It has been informed through participation in a collective project led by the Chartered Institute of Housing which is developing the new model for the housing sector's approach to asset management in the latest operating environment. The LBBD Housing Asset Management Strategy is a product of this project which has involved extensive consultation and collaboration with the Chartered Institute of Housing and the UK national good practice group.</p> <p>Despite high levels of investment in the housing stock, the council has not up until now had a Housing Asset Management Strategy (HAMS) which steers and directs investment. The HAMS sets out the principles and priorities including:</p> <ul style="list-style-type: none"> ▪ High quality housing stock which meets the needs of tenants and leaseholders ▪ Optimising the use and value of housing assets ▪ Energy efficiency ▪ Standardisation ▪ A well managed property portfolio ▪ A lifecycle asset management approach as opposed to a reactive component and element basis <p>The strategy endorses an understanding of the whole life costs of the assets and how they contribute to the overall portfolio. The theme throughout the strategy is to achieve value for money and to make sure all aspects of the delivery from responsive maintenance through to capital investment compliment each other to add value to whole</p>	

<p>life of the properties. The strategy recognises the significant impact this planned investment will have in improving the lives of the tenants and residents of the housing estates, enhancing the image of the borough and in supporting local employment opportunities.</p> <p>Finally the HAMS also forms part of a coherent suite of strategic housing documents which sit just below the Barking and Dagenham Housing Strategy 2012 – 2017. As such it is closely integrated with the Housing Strategy and also the LBBB Housing Revenue Account Business Plan.</p>
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree the Housing Asset Management Strategy for 2015 – 2020 at Appendix 1 to the report.</p>
<p>Reason(s)</p> <p>The Housing Asset Management Strategy supports the Council priorities as follows:</p> <p>Encouraging Civic Pride – Providing good quality housing and well-designed and safe estate environments. Helping residents shape their quality of life by providing them with opportunities to get involved and influence decisions around the future investment priorities.</p> <p>Enabling Social Responsibility – By providing housing of a good standard, encouraging and supporting tenants to take responsibility for the ongoing upkeep of their homes and communal facilities. Delivering appropriate facilities to meet the needs for elderly, vulnerable, or disabled households.</p> <p>Growing the Borough – Investment in new council homes and estates and establishing new ways to delivering affordable housing in the borough. Providing a sustained investment in housing will continue to enhance the environment, enhance the image of the borough and attract investment and business growth. The asset investment delivery arrangements will support the use of local companies and encourage local employment opportunities including the provision of apprenticeships and training opportunities.</p>

1. Introduction and Background

- 1.1 Asset management in the context of council housing is the management of the physical assets owned by the council i.e. houses, land, garages. This strategy aims to ensure that they are maintained to an appropriate standard to maintain asset value and to fully support the needs of the local communities.
- 1.2 This Housing Asset Management strategy supports the LBBB Housing Strategy 2012 – 2017¹ with a commitment to continuing investment in improved quality standards in the existing housing stock and to improving fuel efficiency and reducing fuel poverty. It outlines the borough's plans for the supply of new high quality affordable housing in the borough and supports the delivery of a sustainable community with the enhancement of the local environment.

¹ The LBBB Housing Strategy approved by Cabinet 2012

- 1.3 The sources of income and the way in which income is maximised throughout the year are set out in the Housing Revenue Account (HRA) Business Plan. The HRA business plan summarises the Council's ambitions for the income and expenditure on Housing and sets out how the council will invest in its stock and build new homes
- 1.4 This Housing Asset Management Strategy complements the Housing Revenue Account Business Plan by providing the framework for delivery of programmes of repair, maintenance and improvement, as well as setting the framework enabling the redevelopment of some of the most uneconomic stock.
- 1.5 The absence of an approved Housing Asset Management Strategy has been highlighted in both internal and external reviews ². Submitting this strategy for Cabinet approval represents a key step forward in the transformation delivery plans for the division.

2. Proposal

- 2.1 The Housing Asset Management Strategy has two principal objectives:

**Objective 1 Delivering a high quality housing stock that
meets the needs of our tenants and
leaseholders**

**Objective 2 Optimising the use and value of the
housing assets**

- 2.2 This strategy aims to make sure all current and future assets are well maintained to appropriate standards, are being used to maximum benefit and that opportunities are taken to unlock any untapped potential or take action when stock is no longer meeting modern needs.
- 2.3 The strategy looks beyond the physical condition of the properties, seeking to identify actions that can be taken to secure better use of land or properties. It also recognises that at times decisions may have to be made around whether to continue to invest in maintaining existing properties or whether alternative options should be considered in order to provide homes and estates that better meet the existing and future needs of local people. In this way, the housing stock can evolve over time so it better meets housing needs and optimises the use and value of the property.

3. Options Appraisal

- 3.1 There is currently no Asset Management Strategy in place and this has been highlighted as a gap in both internal and external reviews. In the absence of an approved strategy decisions have been on a scheme by scheme basis. This strategy provides a framework to ensure a consistent approach to asset management planning and delivery and without one there is a risk of a fragmented approach to overall management of the stock and future investment. It is for these reasons that the delivery of an agreed strategy is a key action of the housing service transformation plans.

² Review by the Housing Quality Network 2014

4. Consultation

- 4.1 Tenants and residents have been actively involved in helping to shape and influence the development of this Asset Management Strategy through a variety of forums.

Technique	Feedback Received	What changed as a result
<ul style="list-style-type: none"> • Housing Forums – October 2014 • Tenant and Leasehold Focus Group – January 2015 • Tenant Federation – January 2015 • Surveys carried out after works to properties 	<ul style="list-style-type: none"> • Continued investment in internal works • Frequency of planned Maintenance • Careful consideration of timing of investment/estate renewal • The need for easily accessed information on programmed works • Better understanding of what will happen when works are inside the home 	<ul style="list-style-type: none"> • Improved and continuing communication on detailed programmes • Informed the standards outlined in the Housing Offer • Provision of detailed programme information on the Internet • Provision of detailed information prior to works commencing inside the home

5. Financial Implications

Implications completed by: Carl Tomlinson, Group Finance Manager

- 5.1 The HRA Business Plan must sustain the financial viability of the HRA over the whole business plan period. The HRA is a ring fenced account funded primarily through rental income from tenants and leaseholders with income invested into Housing provision. Having a clear asset management strategy and programme of investment is essential to achieving this.
- 5.2 The current Business Plan, agreed by Cabinet in February 2015, includes a capital investment allocation of £605.8m over the next 10 years, with £347.1m allocated to investing in the councils existing stock, £198.3m for new build and £60.4m for estate renewal. The business plan is reviewed throughout the year to ensure assumptions are up to date and allocations are consistent with priorities and affordable.
- 5.3 The budget for repairs and maintenance in 2015/16 is £17.2m which covers both planned and reactive maintenance. The level of funding required is influenced by the quality of the stock and ability of the asset management strategy to limit the need for repairs, particularly of a reactive nature.

6. Legal Implications

Implications completed by: Alison Stuart, Principal Solicitor

- 6.1 The adoption of a Housing Asset Management Strategy for the Council's housing stock is good practice where significant future investment is needed to maintain and improve the existing stock or consider alternative options as outlined within the body of the report.
- 6.2 The Council is under a general duty to consider housing conditions and the need to improve housing. It is under a duty to ensure that its housing stock is in a habitable condition and more widely, that the value of its stock is maintained.
- 6.3 Members should have due regard to the consultation responses when deciding whether to approve the Housing Asset Management Strategy.

7. Other Implications

- 7.1 **Risk Management** – The delivery of the strategy has undergone a full risk assessment with appropriate controls identified. The ongoing review of the strategic risks is an integral part of the delivery of this strategy. At programme delivery level each project is assessed for risk and appropriate mitigating actions are put in place and monitored monthly.
- 7.2 **Contractual Issues** – The most appropriate procurement methods and partnership arrangements will be taken considered for the delivery of the strategy. These will take into account cost certainty, quality and added value to the community. The use of a local supply chain will be emphasised to assist growth of the local economy.
- 7.3 **Staffing Issues** – A service delivery structure is required that delivers the required levels of expertise to work effectively with and manage the contractors. This will be delivered within existing budget parameters in line with the HRA business plan.
- 7.4 **Corporate Policy and Customer Impact** – The strategy has undergone a full Equalities Impact Assessment which has highlighted a number of positive impacts for residents. It recognises there is an impact on existing residents while improvement works are undertaken and programming is planned and resourced to provide appropriate support to address this.

The strategy supports the boroughs vision for growth in the provision of high quality homes, a sustainable community, and enhanced environment and improved employment opportunities.

- 7.5 **Safeguarding Children** – The strategy aims to reduce inequalities in housing standards and ensure families are provided with modern facilities within their homes.
- 7.6 **Health Issues** – The relationship between poor housing and ill health is a complicated one which involves many different factors. Evidence suggests that living in poor housing and indoor environments cause or contribute to many preventable diseases and injuries, such as respiratory, nervous system and cardiovascular diseases and cancer. A degraded urban environment, with air and

noise pollution and lack of green spaces and mobility options, also poses health risks.

This strategy provides an opportunity for us to consider housing conditions as one of the mechanisms through which social inequalities translates into health inequalities thus providing an opportunity to intervene and develop programmes to overcome such inequalities and provide adequate housing conditions for everyone. The strategy provides a key support and read across to the joint Health and Wellbeing Strategy for the need to continuing investment in improved quality standards in the existing housing stock and to improving fuel efficiency and reduce fuel poverty.

- 7.7 **Crime and Disorder Issues** – The impact of the physical environment is recognised in the prevention of crime and anti social behaviour. The principles of designing our crime are fundamental to all new build and improvement works undertaken. The strategy supports the delivery of a sustained community with the enhancement of the local environment.
- 7.8 **Property / Asset Issues** - This report outlines the framework to ensure that decisions about the future maintenance, refurbishment or re-investment relating to the housing revenue account assets are made through effective business planning.

Public Background Papers Used in the Preparation of the Report:

The LBBB Housing Strategy 2012 – 2017
The LBBB Housing Revenue Account Business Plan

List of appendices:

Appendix 1 - The Housing Asset Management Strategy

Better Homes

Housing Asset Management Strategy

2015 - 2020

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1. Introduction and Vision
2. The Business Plan
3. Background & Context
4. The Council's Housing Assets
5. Involving Tenants and Residents
6. The Strategic Objectives
7. Delivering the Strategy

1. Introduction & Vision

This Housing Asset Management Strategy (HAMS) has been prepared by London Borough of Barking and Dagenham (LBBd) to complement the Housing Revenue Account Business plan. It is intended to assist LBBd meet its vision and strategic objectives for the housing stock the Council owns and the stock managed on behalf of third parties

Asset management in the context of council housing is the management of the physical assets owned by the London Borough of Barking and Dagenham i.e. houses, land, garages. This strategy aims to ensure that the current and future assets are maintained to an appropriate standard to maintain asset value and to fully support the needs of the local communities.

The strategy aims to ensure that all these assets are well maintained to appropriate standards, are being used to maximum benefit and that opportunities are taken to unlock any untapped potential or take action over stock that no longer meets modern needs or is no longer 'fit for purpose'. As a result, the strategy looks beyond just the physical condition of the properties, seeking to identify actions that can be taken to secure better use of land or properties. It also recognises that at times decisions may have to be made around whether to continue to invest in maintaining existing properties or whether alternative options should be considered in order to provide homes and estates that better meet the existing and future

needs of local people. In this way, the housing stock can evolve over time so it better meets housing needs and optimises the use and value of the property assets.

To deliver this there are three principal objectives:

Objective 1	Delivering a high quality housing stock that meets the needs of our tenants and leaseholders
Objective 2	Optimising the use and value of the housing assets
Objective 3	Developing the Decent Homes standard to achieve an 80% reduction in carbon emissions by 2050

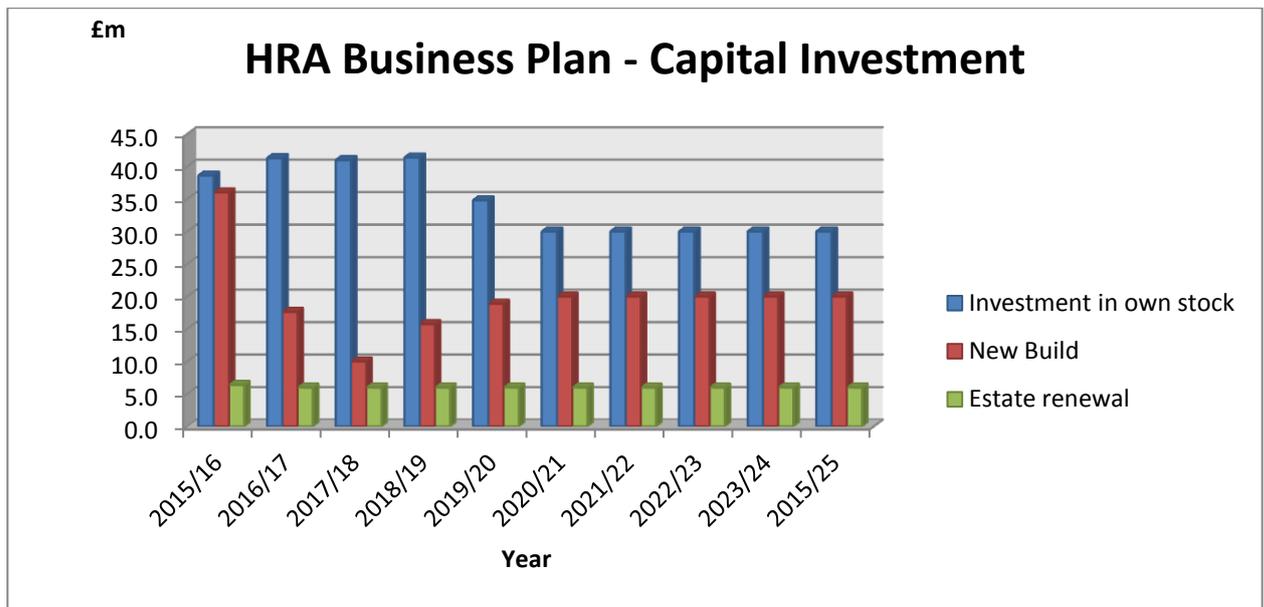
2. The Business Plan

The Housing Asset Management Strategy supports the HRA Business Plan by providing the framework for delivery of programmes of repair, maintenance and improvement, as well as setting the framework enabling the redevelopment of some of the most uneconomic stock.

The HRA Business Plan is committed to achieving 100% compliance against the government's Decent Homes Standard by 2018/19. The commitment to a sustained investment is demonstrated below and shows how the investment in existing stock is to be delivered in conjunction with an estate renewal programme and a significant new affordable housing building programme. The role of the HRA Business Plan is to balance investment across the entire housing service so that our capital and revenue spend is complementary and so that residents receive best value services.

The HRA Business Plan has allocated £347million to investing in our existing homes over the next 10 years. This is based on a balanced approach to providing a housing service along side delivering new build homes and estate renewal. The Business Plan identifies a 10 year revenue provision of £181.64m for planned and responsive repairs and maintenance.

The Asset Management Strategy supports the HRA Business Plan objectives to maintain our homes at a good standard.



This strategy will make sure that decisions about future maintenance, refurbishment and re-development are made through effective business planning processes all with the aim of securing a good quality housing stock into the future. This will ensure that future maintenance, refurbishment and development exceed the basic parameters of energy efficiency and quality as specified in part L of the building regulations.

Asset management is at the heart of organisational delivery and has the potential to positively impact on:

- Delivering against the Value for Money agenda by optimising the use and value of the asset base
- Delivering well maintained and quality homes to meet the needs of tenants
- Delivering regeneration and wider neighbourhood/community sustainability
- Making sustainability and energy efficiency a high priority to mitigate fuel poverty and seasonal mortality which are highly linked to NHS priorities.

Before the reform of the government's financing arrangements for council housing in 2012, the council had limited funding available to reinvest in the maintenance of its housing assets and this period of under investment has led to a backlog of outstanding work. The stock condition survey carried out in 2011 identified a significant maintenance backlog in the short term. While significant progress has been made, this has not yet been fully addressed. The investment need fluctuates over the 10 year planning cycle and the initial higher need will be spread to match the available financial resources. Due to the announcements made in the summer Budget 2015 the impact of falling levels of resources on the investment programme will need to be reviewed.

The council is now part way through an accelerated programme to bring all council owned homes up to the government Decent Homes Standard by March 2019. Decent Homes is a Government standard, introduced in 2000. A decent home, as described by central government is one that is wind and weather tight, warm and has modern facilities – all council homes should be maintained at this standard.

The council has achieved significant success in the last two financial years in obtaining government grant to support these works.

1933 properties completed in 2013/14
2800 properties completed in 2014/15
Over 10,000 properties will be completed by 2018/19 which includes properties falling out of 'decency' in the meantime.

Meeting the Decent Homes Standard across all properties is not the end of the process as the essential components needed to provide this standard will continue to age and will require on-going maintenance. The council's aim is to continue a rolling programme of investment that makes sure these components are updated or replaced at the appropriate time.

3. Background & Context

The vision for the London Borough of Barking and Dagenham is:

One borough; One community; London's Growth Opportunity

The borough has 71,000 homes, 18,500 (26%) of which are council owned with 3,300 Council leasehold flats. The rate of council ownership is two and a half times the average for England and Wales (10%).

The council's Choice Homes Housing Register, the "waiting list for housing," has shown a steep rise in demand from around 3,500 in 2003 to 14,500 in 2015. Around 7000 households require one bedroom properties with another 7000 households requiring two and three bedrooms. The B&D Strategic Housing Market Assessment (2011) indicates that just to keep pace with current demand the borough would need to provide a minimum of 1,333 new homes every year. Homelessness has also seen a 28% increase since May 2013 and with the impact of welfare reform can be expected to increase significantly.

The council is aware from the results of Low Income High Cost (LIHC) Fuel Poverty Assessments carried out on several estates that the fuel poverty levels of tenants are well above the national average with high numbers of those households assessed not heating their homes adequately.

In this context the LBBB Housing Strategy 2012 – 2017 supports the overall council objectives with a commitment of continuing investment in improved quality standards in the existing housing stock, to improving fuel efficiency and reducing

fuel poverty. It outlines the borough's plans for the supply of new of high quality affordable housing in the borough and supports the delivery of a sustainable community with the enhancement of the local environment.

It is recognised that the achievement of a significant estate renewal programme does mean pressure on the housing waiting list in the short term as available lets are reserved for use for the decanting tenants, thus decreasing short-term availability and impacting upon waiting times. For these reasons it is vital to monitor the impact of future programmes against the supply of new homes and make sure that all opportunities are taken to provide decant capacity via partnership arrangements for delivery. The production of a ten year housing supply schedule linked to the Local Plan confirms that approximately 800 new homes at capped/social rent will be delivered between now and 2021. ¹

The delivery of the Housing Strategy is measured by:

1. *New council homes and investment in the council's housing stock leading to better health, employment, training and skill levels and community safety*
2. *Achieving a resident satisfaction rating in existing council homes and new built council homes of 90%*

These objectives align with the Council's priorities as follows:

Encouraging Civic Pride –To deliver social and economic regeneration through building high quality homes and thriving communities. Providing good quality housing and well-designed and safe estate environments. Helping residents shape their quality of life by providing them with opportunities to get involved and influence decisions around the future investment priorities.

Enabling Social Responsibility – By providing housing of a good standard, encourage and support tenants to take responsibility for the ongoing upkeep of their homes and communal facilities. Delivering appropriate facilities and specific housing to meet the needs for elderly, vulnerable, or disabled households.

Growing the Borough –Investment in new council homes and estates and establishing new ways to delivery affordable housing in the borough. Providing a sustained investment in housing will continue to enhance the environment, enhance the image of the borough and attract investment and business growth.

The asset investment delivery arrangements will support the use of local companies and encourage local employment opportunities including the provision of apprenticeships and training opportunities.

¹Report to Cabinet 27 January 2015 - Estate Renewal Programme 2015-2021

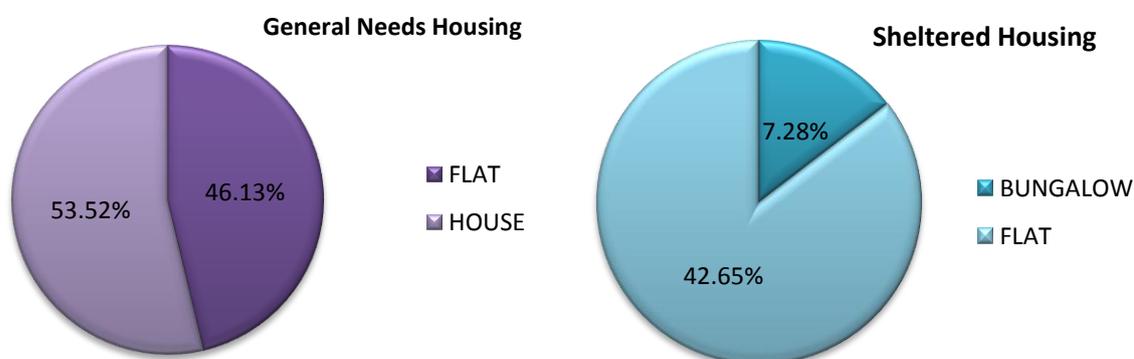
4. The Council's Housing Assets

The council owns around 18,500 tenanted homes and a further 3,300 properties which are leasehold. Around 800 of the tenanted homes are sheltered accommodation, representing just under five percent of the stock. The council also owns over 2,300 garages and over 200 commercial units.

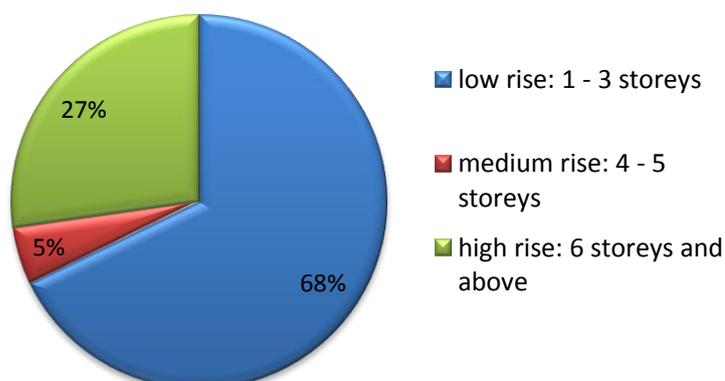
Although the majority of the stock comprises houses there are also over 1000 blocks of flats. The majority of these blocks are low rise 1-3 storeys.

In addition, the Council has management responsibilities for 477 properties owned by Barking and Dagenham Reside².

The diagrams below summarise the housing property type:



Flatted Accommodation



^{2 2} Barking and Dagenham Reside is a wholly owned Council subsidiary set up to provide quality and affordable housing to economically active people who would normally not qualify for social rented housing.

- Traditional housing is constructed of brick and block. The stock condition survey carried out in 2011 identified 716 properties of non-traditional construction types in the housing stock:
 - Belfry 9 properties
 - Bison 76 properties
 - Fidler 606 properties
 - Orlit 20 properties
 - Wates 5 properties

Due to the nature of these construction types, provision is required within the investment plan to undertake future structural work to ensure their long term sustainability.

Robust stock condition information forms the cornerstone of an effective strategy and informs programming of re-investment designed to maintain the stock appropriately and in good condition. A stock condition survey carried out in 2011 provided the basis for the current work programmes. Over 8,000 additional detailed surveys have since been carried out to inform our Decent Homes programme.

While the council is confident there is now a solid baseline, in order to maintain robust projections for future priorities it is vital that this data is continually confirmed. The council will therefore refresh the stock condition survey data every five years and make sure repairs and maintenance and improvements to the stock are systematically recorded.

5. Involving Tenants and Residents

The council has an established range of opportunities for tenants to become involved and influence the housing services provided. At a local estate level the council engages with tenant and residents associations in identifying improvements needed in their areas. The council also invites residents to participate in a regular programme of estate inspections.

The borough's Tenant Federation acts as the umbrella for local tenant and resident groups and provides the opportunity to share views and experiences at a borough level.

At a borough level the opportunity to influence future investment priorities in the capital programme is provided through the Housing Forums, and the Leasehold Association. Specific working groups are also set up when required to influence detailed decisions on design, quality and choices of finish. The Cabinet remains responsible for the HRA Business Plan and the Capital Programme.

Tenants and residents have been actively involved in helping to shape and influence the development of this Asset Management Strategy through a variety of forums.

Technique	Feedback Received	What changed as a result
<ul style="list-style-type: none"> • Housing Forums – October 2014 • Tenant and Leasehold Focus Group – January 2015 • Tenant Federation – January 2015 • Surveys carried out after works to properties 	<ul style="list-style-type: none"> • Continued investment in internal works • Frequency of planned Maintenance • Careful consideration of timing of investment/estate renewal • The need for easily accessed information on programmed works • Better understanding of what will happen when works are inside the home 	<ul style="list-style-type: none"> • Improved and continuing communication on detailed programmes • Informed the standards outlined in the Housing Offer • Provision of detailed programme information on the Internet • Provision of detailed information prior to works commencing inside the home

Consultation in the development of this strategy has demonstrated that in addition to promoting the standards that residents can expect to receive, it is important to provide detailed information on programmed works at a street and block level on an elemental basis and to provide a reasonable indication of timescales. It is planned that this level of information will be provided on the Internet once the arrangements have been confirmed with the contractors.

The council has agreed a detailed housing offer, known as the New Deal to residents, which sets out the standards tenants can expect from the Council on key issues affecting their home and area around it. In relation to asset investment this covers safety, energy, internal improvements and environmental improvements.

Going forward consultation is underway on the future direction/approach to tenant and resident engagement and there are plans to introduce a tenant scrutiny panel. The following arrangements are being considered for tenant engagement in procurement /housing asset management:

- Housing Maintenance scrutiny. This will focus on the repairs maintenance and improvements to the housing stock.
- Providing the opportunity for tenant and leaseholders representatives to become involved in any procurement project boards
- Workshops for tenant representatives to identify what works well with the existing providers and also areas for improvement
- Using the information obtained from STAR Satisfaction of Tenants and Residents survey to inform the priority areas for repairs and future investment programmes

6. Housing Asset Management Strategy

Objective 1 - Delivering a high quality housing stock that meets the needs of our tenants & leaseholders

6.1 Our Property Standard

To make sure that all the housing stock that has a long term, sustainable future is brought up to a locally determined standard so it continues to remain attractive and meets modern requirements.

LBBB is committed to making sure that the housing stock not only meets the national Decent Homes Standard but that it also meets a locally determined standard that reflects the desire for properties to have good quality, decent facilities and amenities and are energy efficient.

Much work has already taken place to agree the standards and this will continue, to ensure that, over time, the housing stock continues to meet statutory and regulatory standards. Ongoing work will make sure these standards offer a quality of accommodation that meets the developing needs of current and future tenants.

Where homes do not meet the agreed standard, works required will be undertaken as part of the planned major works programme.

Some standards such as the installation of new security measures such as door entry systems would be subject to a business case for the budget provision and would only be considered following local resident consultation.

6.2 Energy Efficiency

A key objective is to integrate energy efficiency and renewable energy improvements into the long term investment strategy for the housing stock. The key aims are to:

- Reduce energy costs by 50% to address fuel poverty amongst housing tenants
- To meet the government's carbon reduction target of 80% of 1990 emissions levels by investing so that all properties reach EPC B rating standard by 2050.

Achieving high levels of energy efficiency in existing homes is increasingly important to tenants to help protect them against rising fuel prices and the risk of fuel poverty given the considerable pressures on tenant's incomes. By making the

stock more energy efficient resident's fuel costs will reduce and will also contribute to reducing carbon dioxide emissions and the associated risks of global warming.

When considering investments in our existing housing stock the council is reviewing how maintenance programmes need to be reconfigured to achieve the energy efficiency objectives within current budgets. To date these improvements have included the installation of double glazed windows, cavity wall insulation to some properties, installation of 'A' rated condensing boilers and modern heating controls, including thermostatic valves on radiators. Going forward such measures will become part of an integrated approach to investment that puts energy efficiency at the forefront of the investment programme.

The council is developing a range of energy efficiency interventions for the different property types. Energy efficiency works are subject to value-for-money considerations and therefore the council will consider the financial cost of the energy efficiency interventions within a financial and economic appraisal assessment for funding and affordability.

The council is exploring options to assist in the funding of high capital cost renewable energy interventions. At this time without either grant support or the development of whole life funding mechanisms, it is unlikely that the council will be able to afford the levels of investment required to reduce fuel poverty and to meet central government renewable energy and carbon reduction targets.

Where a property has a very poor energy rating (less than F) and /or suffers from serious dampness then consideration will be given to increased energy efficiency measures. This rating level will be increased once the poorest properties have been addressed. This may be considered on a block level when the building fabric lifecycle is due, or on an individual property basis in extreme situations. Other works that are due to be carried out that will also impact on the energy condition of the property should also be considered, as secondary measures do not always add a significant and / or cost effective improvement to the property. Improvement measures will be considered within the whole house maintenance programme appropriate for each property.

The council's strategy is therefore to:

- Maximise income from funding sources, securing grants through government and/or utility company sponsored schemes to install energy efficiency measures
- Review our approach to long-term maintenance and refurbishment to develop a funded investment strategy capable of meeting the long-term objective where every property will achieve an EPC B energy rating
- Develop appraisal mechanisms to identify properties for which there is no business case to fund future investment programmes and which should be redeveloped.

- Explore the value and appropriateness of new solutions for improving the energy efficiency of LBBB's more difficult to treat house types, applicability of renewable energy sources and low-carbon impact approaches.
- Developing how the council can help encourage reduced energy consumption by informing and supporting tenants to optimise the use of energy within their homes.
- Mainstream and make "sustainability" the council's day job

The council will monitor the energy ratings of its property portfolio, making sure it has adequate stock data to enable energy assessments to take place and to enable better coordination on retrofitting opportunities across the borough. Over time this will assist the council in achieving a minimum energy rating across all of its stock.

6.3 Property Investment Planning

To have well designed, repair, maintenance and investment plans and procedures which make sure the stock is maintained to the agreed standard in an efficient, cost effective and responsive way and which ensures that procurement and contract management processes are used to best effect to ensure value for money is achieved.

Efficient and effective repair and maintenance of the housing properties is an essential requirement of the Asset Management Strategy and that there will always be a need for routine, planned and cyclical maintenance to be carried out.

Our aim is to have in place well designed repairs and maintenance systems, which encompass the ongoing requirements for the efficient and cost effective delivery of day-to-day, cyclical, planned and improvement works.

The council will continue to identify and work on eliminating avoidable repairs visits and emphasise the landlord expectations about repairs that are the tenant's responsibility under the terms of the tenancy conditions.

Detailed policies must clearly set out the approach to fulfilling the landlord's repair and maintenance obligations whilst being clear about the service that tenants expect to receive. Emphasis will be placed on the tenant's responsibility under the terms of their tenancy conditions to maintain their home in good order and repair.

The council will make sure that there is:

- A responsive, effective and efficient day to day or 'responsive' repairs service.
- A voids service that is efficient and effective so as to help speed the repairs process and minimise loss of rental income.
- Service arrangements that provide for the effective maintenance of grounds and communal areas, as well as for regular servicing/maintenance of mechanical/electrical installations.

- A cyclical and planned maintenance programme that achieves economies through efficient programming of works and by reducing the need for responsive repairs
- A planned programme of refurbishment works

6.4 Repairs and Maintenance Categories

In line with the above, our repair and maintenance services are grouped into the following categories:

6.4.1 Responsive Maintenance

These are repairs which are carried out when components fail, and which cannot wait to be undertaken under a cyclical, planned or improvement programme. These works, which are revenue funded, comprise of day-to-day responsive repairs to items such as plumbing/sanitary equipment, door/window fittings, heating appliances, electrical installations.

6.4.2 Void Works

This is the collective name for the range of repairs and checks that are undertaken before a property is re-let.

LBBB has developed an approach that clearly sets out the range of checks which will be carried out to an empty property, known as a 'void' before it is re-let. It also sets out the minimum condition standard for a wide range of individual components and facilities including:

- internal finishes
- floors and floor coverings
- windows
- doors
- kitchens
- bathrooms
- external areas

There is scope to carry out internal refurbishment works whilst a property is empty. For example if the existing kitchen and bathroom are in poor condition, then consideration should be given to replacing them during the void period rather than a few years following the new tenancy. This will arise unless the retained kitchen and bathroom has a life of at least five years. This strategy is designed specifically to implement a lifecycle approach to asset management.

All efforts are made such that void properties are presentable when viewed by prospective tenants. The council also recognises that many tenants prefer to

decorate their own homes to a colour and style of their own choosing and so we continue to offer a decorations allowance where appropriate.

There is an intention to grow the capacity of the repairs direct works team to deliver internal refurbishment works. This growth in directly delivered works will be subject to the in-house team achieving time, quality and cost targets benchmarked against the market place.

Where the cost of works to a void are estimated to exceed acceptable costs (relative to property values), then an assessment of the property will be undertaken taking into account the cost of refurbishment, the future value of the property compared to its existing use value, local housing need and the wider neighbourhood sustainability. This will then inform a decision as to whether to proceed with the investment, change the use of the property or redevelop.

The council also recognise that helping resident to keep their tenancies is important to reducing void property numbers and associated costs. This is supported by ongoing tenancy management arrangements.

6.4.3 Compliance

The council's statutory compliance requirements are managed and monitored via the repairs service. All housing property assets are managed under appropriate periodic risk assessment, inspection and maintenance programmes. This includes domestic and commercial gas, passenger lifts, asbestos, water hygiene, electrical, fire safety systems, portable appliances, and other specialist plant and equipment.

The inspection and maintenance programmes identify ongoing repair and refurbishment works.

A compliance monitoring system is currently being developed and will be in place by August 2015.

6.4.4 Service Contracts

These include for the range of estate management and health & safety arrangements that need to be in place to make sure that LBBD meets its obligations. Specifically, service contracts are required for regular:

- grounds maintenance of communal areas
- inspection and servicing of plant and machinery, including fire alarms, emergency lighting, water storage systems, kitchen extraction systems and lifts.
- inspection of HRA owned highways

The service contracts provide for regular visits to properties to ensure service standards and health and safety requirements are met.

6.4.5 Cyclical and Planned maintenance

These are maintenance works that are carried out as routine preventative maintenance, in many instances at defined time intervals. The works are undertaken on regular planned cycles for servicing, inspection and testing of equipment, often as required by statute or regulations. Items covered include:

- Annual servicing of gas heating systems/installations, to include the statutory requirement for carrying out an annual gas safety check
- Communal boiler servicing
- Periodic inspection of electrical installations
- External painting and internal communal area redecoration
- Other planned works, to include the replacement or renewal of building elements or components due to them reaching the end of their life e.g. roofs, windows etc.

Where buildings are identified for demolition as part of regeneration plans, minor planned maintenance works will be required to maintain the safe condition of properties and estates identified pending decant.

6.4.6 Improvement Works

The Council will develop and maintain a 10 year programme of expenditure that meets the long term investment needs of its sustainable housing stock. The range of improvement works will be developed in more detail for the first 5 years of the rolling programme and will take into account:

1. the investment requirements identified in stock condition surveys,
2. the priorities of current and future tenants, and
3. the need to ensure that incremental and sustained improvements are made to the homes the Council provide.

Investment work has traditionally been delivered on a component and elemental basis. While this proved effective in addressing the specific issues but did not take into account the lifecycle of adjacent components which could mean a return to site.

In future the Council will take a lifecycle asset management approach which means works will be packaged on lifecycle elemental basis with the aim of addressing all works coming near to the end of their lifecycle at the same time. This will be done on a ward by ward basis. This provides a fair and equitable approach that is better value for money for tenants and leaseholders. Works will be packaged as follows:

1. Building Fabric

Covering all identified works to the external fabric of the building typically would include the roof, guttering, render repairs, insulation, door replacement and door entry if installed.

2. Communal Areas Internal

Covering all works due in the communal areas, typically electrical wiring and lighting, communal decoration, door replacements, flooring and fire safety upgrades.

3. Internal Refurbishment

Covering kitchen, bathroom, internal electrics, heating, ventilation and internal doors

4. Environmental

Covering works required to the external areas typically paving and paths, estate roads, fencing or railing renewal, external storage and waste management areas.

5. Mechanical and Electrical

Covering the major refurbishment and component replacement requirements of key assets such as lifts, district heating, mechanical systems.

When replacing building components or facilities LBBD will aim to use good quality items that are more sustainable, offer better value for money over time and improve the environment of estates and communal areas.

Improvement programmes will be developed in partnership with tenants and Councillors and will be continually shaped by them to ensure that they meet their needs and expectations.

6.4.7 Procurement

The Council recognises that excellence in procurement is at the heart of delivering good value for money and a quality service. The Council will consider a range of options to identify the most appropriate procurement and partnership arrangements which take into consideration cost certainty, quality and added value to the community such as local employment, apprenticeships and other training opportunities and community grants and sponsorship. The use of local supply chain will be emphasised to assist in the growth of the local economy.

The procurement option selected will be designed to improve efficiency and eliminate the need for multiple or duplicated tendering exercises.

Where working in residents homes it is essential that the contractors have the highest standards of workmanship and customer care. Therefore selection of contractors will be informed by their ability to ensure quality of installation, customer care and customer communication.

The Council understands the importance of sound contract management in achieving value for money, ensuring provisions and requirements for standards and compliance are maintained throughout the life of any contract. A robust scheme of contract management will be maintained to support this and this will include the monitoring of performance criteria and addressing any issues at an early stage before poor performance becomes accepted practice by either party.

6.4.8 Standardisation

Wherever possible and appropriate an objective will be to use common design for new properties to achieve maintenance regimes that are simplistic and repetitive in process. This achieves efficiency in management and delivery.

Greater emphasis will be applied to standardisation of materials to obtain benefits of longer term warranties. Common specification of materials will be explicit in procurement of contracts and projects to aid buying from local suppliers and contribute to the community growth. Common materials will also improve maintenance processes and component life cycle. This is currently evident with decent homes improvement programmes.

6.4.9 Health and Wellbeing

This Housing Asset Management Strategy provides a key support to the joint Health and Wellbeing Strategy for the need to continue investment in improved quality standards in the existing housing stock. This approach allows us to address hazards that increase the risk of illness such as damp, mould, cold and structural defects. It also allows us to improve fuel efficiency and reduce fuel poverty.

This strategy provides an opportunity for us to consider housing conditions as one of the mechanisms through which social inequalities translates into health inequalities thus providing an opportunity to intervene and develop programmes to overcome such inequalities and provide adequate housing conditions for everyone.

The relationship between housing and health is a complicated one which involves many different factors. Evidence suggests that living in poor housing and indoor environments cause or contribute to many preventable diseases and injuries. This strategy therefore has as one of its primary objectives a focus upon those

environmental aspects which can have a significant impact upon health and wellbeing including:

- Provision and maintenance of open and green space
- Provision and maintenance of community facilities, supporting social integration
- Tackling crime and anti-social behaviour
- Consideration of health, wellbeing and inequalities in maintenance programmes
- Planning interventions to encourage active travel such as walking routes (thereby also reducing air pollution and health inequalities)

6.4.10 Fuel Poverty and Energy Efficiency

The quality of housing can have a significant impact on health and wellbeing especially in terms being able to maintain a warm and dry home. The council is aware that more efficiently heated and well insulated homes can provide a healthier environment for the resident. This can impact both rates of Asthma and COPD and other seasonal health issues. To this end we work closely with our NHS and public health colleagues.

Fuel poverty is the inability to pay for the cost of fuel to heat a home to an adequate temperature; there have been various definitions the latest being published by Professor Hills in 2013, Low Income High Cost (LIHC).

Department of Energy and Climate Change statistics on Fuel Poverty published in 2013 and updated in 2015 indicated that 11.1% of Barking and Dagenham residents are in fuel poverty. The council has recently commissioned Low Income High Cost (LIHC) Fuel Poverty Assessments on several estates. This (relatively small) sample of 149 residents found that 38% were in fuel poverty as opposed to the previous research which had indicated 11.1%. Potentially these results could indicate a bigger problem for the council than previously estimated. Further detailed survey work will be undertaken during 2015/16 to reassess the position.

The lack of adequate heating has a negative effect on the council's assets as they will require further works and increased maintenance in the future. In the majority of cases where a household is deemed fuel poor there are often damp and condensation issues as a result of lack of ventilation and under heating or cold walls. This leads to mould growth which if untreated can lead to severe health issues. Urgent treatment and remedial works are then required and it is this aspect where the estimated long term costs of the treatment can be more expensive than retrofitting the property to become more energy efficient and more in line with current building regulations.

6.4.11 Meeting Particular Needs

Making sure our stock meets the specific housing needs of elderly, vulnerable or disabled households through the provision of appropriate attributes and facilities.

It is recognised that there is likely to be an increasing need for the housing stock to cater particularly for the needs of older people (given the ageing population) and the specialist needs of people who are otherwise vulnerable or who have support needs. The Asset Management Strategy will be used as one of the key mechanisms to make sure that the stock profile and associated attributes respond effectively to these needs, especially given the likely ongoing lack of suitable, affordable accommodation in the private sector.

One of the key areas of demographic change the borough faces in the coming years concerns a growing population of children and younger people. The impact upon the Asset Management Strategy is twofold:

- The need for well maintained family sized accommodation; and
- The requirement for homes and neighbourhoods suitable and attractive for children and younger people, for example homes that are designed and maintained such as to be conducive to learning

In practice the Asset management Strategy will therefore prioritise the provision and maintenance of:

- Amenity space
- Family eating space
- Space for homeworking

6.4.12 Meeting the Needs of an Ageing Population

While the majority of older people will continue to live in general needs housing, specific older person's housing offers an appropriate, attractive solution for many. This will remain in high demand as long as the product on offer remains of good quality and responds to evolving needs. The council will work to ensure that over the medium to long term an appropriate level of designated older person's accommodation is maintained which continues to respond effectively to residents housing and support needs. All sheltered housing stock should be modernised and, if appropriate, re-structured as necessary to ensure it is 'fit for purpose' to meet local needs. This process will make sure the provision of attractive, appropriate housing that meet both the needs and aspirations of older people.

We also plan a comprehensive review of older people's housing in Barking and Dagenham (commencing late 2015) with a particular focus upon sheltered housing and extra care housing. The review will encompass:

- Needs and demand analysis (down to scheme level)

- Financial analysis
- Stock analysis
- Site appraisals
- Strategic service reviews

The review will report in 2016 and conclusions will inform the refresh of our HAMS for 2016/17.

6.4.13 Adaptations

The council will meet the changing needs of our current and potential residents is through the adaptation of our existing stock. The council will carry out adaptations to meet the needs of people with physical disabilities to enhance their lifestyle and, where appropriate, enable them to remain in their current home.

It is sometimes the case that adaptations are no longer required by the original beneficiary. This equipment may be of use to another of our tenants. As adaptations are often expensive to carry out a live register of adaptations and adapted properties will be maintained, enabling re-letting to a household with similar equipment needs and/or to recycle adaptation items, ensuring value for money.

6.4.14 Building New Homes

All the homes built by the council since its new build programme started in 2008 have been designed to meet the Mayor of London Housing Design Standards, and, before its introduction, Housing Quality Indicator standards. In addition as a requirement of planning all new homes meet Lifetime Homes Standards and Code for Sustainable homes code level 4.

The key elements of the London Design Standard are set out below;

- Shaping Good Places
- Housing for a Diverse City
- Dwelling Space Standards
- Home as a place of retreat
- Code for Sustainable Homes and Climate Change Mitigation

All new build schemes within the HRA portfolio will undergo whole life cost investment appraisals. This takes into account the capital cost of the construction as well as the operational maintenance, repairs and upgrades required for the lifetime of the new building.

The council as the landlord of the new homes and will inform the standards to be applied in the new build properties. This approach will also ensure a standard specification across the housing stock which represents value for money in terms of future maintenance.

6.4.15 Parking

The majority of council estates in Barking and Dagenham have parking facilities - bays and garages - intended for the use of estate residents. Residents are normally required to purchase parking permits which allow them the use of a designated parking space or garage.

Historically most roads on council estates have not been treated as public highways but are considered under legislation pertaining to private property. As such some of the requirements and stipulations relating to the council's general policy on on-street parking have not applied or may have been applied differently on housing estates. This Housing Asset Management Strategy intends that the current position changes by working towards a fully integrated approach to parking across the Borough on both housing estates and streets.

The Housing Service has also made the improvement of all garage sites as a high priority to deliver on the promises made in the New Deal for Residents. We have ring-fenced £950,000 over the next 4 years capital budgets (£300,000 in 2015/16; £300,000 in 2016/17; £300,000 in 2017/18 and £50,000 in 2018/19) to invest in the improvement of failing garage sites and raise the quality standard of each site from a C/D Standard (poor standard) to a B and A standard (Good/ excellent standard).

As part of the 2015/16 Estate Service Improvement strategy we have put in place a comprehensive "Garage Sites Improvement Plan" to:

- Maximise the outcomes of the investment of £950,000 available for 2015/19 to cover all garages sites.
- Achieve a visual improvement of the surrounding environment/estates.
- Effective engagement with all Garage users
- Increase lettings
- Seek opportunity to reduce parking congestion within the housing estates.
- Zero tolerance against garage tenancy frauds.
- Zero tolerance against environmental offenders and ASB.
- Zero tolerance against garage rent arrears.

Objective 2 - Optimising the use and value of the housing assets

6.4.16 Portfolio Performance

To evaluate and appraise the stock to fully understand its relative performance and contribution to the Business Plan, including reference to need, demand and socio-economic factors so that opportunities and liabilities can be identified.

This is still a new area of activity for the council as a landlord which will be developed to take account of the opportunities under self-financing and which will adopt best practice performance assessment techniques from the social housing sector. To better understand the relative performance, value for money and contribution of properties to the HRA Business Plan the council will be seeking to use approaches such as:

- Net Present Value analysis³
- Yield analysis
- Need & demand analysis
- Social, economic and neighbourhood sustainability factors

The council will develop a balanced performance assessment process within a Sustainability Assessment Tool. This process will allow us to categorise our stock in terms of how 'fit for purpose it is for the future. It is envisaged that the bulk of the stock will be 'long term sustainable', but that some stock might exhibit some issues, with other stock exhibiting particular cause for concern. Property types or groups which fall into these latter two groups will, as appropriate, be the subject of option appraisals designed to determine the potential options and, ultimately, a preferred course for intervention.

6.4.17 Portfolio Interventions

To use the portfolio performance data to actively inform decisions for extracting more value, or removing liabilities, from the asset base, informed by a system of option appraisal.

Make sure future re-investment in properties which are well located, meet housing needs and are efficient to manage. To put in place affordable, economic investment programmes providing an appropriate balance between competing repair and investment requirements.

Identify properties for which an alternative use might be more appropriate, using the land or housing assets to build additional homes to increase the number of council owned/managed properties available of the type and quality needed and in areas where people want to live.

³ Net present value is a calculation used in capital budgeting to analyse the profitability of an investment

- Re-designation or re-use of properties
- Remodelling of properties
- Infill development or whole site re-development
- Development on previously undeveloped or cleared land
- Voluntary disposal

<p>Objective 3 <i>Developing the Decent Homes standard to achieve an 80% reduction in carbon emissions by 2050</i></p>

- Develop an opportunity overview of current funding streams i.e. ECO, FiTs, RHI
- Overview of SAP information for a single dwelling and measurements on upgrading the SAP score across thousands of homes
- A list of typical interventions that impact on average SAP, fuel poverty and carbon emissions for housing stock
- Identify practical solutions within short term funding criteria i.e. external wall insulation, internal wall insulation, HTT cavities and district heating
- Establishing a carbon baseline and developing a short, medium and long term carbon asset management and fuel poverty reduction strategy
- Prioritising the social return on investment that can be derived from investment into sustainability and energy efficiency in housing stock
- Promoting energy literacy and developing behaviour change in relation to energy use, providing residents with the ability and knowledge to live more sustainably reducing fuel debts where possible
- Working closely with the NHS to continue to develop a practical and partnership led approach to improving resident health and wellbeing across the councils housing stock.

7. Delivering the Strategy

The strategy requires a collaborative approach to delivery by engaging resources from across the council. The delivery plan outlines the key actions required to deliver the outcomes specified and the resources and timeframe expected

Delivering a sustainable housing investment programme requires an effective assessment management resource in place. The council will ensure that it has in place sufficient and appropriately skilled resources to manage the overall strategy and deliver the programme with effective resident consultation and quality control.

Progress against the delivery plan will be monitored by the Housing Investment Group on a quarterly basis. A full risk appraisal will be undertaken of the asset management delivery plan and actions arising will also be monitored in this way.

7.1 Impact of the Strategy

The council has considered the risks in adopting this Asset Management Strategy. It also recognises the importance of continuing to identify and mitigate risks as appropriate.

An assessment has been made of the impact the strategy will have on the residents of the borough and the council anticipates that this Housing Asset Management Strategy will have the following positive impact for our residents and for the council:

For Residents:

- Homes which meet as a minimum the LBBD standard and which are well managed and maintained
- Homes which are warmer and more energy efficient and cost less to run
- Homes which meet the individual needs of tenants
- A stock of properties which respond to the needs of the local community

For the council and stakeholders;

- Supporting the council's vision for growing the borough in the provision of high quality homes, a sustainable community, an enhanced environment and improved employment opportunities.
- Continuously improving tenant satisfaction with the homes provided
- Having a well maintained portfolio which allow efficiencies in running costs
- Delivering new projects effectively, efficiently and economically

Annex A : Housing Asset Management Delivery Plan

Housing Asset Management Delivery Plan

Delivering a high quality housing stock that meets the needs of our tenants & residents			
Outcomes	Action	Responsibility	Timing
Deliver the Housing Property Standard	Develop and publish a new LBBD Property Standard	Asset Management	March 2016
	Develop a lifecycle based investment plan for bringing the 'long term sustainable' stock up to the new LBBD Standard in line with HRA business plan	Asset Management	March 2016
	Provide a service delivery structure which includes the required levels of expertise to work effectively with and manage the contractors	Asset Management	July 2015
	Put in place a planned maintenance programme to maintain legislative compliance and ensure stock is kept at the agreed standard	Head of Repairs and Maintenance	April 2016
	Put in place a performance management framework that regularly reviews relevant KPI's, adjusting the forward programme of works and associated costs accordingly.	Asset Management	April 2015
	Provide regular update reports to tenants and elected Members on progress in delivering the investment programme	Asset Management	Quarterly
	Maintain stock condition survey data in the asset management database as programmes of work are completed.	Asset Management	Ongoing
	Emphasise Landlord expectations /tenant responsibilities in terms of maintaining their homes	Landlord Services	Ongoing
	Develop a comprehensive set of Repair & Maintenance Policies that clearly set out the Council's approaches and processes for maintaining the housing to the agreed standards.	Head of Repairs and Maintenance	March 2016
	Develop common specifications of materials	Asset Management	April 2016
Improve Energy Efficiency in housing stock and reduce fuel	Develop and implement a programme of targeted works as appropriate to the property types that will be	Asset Management /Energy Efficiency Officer	March 2016

poverty	delivered alongside repair and investment works improve the thermal insulation of properties and reduce energy consumption		
	Work with key organisations, including utility companies, to identify and secure funds to install energy efficiency measures or help subsidise the Council's own resources.	Energy Efficiency Team	ongoing
	Work with colleagues across the Council and with external agency partners to put in place a number of approaches that together will help tenants maximise their ability to pay to effectively and efficiently heat their home	Housing Strategy – Affordable Warmth/Energy Efficiency Team	ongoing
	To put systems and approaches in place to actively involve tenants in the investment planning and contract management processes	Resident Engagement Manager	September 2015
	Put systems in place to measure, monitor and assess progress in increasing the energy efficiency of the stock against the agreed KPIs	Energy Efficiency Officer/Housing Strategy	April 2016

Optimising the use and value of housing assets

An understanding of the performance of the housing asset portfolio including reference to need, demand and socio-economic factors	Undertake a review of all sheltered housing schemes to determine their ongoing suitability and specific investment needs	Housing Strategy Group Manager	March 2016
	Develop new balanced asset performance assessment process	Housing Strategy/HRA Business Plan Manager	June 2016
	Develop an option appraisal process/tool that informs future decisions on estate renewal	Housing Strategy / Regeneration	July 2016
Meeting Particular Needs	Put systems in place to inform a live register of adaptations and adapted properties	Housing Allocations	March 2016

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CABINET**21 July 2015**

Title: Barking and Dagenham Local Plan – Issues and Options	
Report of the Cabinet Member for Regeneration	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Daniel Pope, Group Manager Development Planning	Contact Details: Tel: 020 8227 3929 E-mail: daniel.pope@lbbd.gov.uk
Accountable Divisional Director: Jeremy Grint, Divisional Director of Regeneration	
Accountable Director: Chris Naylor, Chief Executive	
Summary	
<p>The Council's Local Plan was adopted in 2010. It needs reviewing to take forward the Council's new Vision and Priorities and its ambitious growth agenda. The Local Plan sets out how the borough and its partners want the borough to look like over the next fifteen years and the policies which will deliver this change. The first stage in reviewing the Local Plan is to consult on an issues and options report. This is attached as Appendix 1. It begins by explaining how the borough has changed over the last 150 years from two Essex towns to one London Borough. It then moves on to briefly describe the borough's vision and the potential to deliver 35,000 new homes and 10,000 new jobs by 2030 across seven growth hubs.</p> <p>The consultation paper is then split into three sections</p> <ul style="list-style-type: none"> • Planning for new homes and new jobs between 2015-2030 • Ensuring growth improves quality of life • Delivering the plan <p>Since this is the issues and options stage of preparing the Local Plan it doesn't present a definitive vision for the borough in 2030 but instead sets out and tests the implications of building 35,000 new homes and delivering 10,000 new jobs by 2030. Not only in terms of land use implications but also what this means for the future of the borough in terms of:</p> <ul style="list-style-type: none"> • who are the new homes for • where will residents work • how to plan business growth <p>It then looks at how growth might be managed so that it improves quality of life and makes Barking and Dagenham an even more attractive place to live; a destination of choice. It focuses first on what infrastructure such as transport, schools and healthcare is necessary to support this level of growth. It then looks at how development can be designed so that it strengthens and celebrates the qualities that define Barking and Dagenham. It then briefly, in the light of the reducing role of the Council, touches on how the Local Plan can</p>	

empower people to do more for themselves whilst strengthening the institutions which support local communities. Following on from this it goes into some detail on the important role of the Local Plan in improving access to healthcare and allowing people to lead healthy and fulfilling lives, how to tackle climate change and plan for its effects and how to create safer and more resilient communities.

The issues and options report then concludes with a section devoted to the delivery of the Local Plan, putting the ambitious targets for new homes into context and how the necessary supporting infrastructure might be funded.

The intention is to use the issues and options report as a background document for a comprehensive engagement exercise with residents, businesses and the voluntary sector. This exercise will be designed around the Council's website and social media whilst also reaching out to hard to reach groups.

The Local Plan issues and options consultation will coincide with the Council's Growth Commission and feed into its work and address its conclusions. The Growth Commission is led by Mike Emmerich who was the architect of the Greater Manchester devolution deal and is tasked with answering the question, in the light of the borough's growth potential, what kind of place should Barking and Dagenham be in the future. The Commission is due to report in March 2016.

Cabinet is also being asked to agree the timetable for the Local Plan review which is set out in the Local Development Scheme attached as Appendix 2, an updated Statement of Community Involvement attached as Appendix 3 which explains how the Council intends to consult on the Local Plan and planning applications and the Local Plan Sustainability Appraisal Scoping Report attached as Appendix 4. All these documents are statutory.

Recommendation(s)

The Cabinet is recommended to:

- (i) Agree the Local Plan Issues and Options report attached as Appendix 1 for public consultation;
- (ii) Agree the Local Plan Local Development Scheme attached as Appendix 2;
- (iii) Agree the Local Plan Statement of Community Involvement attached as Appendix 3; and
- (iv) Agree the Local Plan Sustainability Appraisal Scoping Report attached as Appendix 4.

Reason(s)

To deliver the Council's vision and priorities.

1. Introduction and Background

- 1.1 The Local Plan sets out how the borough and its partners want the borough to look like over the next fifteen years and the policies which will deliver this change. It was adopted in 2010 and now needs reviewing to ensure it is focused on delivering the Council's Vision and Priorities which includes an ambitious growth agenda.
- 1.2 The process of reviewing the Local Plan includes two statutory consultations, first on issues and options and then on a draft plan before it is submitted to the Secretary of State for an Independent Examination by the Planning Inspectorate.
- 1.3 This report presents a draft consultation issues and options report for approval. At this stage the Council needs to set out the main issues it will face over the next fifteen years in planning the borough and the options for addressing these so that it can engage residents, businesses, the voluntary sector and other stakeholders in agreeing the future plan for the borough. The consultation is planned for eight weeks during September and October. This exercise will be designed around the Council's website and social media whilst also reaching out to hard to reach groups.
- 1.4 The Local Plan issues and options consultation will coincide with the Council's Growth Commission and feed into its work and address its conclusions. The Growth Commission is led by Mike Emmerich who was the architect of the Greater Manchester devolution deal. The Commission is tasked with answering the question, in the light of the borough's growth potential, what kind of place should Barking and Dagenham be in the future. How do we make growth benefit the people who live here now and in the future? The Commission will try and understand how Barking and Dagenham's economic and social structure has evolved to become the place it is today, how it functions now, how it should function in the future and what role it should play in London, particularly east London. This involves deciding what kind of regeneration we want, how we make it happen and how we make sure growth delivers a place that enables people to live the lives they aspire to lead. This also links to Ambition 2020 as once there is a collective view on what kind of place Barking and Dagenham should be and how to achieve this, the Council can then design sustainable services around how people are likely to live their lives in future and how the borough is likely to function as a place. The Council can then be more certain about what income Growth will deliver from sources such as Community Infrastructure Levy, New Homes Bonus, business rates and Council Tax. The Growth Commission will also be instrumental in strengthening the case for devolution of funding streams such as stamp duty so that the Council has more control over its own future. The Commission is due to report in March 2016 which will enable the draft Local Plan to address its conclusions.
- 1.5 Over the last 150 years large projects have transformed the character of the borough. Developments such as the expansion of the railways and underground, the Becontree Estate and Dagenham Fords caused the borough's population to increase tenfold as it was transformed from a rural area into a London suburb. Once again the borough is facing a period of transformational change. This time, coincidental with the borough's 50th anniversary, there is the opportunity to plan this change as One London Borough and One Community.
- 1.6 Barking and Dagenham contains some of the most significant development opportunities within the "Greatest City on Earth" and is at the axis of the growth

areas of the Lower and Upper Lea Valley, Stratford, the Royal Docks and the City Fringe to the west and London Riverside to the east. It has the potential for 35,000 new homes and 10,000 new jobs by 2030 in mixed use developments across seven growth hubs. The Local Plan review is an opportunity to seek consensus around what sort of place the Council and its partners, residents, businesses and the voluntary sector want Barking and Dagenham to be in 2030. What is Barking and Dagenham's place and role in London, particularly east London?

2. Proposal and Issues

- 2.1 The Local Plan has an impact on all the issues which are key determinants in someone's quality of life whether the quality and availability of housing, access to jobs, health and education and skills. The links between education, health, skills, work and housing and quality of life are well versed. For example the Marmot Review demonstrates that inequalities in education outcomes affect physical and mental health as well as income, employment and quality of life. Decent housing is a basic condition to allow children to reach their full potential. Barking and Dagenham is the eight most deprived Local Authority in England and the Local Plan will need to understand how the borough's regeneration opportunities can be planned so that they improve the quality of life of existing and new residents in the borough. The Local Plan issues and options report provided at Appendix 1, looks first at how many new homes and new jobs can be delivered by 2030, and then examines how this level of growth might be planned so that it improves quality of life.

Planning for new homes and new jobs between 2015-2030

- 2.2 The borough's population is forecast to increase from 185,900 in 2011, to 250,000 by 2031 to 274,900 in 2041. Alongside Tower Hamlets it is the fastest growing borough in the country. Due to this the London Plan identifies a need for 49,000-62,000 homes each year across the capital between 2015 and 2036. The results of the Council's own housing need study will be known in August but is likely to show a similar level of need. However the London Plan has only identified enough land to build 42,000 homes a year across London. Currently Barking and Dagenham's housing supply target from the London Plan is 1236 new homes a year, committing to building 35,000 homes by 2030 would increase this to 2333 and make a significant contribution to meeting London wide housing need. Whilst this is a significant increase it still represents less than 5% of the total annual new housing target for London.
- 2.3 The issues and options reports identifies that the potential to build 35000 homes by 2030 depends on rezoning 117 hectares of industrial land for 16000 homes. In addition 13,000 homes already enjoy planning permission and there is potential for 4,000 homes in Barking Town Centre and 1500 on Beam Park. This includes the housing sites put forward by landowners and developers during the Council's call for sites.
- 2.4 One fifth of the urban area of Barking and Dagenham, more than any other London Borough, is protected for industrial uses yet over the next fifteen years only 10% of jobs growth will come from these areas. Despite the number of people employed in industry falling by over two thirds since 1950 the extent of industrial land remains very similar.

- 2.5 If 117 hectares of land, as set out in the issues and options report, is released for housing, Barking and Dagenham will still have a larger proportion of its urban area protected for industrial uses than any other London Borough. Industrial land in Barking and Dagenham, particularly Thames Road and River Road is underused and home to low grade uses which is difficult to justify in London where land is a scarce and valuable resource and where the London Plan is unable to identify enough sites to meet identified housing need. These areas harm the image of the borough due to the poor quality environment they create. They sit uncomfortably along existing housing, harming resident's quality of life and also frustrate the development of adjacent regeneration sites such as Barking Riverside. These areas employ relatively few people in often low skilled jobs and if replaced by housing could generate as many jobs as are lost. Many of these jobs would be in businesses and organisations supporting the increased population whether new shops in Barking Town Centre, new schools or new services.
- 2.6 The issues and options report suggests that the Council could then focus on generating the projected 10,000 new jobs by 2030 within the borough's town centers', major housing sites and remaining industrial areas including the London Sustainable Industries Park, LondonEastuk and Barking Town Centre across the six growth sectors identified in the Council's Growth Strategy. In order for existing and new residents to access jobs locally and outside the borough it will important for them to have the necessary skills to compete for them and the Local Plan can require new developments to deliver training plans and apprenticeships as part of their schemes as well as prioritizing the recruitment of local people and the use of local business.
- 2.7 Committing to providing 35,000 new homes by 2030 would also strengthen the case for important new transport links including river crossings across the Rivers Thames and Roding, improved rail links to Stratford, better bus services and improvements to the A13 including tunneling between Lodge Avenue and Gale Street.
- 2.8 The industrial sites proposed for rezoning are the Creekmouth and Thames Road sites which adjoin the Barking Riverside development. These can deliver 6000 homes. The Ford Stamping Plant which has capacity for 2000 homes. The Chadwell Heath Industrial Estate with capacity for 3000 homes. Finally there is potential for a further 5000 homes on the Rippleside site but this is predicated on undergrounding the A13 and a new rail station at Renwick Road on the Barking Overground extension.
- 2.9 As part of the Local Plan review officers have reviewed the Green Belt boundary. Two sites, Barking College and Collier Row Road have been put forward for release from the Green Belt during the call for sites but officers consider they do not justify removal as they meet the purposes of including land in the Green Belt. However in the interests of creating a more robust and defensible boundary officers are suggesting the following alterations:
- Excluding the Woodlands and Central Park nursery sites so the Green Belt boundary follows the boundary of Central Park
 - Excluding the playing fields of All Saints School and the allotment site to the north. Currently the Green Belt boundary goes through the middle of the playing field and does not follow an existing boundary.

- Excluding the development around Clemence Road to the south of the Leys Estate. This is a built up area and does not meet the purposes of including land in the Green Belt.
- Including the northern part of the Chadwell Heath cemetery

2.10 The issues and options report then moves on to ask who are we building new homes for and where will the new residents work?

Who are the new homes being built for and where will new residents work

2.11 The London Plan sets targets for how much new housing should be for sale, to rent, and affordable as follows:

- 48% housing for sale
- 12% institutionally owned properly managed private rented housing
- 24% shared ownership, low cost home ownership and rent to buy
- 16% subsidised rent at 50%-80% of market rents

2.12 The private rented sector locally is blighted by homes in multiple occupation and poorly managed buy to let which the Council is tackling through its licensing scheme and Article 4 Direction. Most of these homes are not purpose built as buy to let but ex Council housing stock or new homes that are rented out. It is intended that this 12% comprises institutional private rented housing in purpose built, managed apartment blocks with on site facilities such as gyms and cafes. This gives people who want to rent an alternative to living in poor quality buy to let accommodation and hopefully makes this a less attractive option. The Council can also explore ways to make sure that new homes built for sale are not bought by landlords are converted into buy-to-let properties or bought by investors who leave them empty. This is called buy-to-leave. Options include putting clauses in S106 agreements.

2.13 Barking and Dagenham may be London's most affordable borough but it is the 44th most expensive place to live in the UK and local incomes are less than the national average. Currently the average house price in the borough is £274,467 ten times average local incomes of £26926 a year ^{1 2}. In 2012, 20.2% of residents in employment earned less than £7 per hour and average local incomes are less now than they were in 2009.³ This has caused between 2001-2011 a decrease in home ownership but a doubling in the number of households renting privately. Barking and Dagenham has the fourth highest proportion in London of households living in Council or Housing Associated rented property.

2.14 The issues and options report explains that meeting the London Plan targets for affordable housing will be difficult in Barking and Dagenham where due to the economics of development there is a reliance on affordable housing grant to deliver affordable homes. For this reason it explores the impact of applying lower percentages of affordable housing, 25% (option 1) and 30% (option 2), compared to the London Plan target of 40%, to a higher overall housing supply figure, 2333 net new homes a year, against the London Plan target of 1236. It shows that applying the lower percentages of affordable housing to the higher housing supply figure delivers higher numbers of affordable homes overall and that under all three

¹ Land Registry March 2015

² Nomis 2014

³ ONS 2014 average weekly earnings 2014 £517.8, 2009 £523.7

options Barking and Dagenham would still have one of the highest proportions of affordable housing in London. All three options would allow the Council to fulfil its statutory obligations in providing housing for those in priority need whilst at the same time prioritising affordable housing for working households on low to middle incomes.⁴ This is consistent with the Council's Vision and Priorities and also with the objective of enabling social responsibility and building a more resilient community which is less dependent on the Council and does more for itself.

- 2.15 Barking and Dagenham's attractiveness as a place for working Londoners to move and put down roots is likely to increase as the borough enjoys excellent access to those parts of London which are experiencing significant jobs growth. This includes Central London, the Royal Docks, Canary Wharf and Stratford. The borough's population is forecast to increase by 65,000 by 2031 but the number of jobs by only 10,000, and therefore the majority of the working aged people within this figure will work outside the borough. Barking and Dagenham as London's most affordable borough has an important role to play in allowing people who work in London to live in London whether in market housing or affordable housing. It is essential for the local and London-wide economy that workers on low to middle incomes are able to live in the capital. This includes key workers crucial to keeping the capital's vital public service running.
- 2.16 Securing the right mix of housing will therefore help increase average incomes and attract households with more spending power for the benefit of local shops and services and therefore job creation. This is critical in increasing employment and therefore in raising incomes and improving people's quality of life and standard of living.
- 2.17 Alongside the Local Plan review the Council is putting together a 15 year housing plan. This will map the supply of new affordable to test what is deliverable with regard to the different mechanisms for delivering affordable housing and to ensure that the right size and tenure of affordable housing is provided in the right locations. This Local Plan will look to avoid providing more capped/social rented housing in locations where there is already a concentration such as Barking Town Centre or Marks Gate to try and break the cycle of deprivation and instead focus on forms of housing such as shared ownership in these locations.
- 2.18 The report also explains that the Council is required to set pitch targets for gypsies and travellers and plot targets for travelling show people based on a local assessment of need, then to identify and keep updated a supply of five years worth of sites to meet local targets, and developable sites or broad locations for growth for years 6-10 and if possible 11-15 years. The Council will need to do a study to inform the Local Plan. Previously the Mayor of London estimated there was a requirement for between 9-14 pitches in the borough over ten years.

Creating new jobs beyond industrial areas

- 2.19 The issues and options report then examines the future of the borough's town centres in the light of population growth and the changing nature of retailing. It takes forward the objectives of the Barking Town Centre Strategy in proposing that

⁴ Section 167(2) of the Housing Act 1996

Barking Town Centre is the focus of housing delivery, east London's Cultural Hub, a place to work, to live, to be entertained, to keep fit and to learn.

- 2.20 Outside Barking Town Centre it identifies the potential for intensifying development in Dagenham Heathway and linking this to a New Heart for Dagenham at Chequers Corner around a remodelled retail park and an East London Industrial Heritage museum. It considers that the Heathway can benefit from the thousands of new homes planned along the A1306 as it enjoys good bus links and is a short walk from Chequers Corner. It also identifies the potential for a district centre at Merry Fiddlers stretching north to south from ASDAs to Morrison and east to west from the Civic to the Merry Fiddlers shopping parade.
- 2.21 The Local Plan review is an opportunity to consider how best to ensure the right mix of uses in retail frontages. Recent changes to permitted development now allow changes of use between retail and non-retail uses without planning permission but betting shops and pay day loan uses have had their permitted development rights removed. These changes render existing Local Plan retail frontage policy redundant and therefore it is proposed that new policies should focus not on what something is but what contribution it makes to the success of the town centre.

Ensuring growth improves quality of life

- 2.22 The Local Plan issues and options report then looks at how growth can be planned to improve quality of life. For growth to succeed it considers it must:
- Reduce deprivation.
 - Be planned carefully in a way which ensures the infrastructure to support existing and new communities and businesses is understood, planned for, financed and future proof
 - Enhance the places, spaces and qualities that define Barking and Dagenham now and in the future
 - Empower people to do more themselves whilst strengthening the institutions which support local communities
 - Allow residents convenient access to jobs across London
 - Improve access to healthcare and allow people to lead healthy and fulfilling lives
 - Raise attainment and realise aspiration for every child at all stages of life
 - Tackle climate change and plans for its affects
 - Create safer and more resilient communities.
- 2.23 The issues and options report explains that the Local Plan will need to plan the requirement for new transport links, new schools, health facilities, community spaces, open spaces, play pitches, sports facilities, utilities, emergency services and broadband to meet the demands of 35,000 new homes and 10,000 new jobs. This links to the Council's objective to support residents to take responsibility for themselves, their homes and their community and to enable people to live healthy lifestyles. Improving access to healthcare and lifelong learning allows people to lead healthy and fulfilling lives and to take advantage of the opportunities London has to offer improving life chances, and removing barriers that prevent people from reaching their full potential.

- 2.24 The Local Plan also needs to ensure that utility infrastructure, such as gas, electricity and water, can cope with the demands of growth. This includes ensuring new homes and businesses have access to superfast internet which will help make these locations more attractive places to live and invest, increase the productivity of businesses and enable residents to access a wider variety of services and products.⁵ Consultation on the issues and options paper will allow the Council to engage with the gas, water, electricity, sewerage and broadband providers to ensure they are geared up to serving the quantity of new homes and jobs being planned for.
- 2.25 The issues and options report sets out the borough's transport priorities which are necessary to ensure new and existing homes have convenient access to the places where people want to work, shop and visit taking into account the growth in jobs in the Royal Docks, Canary Wharf, Stratford and the Lower Lea Valley. By 2030 over 65,000 residents could be commuting outside the borough for work. It then identifies the schools, health care facilities and recreation facilities needed to support the new housing sites proposed. This excludes Barking Riverside where the necessary infrastructure is captured by the existing planning permission which is being reviewed. For 25,000 new homes it identifies a need for 21 new primary schools, 7 new secondary schools, 25 GPs, 1 fire station and 245 police officers. National Government, London Buses, Transport for London, Network Rail and National Express, the NHS, Sport England, the GLA, community groups and education providers will all be consulted on the issues and options report to ensure growth is planned in a coherent and comprehensive way.
- 2.26 Through business rates, Community Infrastructure Levy and New Homes Bonus new development can generate funding to pay for the infrastructure. However due to the economics of development in the borough there is likely to be a gap between what infrastructure is needed and what can be afforded. This gap will reduce as the borough becomes a more attractive place to invest as developers recognise the potential that exists and values increase. The Council is also reviewing its Community Infrastructure Levy to ensure it is set at the right level and maximises receipts without threatening development viability.
- 2.27 The Council in partnership with the GLA, TfL and Havering are undertaking a Development Infrastructure Study. This will identify the infrastructure requirements across London Riverside, its costs and then the sources of funding to fund this. It is likely that it will identify a significant funding gap and this will add weight to the case for east London Councils to have more control over locally generated income streams such as Stamp Duty.
- 2.28 There is a challenge for the Local Plan to ensure that growth makes a positive contribution to the borough and strengthens the borough's character and makes it an even more attractive place to live and visit. In this respect Barking and Dagenham is not dissimilar to the rest of London in that it comprises a number of different areas each with their own character, diversity and meaning. The issues and options report defines the ten different character areas which make up the borough. It suggests that by understanding the characters of these areas the Local Plan can provide more detailed guidance on what density and size of development is acceptable in each thereby ensuring it is sympathetic to the surrounding area and makes a positive contribution to it.

- 2.29 For the very biggest sites such as Chadwell Heath, Creekmouth, Thames Road, Beam Park and Rippleside the Local Plan could set out development principles drawing on best practice from home and abroad. These sites can be designed to incorporate a mix of uses at ground floor level to accommodate commercial and community space arranged around high quality open spaces. Not only space for the shops and services to support new housing but also affordable space for small and medium sized businesses. This enables people to shop, learn, access their health services, cultural activities, work and spend their leisure time locally in walkable neighbourhoods designed to meet the needs of the community at all stages whilst also being well connected to the rest of the borough. This concept is called Lifetime Neighbourhoods.
- 2.30 For smaller infill sites it recognises that areas like the Leftley Estate, Dagenham East and the Becontree Estate each have their own distinct character and have come under a lot of pressure for new development especially on side plots or properties with large gardens. The issues and options paper proposes that back and side garden developments are ruled out in the interests of maintaining the integrity of the borough's existing housing estates, reducing car parking pressures and focusing growth on brownfield sites. For the Becontree Estate in particular it proposes design guidance for householders and landlords to encourage them when doing renovations, alterations and extensions to be sympathetic to the original character of their property.
- 2.31 The Local Plan has an important role in empowering people to do more for themselves whilst strengthening the institutions which support local communities. Just as it is necessary to understand the characters of the different places which comprise the borough to make sure new development enhances this so it is necessary to understand how people use the borough and in particular which are the institutions which underpin the social fabric of the borough. This could be faith groups, community groups, sports clubs, social clubs and so on. The Local Plan provides an opportunity to ensure that the demands arising from new development are understood and can be properly planned so that the space for these groups can be provided within new centres or hubs, or if necessary funding directed to existing centres where more capacity is needed.
- 2.32 The Local Plan can enable people to live healthier lifestyles and ensure that new and existing residents have convenient access to the healthcare facilities they rely on. Taking forward the recommendations of the Council's Health and Wellbeing Strategy and building on the evidence in the Joint Strategic Needs Assessment the issues and options report sets out a number of ways the Local Plan can enable people to live healthier lifestyles. This includes ensuring that new development has convenient and safe access to a range of open spaces offering formal and informal recreation opportunities including children's playspace. This includes the borough's network of parks and open spaces.⁶ The borough has more publicly access green space than it does industrial land. However many of these spaces require investment to meet the needs of the borough's growing population which is becoming more diverse, younger but also with increasing numbers of older people. Open spaces have an important role to play not only in enabling people to live healthier lifestyles but also in managing and adapting to climate change and also air pollution.

⁶ The percentage of the population of the borough utilising outdoor space for exercise/health reasons was 7.8% in 2013/14 and 11.3% in 2012/13. This compares with the London average of 11.8% in 2013/14 and 10.5 in 2012/13.

- 2.33 The Local Plan has a vital role in mitigating the impacts of climate change and adapting to its effects. This is not just an environmental issue the measures to tackle and adapt to climate change can also benefit the local economy and residents quality of life. The Mayor of London seeks to achieve an overall reduction in London's carbon dioxide emissions of 60% below 1990 levels by 2025. The issues and options report sets out a number of measures the Local Plan could include to tackle climate change adapt to its effects. This includes taking forward the proposals in the Barking and Dagenham Energy Services Company.
- 2.34 The Local Plan has an important role in creating safer and more resilient communities. The Barking and Dagenham Community Safety Strategy 2014-2017 aims to prevent and reduce crime and anti-social behaviour. The crime rate has fallen between 2003/4 and 2013/14 from 133.2 crimes per thousand to 82.6 crimes per thousand. The design of development, in line with the principles of Lifetime Neighbourhoods, can help encourage people to interact and look after one another through the location of public buildings and the design of public spaces. Safer environments can be created by ensuring roads, footpaths and other public spaces enjoy natural surveillance with activity maximised at the ground floor of new buildings with dead space and blank frontages minimised.

Other statutory Local Plan documents

- 2.35 As part of the Local Plan review the Council has prepared a Local Development Scheme (LDS) which sets out the timetable for the Local Plan review. This is attached as Appendix 2. This is a statutory document. Currently the Local Plan is a portfolio of different documents including the Core Strategy, Borough Wide Development Policies, Site Specific Allocations, Barking Town Centre Area Action Plan and a number of Supplementary Planning Documents. It is proposed to incorporate all these in one Local Plan document as recommended by National Planning Policy Guidance.
- 2.36 The proposed timetable for the Local Plan review is as follows:
- Issues and options consultation – September and October 2015
 - Draft Local Plan to Cabinet and Assembly – June/July 2016
 - Draft Local Plan consultation – August to September 2016
 - Submit Local Plan to Secretary of State – November 2016
 - Examination – January 2017
 - Adoption assembly – May 2017
- 2.37 The Council has also updated its Local Plan Statement of Community Involvement (SCI). This is also a statutory document and sets out the Council's commitment to involving the local community in preparing the Local Plan and also in consulting on planning applications. This is attached as Appendix 3.
- 2.38 It is a statutory duty for the Council to undertake a Sustainability Appraisal (SA) of the Local Plan incorporating the requirements of Strategic Environmental Assessment. At this stage this requires the Council to consult on and agree a Sustainability Scoping Report. This establishes the baseline social, environmental and economic information for the borough and key sustainability issues from which a Sustainability Framework has been developed which will be used to assess Local

Plan alternatives against. The Council has consulted on a draft Sustainability Scoping Report and the final version is attached as Appendix 4. A Sustainability Report will then be published for consultation alongside the consultation on the draft Local Plan. The Sustainability Appraisal plays an important part in demonstrating that the Local Plan reflects sustainability objectives and has considered reasonable alternatives.

- 2.39 The Council is in the process of review its Community Infrastructure Levy (CIL). This was introduced on 3 April 2015 and is a standard charge on new development in the borough which creates new floorspace. It was based on financial modelling one in 2012 and since then development viability has improved and therefore it is necessary to redo the modelling to establish if the charges are at the right level of whether they should be increased.

3. Options Appraisal

- 3.1 The Local Plan will set out how the borough and its partners want the borough to look like over the next fifteen years and the policies to deliver this change. It was adopted in 2010 and the review is necessary to ensure it is focused on delivering the Council's Vision and Priorities which include an ambitious growth agenda. National Planning Policy Guidance advises that Local Plans should be reviewed every five years.
- 3.2 The issues and options stage of preparing the Local Plan allows the Council to consult on the main issues it will face in planning the borough over the next 15 years and the options available to address these. Alternatively the Council could chose not to review its Local Plan however this would make it harder to deliver the Council's agreed vision and priorities. Change will happen with or without the Local Plan; this is evident in population projections for the borough. Reviewing the Local Plan will allow the Council to plan this change so that the benefits of growth are maximised for the borough's residents old and new.

4. Consultation

- 4.1 Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012 requires the Council to consult residents and specific and general consultation bodies in preparing the Local Plan. The planned consultation on the issues and options report is intended to fulfil this requirement. Cabinet is asked to agree the issues and options report attached as appendix 1 for consultation. After this consultation the Council needs to address the feedback received and consult on a draft Local Plan as required by regulation 19. The Council must also consult the Strategic Environmental Assessment consultation bodies on the information and level of detail to include in the sustainability appraisal report.

5. Financial Implications

Implications completed by: Carl Tomlinson, Finance Group Manager

- 5.1 The cost of preparing the Local Plan and consultation will be met from within the existing Regeneration budget. The proposals set out in the Issues and Options report are consistent with the Council's Vision and Priorities.
- 5.2 The Local plan encompasses a large number of Borough wide proposals that will affect housing, local businesses and stakeholders, infrastructure, public realm, environmental issues and local services such as schools, leisure facilities and public health provision.
- 5.3 The production and finalising of the Local Plan does not commit the Authority to any of the individual developments and schemes mentioned. Some of the projects in the plan have already been reported to Cabinet and future proposals will also need to be the subject of individual reports where the business cases and full financial implications will need to be separately assessed to ensure their viability.
- 5.4 In general, there will be significant financial benefits to the Authority if the proposed Local Plan is successfully implemented. These include increases in Council Tax as a result of the rise in the number of housing units and increases in the level of NNDR as a result of expanding the business potential of the Authority. The likely increase in population will, however, place considerable additional demands on local services unless members of the community are empowered to do more for themselves.
- 5.5 There will also be income in respect of New Homes Bonuses (if the current arrangements continue), Community Infrastructure Levies and Section 106 agreements. However, at this early stage in the process and with insufficient details available on the individual proposals it is not possible to accurately assess the actual amounts of income that will be forthcoming.

6. Legal Implications

Implications completed by: Paul Feild, Senior Corporate Governance Solicitor

- 6.1 Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012 requires the Council to consult residents and specific and general consultation bodies in preparing the Local Plan. This is the purpose of this report. It must take into account any representations received in preparing the Local Plan. Cabinet is asked to agree the issues and options report attached as appendix 1 for consultation.
- 6.2 The Council under section 19(5) of the Planning and Compulsory Purchase Act 2004 must undertake a Sustainability Appraisal of the Local Plan incorporating Strategic Environmental Assessment as required by European Directive 2001/42/EC
- 6.3 Section 18 of the Planning and Compulsory Purchase Act 2004 requires local planning authorities to produce a Statement of Community Involvement, which

should explain how they will engage local communities and other interested parties in producing their Local Plan and determining planning applications.

- 6.4 A Local Development Scheme is required under Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011). This must specify (among other matters) the documents which, when prepared, will comprise the Local Plan for the area.

7. Other Implications

- 7.1 **Risk Management** – The National Planning Policy Framework (NPPF) makes clear that the Local Plan will be examined by an independent inspector whose role is to assess whether the plan has been prepared in accordance with the Duty to Cooperate, legal and procedural requirements, and whether it is sound i.e.

- Positively prepared – the plan should be prepared based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development;
- Justified – the plan should be the most appropriate strategy, when considered against the reasonable alternatives, based on proportionate evidence;
- Effective – the plan should be deliverable over its period and based on effective joint working on cross-boundary strategic priorities; and
- Consistent with national policy – the plan should enable the delivery of sustainable development

It is intended to undertake comprehensive consultation on the issues and options report including with the Duty to Cooperate bodies. A soundness checklist will be completed following the issues and options consultation to ensure all the legal and procedural requirements have been satisfied and that the soundness tests have been met. The issues and options report has been prepared to satisfy Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012. The LDS, SCI and Sustainability Appraisal Scoping Report are also statutory documents.

- 7.2 **Corporate Policy and Customer Impact** – The Local Plan sets out how the borough and its partners want the borough to look like over the next fifteen years and the policies which will deliver this change. It was adopted in 2010 and the review is necessary to address and test the Council's Vision and Priorities which include an ambitious growth agenda. It also addresses the relevant parts of the Joint Strategic Needs Assessment, Health and Wellbeing Strategy, Housing Strategy, Barking and Dagenham Community Safety Strategy, Children's and Young People's Plan, Growth Strategy and Barking Town Centre Strategy. The Local Plan issues and options consultation will coincide with the Council's Growth Commission and feed into its work and address its conclusions.

In line with the Council's Statement of Community Involvement the consultation on Local Plan issues and options will include engaging organisations representing the various equality groups.

Officers have identified the current and forecast population profile of the borough in terms of people, households, age groups and ethnicity in preparing the baseline for the Sustainability Appraisal Scoping Report and this has also been addressed in the issues and options report.

- 7.3 **Safeguarding Children** – The issues and options report addresses the issue of how growth can be planned so it improves quality of life. Raising attainment and improving life chances is important to this. Therefore the report covers how new development can be designed to enable people including children to live healthy lifestyles and therefore reduce obesity levels in the borough, it identifies the importance of making sure school leavers have the skills to compete for jobs within and outside the borough and the means to reach these, and it recognises the importance of planning new schools as an integral part of the master planning of the proposed major new housing sites.
- 7.4 **Health Issues** – Taking forward the recommendations of the Council’s Health and Wellbeing Strategy and building on the evidence in the Joint Strategic Needs Assessment the issues and options report sets out a number of ways the Local Plan can enable people to live healthier lifestyles. It also, using data from the Healthy Urban Development Unit model, identifies the necessary healthcare facilities to support growth.
- 7.5 **Crime and Disorder Issues** – Section 17 of the Crime and Disorder Act 1998 places a responsibility on local authorities to consider the crime and disorder implications of any proposals. The issues and options report recognises that the design of development can prevent and reduce crime and the fear of crime. It also identifies how many new police officers are need to support the increased population in 2030.
- 7.6 **Property / Asset Issues** – All development proposals will need to be in line with the Local Plan and therefore it will have an impact on the future use of the Council’s Property and Assets where the need for planning permission is involved.

Background Papers Used in the Preparation of the Report: None

List of appendices:

- **Appendix 1:** One Borough, One Plan, draft Issues and Options Report.
- **Appendix 2:** Local Plan Local Development Scheme
- **Appendix 3:** Local Plan Statement of Community Involvement
- **Appendix 4:** Local Plan Sustainability Appraisal Scoping Report

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ONE BOROUGH ONE PLAN

Local Plan

**Issues and Options
Consultation**

Draft report

July 2015

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Barking and Dagenham Local Plan Issues and Options

Barking and Dagenham. One Borough. One Plan.

1. What is the Local Plan?

Barking and Dagenham is reviewing its Local Plan so that it is focused on delivering the Council's Vision 'One borough; One community; London's growth opportunity'. The Local Plan will set out what the Borough will look like in 2030 and the policies which will deliver this change.

The Local Plan is the Borough's key local planning document used to shape the Borough's growth. It guides decisions such as the location and amount of development and covers issues from the amount of land allocated for housing or for industrial use to planning the borough's town centres and the preservation of local character and environment. The Plan is used when decisions on planning applications are made.

Since the previous Local Plan was adopted in 2010, Barking and Dagenham has changed, as have the opportunities for growth. This means that we need to review the current Plan. The Council also believes that the Local Plan needs to better address the question – what is Barking and Dagenham's place in London?

This consultation is the first stage in reviewing the Local Plan. The Council wants your views so that we can all plan for Barking and Dagenham in a way which maximises the benefits of new development for everyone.

How you can have your say

This is your chance to help the Council with the overall approach to the Plan. Detailed policies still need to be drafted but before this can happen we need to be sure that we have captured and understood the main issues and options facing the Borough so that the Plan can address those challenges.

We are very interested to receive your comments and suggestions on the future planning of the Borough.

There are a number of ways in which you can respond:

1. Using the Council's online consultation system (the Council's preferred means) at:

WEBLINK to be added

2. If you do not have internet access a response form, copies of which are available from The Town Hall, Civic Centre, Borough libraries and from the planning policy team. This is a paper form for those without access to a computer. Call TELEPHONE NUMBER and ask for the planning policy team, or email planningpolicy@lbbd.gov.uk

Responses should be sent to the following freepost address:

Local Plan Preferred Options Report
London Borough of Barking and Dagenham
Freepost (code TBC)
Barking
IG11 7LU

The deadline for all responses is 5pm on Friday XX MONTH 2015.

Responses received after this deadline can only be accepted in exceptional circumstances. If you have any questions or experience any difficulty submitting your representations please contact the planning policy team at planningpolicy@lbbd.gov.uk

What happens next?

The process of reviewing the Local Plan will include two consultations the first is this one on the Issues and Options and the second will be on the Draft Plan.

Once the consultation on this report had finished the Council will consider all of the comments received and use them to refine the options. A summary of responses will be published in the Council's website later this year. Comments received cannot be treated as confidential. We will then draft the Local Plan, setting out detail policies which will be subject to a further round of consultation in the summer of 2016.

The Local Plan will then be submitted to the Secretary of State for and Independent Examination before the Planning Inspectorate in late 2016. The Plan will then be adopted in 2017.

2. From two Essex towns to One London Borough

From Anglo-Saxon times until 1965, Barking and Dagenham were both part of Essex. On 1 April 1965 Barking and Dagenham merged to form the London Borough of Barking. It was renamed the London Borough of Barking and Dagenham on 1 January 1980. In 2015 the borough celebrates its 50th anniversary and the change from two Essex towns to one London Borough.

The change has been revolutionary. Over the last 150 years large projects have transformed the character of the borough. The Borough's population has peaked and troughed in this period reflecting:

- The expansion of the railways and underground from 1854 to 1932;
- The building of the Becontree Estate from 1921-1934 which housed 115,652 people;
- The rapid industrialisation of the borough from the 1920s onwards and its decline which coincided with post 2nd World War "slum" clearance and the building of large predominantly flatted Council estates such as Gascoigne, Thames View, Becontree Heath and Marks Gate; and
- More recently the second wave of in-migration in the last twenty years of people from inner London and elsewhere to the borough.

Dagenham Breach 1964 – LBBB archive



Barking Station 1906 – LBBB archive



*Table 1
Population of Barking and Dagenham 1911-2011*

Year	Population	Increase/decrease
1911	37,759	
1931	121,410	+321%
1951	168,724	+39%
1971	160,656	-5%
1991	146,154	-9%
2011	185,900	+27%
2031	250,500	+35%

The borough has traditionally relied on skilled and low skilled manual jobs. Whether fishing fleets and market gardening in the 1800's, mills and chemical industries in the late 1800's and early 1900's, utility industries e.g. Barking Power Station in the 1920s or general manufacturing which peaked in the 1950s when Ford's, which opened in 1931, employed 40,000 people and May and Baker (later Sanofi) which in its heyday employed over 3000 people. Resident's quality of life and standard of living has been linked with the rise and fall of these industries, but the history of Barking and Dagenham shows that housing and jobs were not planned together.

The Becontree Estate built between 1924 and 1935, initially housed skilled manual workers from inner London and was planned independently from the Ford Dagenham Estate. The post war slum clearance and development of large social housing estates such as Gascoigne, Marks Gate and Thames coincided with the start of the decline in manufacturing jobs. People may have had better homes but they did not have better prospects. This became a generational problem leading to the need for more social housing and perpetuating the cycle of deprivation and increasing the role of the Council in providing a safety net. Despite the decline in manufacturing the Borough continued to safeguard 20% of its urban area for these uses, suppressing land values and allowing low quality and low skilled businesses to prosper. Most of these businesses moved from inner London where the price of land was increasing in value. This harmed the image of the Barking and Dagenham and acted as a barrier to the delivery of adjacent regeneration opportunities.

Throughout this period, the role of Local Government has driven change whether Barking Urban District Council supplying electricity, sewerage, building tramways, and undertaking slum-clearance in the late 1800s and pioneering the building of Council housing in the early 1900s, the role of the London County Council in the planning and development of the Becontree Estate, the role of the London Borough of Barking in post war slum clearance

and the building of new Council housing and the role of Dagenham Urban Council in building a new centre for Dagenham in 1934. This tradition continues today with the Council again pioneering the building of affordable housing, contributing to the funding of the London Overground Extension to Barking Riverside to stimulate the building of 10,800 homes and its vision in conceiving and delivering the London Sustainable Industries Park at Dagenham Dock.

History shows that Barking and Dagenham's rapid development in the last 150 years cannot be found in a local grand vision or strategy, but in big projects which coincided and forged the Borough's future such as Dagenham Fords and the Becontree Estate. These caused the population to increase ten fold as it was transformed from a rural area into a London suburb, but were not planned together. These changes were due to the area's advantageous location, good connections and availability of land in close proximity to London. The ability of existing residents, businesses and organisations to respond to this change is a feature of Barking and Dagenham's history and testament to their resilience and adaptability.

In 2015 Barking and Dagenham is celebrating its 50th anniversary. It has come a long way from when Dagenham was part of Romford Rural District and Barking was a provincial Essex town. It has been one borough for fifty years and is now London's Growth Opportunity. The reason for this opportunity is again the Borough's advantageous location, good connections, the availability of land and the area's historic reputation for delivering and embracing change. The difference is that this time there is the opportunity to plan this change as One London Borough and One Community and to ensure that the different opportunities that exist are planned in a coordinated manner so their combined impact is understood and their benefits maximized for the benefit of existing and future residents.

This means getting the right balance between housing local people in need and enhancing Barking and Dagenham's reputation as a place where Londoners choose to live and put down their roots. This also demands an analysis of the Borough's existing economy and in particular the zoning of 20% of the urban area for low employment and low skilled industrial uses. The Local Plan will look forward to how to increase employment in those parts of the economy which are growing and how to increase the ability of existing and future residents to access not only local new jobs but of equal importance the thousands of new jobs being created in the Royal Docks, Canary Wharf, North Greenwich, Stratford and central London. This is necessary to increase employment, to raise incomes and improve people's quality of life, raise attainment and realise aspiration for every child.^{1 2}

3. The Council's vision

Since this is the issues and options stage of preparing the Local Plan the Council is not presenting a definitive vision for the Borough in 2030 but instead we are setting out the implications of building 35,000 new homes and delivering 10,000 new jobs:

- Who are the new homes for?
- Where will residents work?
- How to plan business growth

Barking and Dagenham contains some of the most significant development opportunities within the “Greatest City on Earth”.³ Its population is becoming younger, more diverse, creative and entrepreneurial. These are the demographics of growth. It enjoys excellent connections which will only improve further. These include rail and underground connections from Barking Station which provide access to the City of London in 15 minutes, future Crossrail station at Chadwell Heath providing access to Paddington in 34 minutes, links from the A12 and A13 to the wider strategic road network, intercontinental High Speed rail freight access and over 30 safeguarded wharves. It is a green borough with more publicly accessible open space than industrial land.⁴

The Mayor's Vision 2020 document highlights the potential for growth in the Upper Lower Lea Valley, Stratford, the Royal Docks and the City Fringe to the west and London Riverside to the east.⁵ Barking and Dagenham is at the axis of these three growth areas and improving its links to them whilst being clear on what it can offer investors will be important in achieving its vision. Planned and potential improvements include the London Overground Extension to Barking Riverside, direct rail links from Barking to Stratford, better links to the Royal Docks and improvements to the Lodge Avenue and Renwick Road A13 junctions including the potential to underground the A13.

¹ Fair Society, Healthy Lives (ref The Marmot Review, UCL 2010) demonstrates that inequalities in educational outcomes affect physical and mental health, as well as income, employment and quality of life. To address these inequalities action is needed throughout life, investing in early years development to improve children's readiness for school, enabling children and young people to develop skills for life as well as achieve qualifications during their school career, and provide learning opportunities throughout life.

² The Barking and Dagenham Joint Needs Assessment 2014 found that there is a strong correlation between young people who are not in education, employment or training (NEET) and those who have poorer health outcomes. It also notes that Employment is a major factor in a person's wellbeing, and loss of employment and the financial security employment brings is associated with higher rates of mental and physical ill health.

³ Mayor of London, Vision 2020, 2013 describes London as “Greatest City on Earth”

⁴ Designated industrial land 489 hectares, publicly accessible green space 528 hectares including The Chase, Eastbrook End and Beam Valley parks.

⁵ Mayor of London, Vision 2020, 2013

Barking and Dagenham has the most untapped potential for growth in the capital, has excellent accessibility and is London's next big growth story after Docklands and Stratford. The Council is committed to growth, to playing its role in London and delivering for its community. It has ambition and aspiration to become a destination of choice, where people stay and feel welcome.

The Borough has seven growth hubs with an unrivalled opportunity to deliver a wide range of new jobs and housing across the Borough. They are:

- Barking Riverside – one of the largest residential developments in the UK, 11,000 homes with superb River Thames frontage.
- Beam Park/Ford Stamping Plant – a major brownfield site with great potential for housing and commercial activity with 2500 new homes and over 1000 new jobs.
- Barking Town Centre – 15 minutes from Central London, east London's cultural hub, a vibrant and culturally rich community, with space for creative industries, superb accessibility, and opportunity for at least 4,000 more homes.
- London Sustainable Industries Park (LSIP) – addressing the low carbon economy, the platform for Barking and Dagenham to become London's greenest borough.
- londoneast-uk – working with the private sector to transform the former Sanofi site into a bio tech and media industry based economic hub that is unique in the capital.
- Chadwell Heath – potential for 3000 homes benefiting from new Crossrail Station.
- Rippleside – undergrounding the A13 and unlocking potential for 5000 new homes around a new station on the London Overground line to Barking Riverside.

Ultimately, across the Borough, there is the potential to accommodate up to 35,000 new homes and workspace for 10,000 new jobs by 2030. However, this depends on the future of the Borough's large expanse of land which is protected for industrial use.

4. Planning for new homes and new jobs between 2015 - 2030

To understand how many new jobs and how many new homes could be built in Barking and Dagenham it is necessary to first forecast:

- how much demand there is for housing
- how many new homes it is possible to build to meet this demand
- which parts of the economy jobs growth will come from
- how these jobs can be accommodated

This section will highlight the potential to release up to 117.5 hectares of land to accommodate an additional 16,000 homes in mixed used developments. It will show that one fifth of the urban area of Barking and Dagenham, more than any other London borough, is protected for industrial uses yet over the next

fifteen years only 10% of jobs growth will come from these areas. Even with the scale of release proposed Barking and Dagenham will still have a larger proportion of its urban area protected for industrial uses than any other London borough. Industrial land in Barking and Dagenham, particularly Thames Road and River Road, is underused and home to low grade uses which is difficult to justify in London where land is a scarce and valuable resource. This is also a consideration when the London Plan (2015) is unable to identify enough sites to meet identified housing need. These areas harm the image of the Borough due to the poor quality environment. They sit uncomfortably along existing housing, harming residents' quality of life and also frustrate the development of adjacent regeneration sites such as Barking Riverside. These areas employ relatively few people in often low skilled jobs and if replaced by housing would generate as many jobs as are lost. Many of these jobs would be in businesses and organisations which would support the increased population, whether new shops in Barking Town Centre, new schools or services. The Council could then focus on generating jobs in growth sectors within the Borough's town centres and remaining industrial areas including the London Sustainable Industries Park with the objective to deliver 10,000 new jobs by 2030. Committing to providing 35,000 new homes by 2030 would also strengthen the case for important new transport links including river crossings across the Rivers Thames and Roding, improved rail links to Stratford, better bus services and improvements to the A13 including tunneling between Lodge Avenue and Gale Street.

4.1 Demand for new housing

In 2011 the population of the Borough was 185,900, 2.27% of London's total population of 8.2 million. This was an increase in population of 20,200 or 10.9% between 2001 and 2011. Of this growth, 50% was in the Gascoigne, Longbridge, Thames and Abbey wards. The Borough's population is forecast to increase to 250,500 by 2031 and 274,900 by 2041.^{6 7} Gascoigne, Thames, Abbey, Chadwell Heath and River wards are likely to experience most of this growth. The increase in population will be most pronounced in Thames Ward where 20,000 of the 35,000 new homes by 2030 could be accommodated.

⁶ ONS July 2012

⁷ GLA 2013 Round SHLAA Based Capped Population Projections (March 2014)

Table 2 Population growth by ward from 2001 to 2011 in Barking and Dagenham, source census 2001 and 2011.

Ward	Population 2001	Population 2011	% Change 2001 - 2011
Gascoigne	9471	12452	31.5
Longbridge	8954	11478	28.2
Thames	8627	10728	24.3
Abbey	10320	12786	23.9
Eastbury	10186	11624	14.1
Valence	8850	9867	11.5
Heath	9719	10786	11.0
Alibon	9359	10385	11.0
Mayesbrook	9385	10342	10.2
Village	9794	10787	10.1
Whalebone	9677	10575	9.3
Goresbrook	10410	11267	8.2
Parsloes	9104	9839	8.1
Chadwell Heath	9369	10021	7.0
River	10350	10923	5.5
Eastbrook	10175	10506	3.3
Becontree	11527	11545	0.2

The number of households in Barking and Dagenham is expected to increase from 70,107 (in 2011) to a projected 100,501 (in 2031). This is a 43 % growth from 2011 to 2031 and an annual growth of over 1519 new households each year.⁸ This figure is likely to be greater if 35,000 new homes are built by 2030.

The London Strategic Housing Market Assessment study estimates that the demand for new housing across the capital between 2015 and 2036 is between 49,000 and 62,000 homes. Barking and Dagenham's share of this is 1,641 homes a year, slightly more than the projected growth in households.⁹ The Council is currently doing its own study in partnership with Havering, Redbridge and Newham and the results of this will be known in September 2015.

4.2 Supply of new housing

The London Plan has calculated that there is enough land across London to build 42,000 homes a year between 2015 and 2025. This is 7,000 homes less than that required to meet London's housing need.¹⁰ The Mayor of London, in his London Plan, sets a net new homes target in Barking and Dagenham of a

⁸ GLA Demographics – 2013 Round Household Projections

⁹ London Strategic Housing Market Assessment, GLA, 2013

¹⁰ London Strategic Housing and Land Availability Assessment, GLA, 2013

minimum of 1,236 new homes per year. Therefore, Barking and Dagenham's contribution to London's total housing supply is 3%. The starting point for this consultation is that the Local Plan must identify enough land to build 1,236 homes each year, this is a minimum we must supply. In addition to this figure the London Plan expects boroughs to increase the supply of new housing to make sure the full housing need of 49,000 homes per year is met. However, if some vacant and underused industrial land is changed to housing there is the potential to build 35,000 new homes in the Borough over the next 15 years. This is explained in more detail in the next section of this consultation. This is 42% greater than the need for new housing.

Most of the land for these new homes is located in Barking Town Centre, Barking Riverside and South Dagenham. This area is within an area called London Riverside which also includes the riverside areas of Havering. The London Plan thinks there is potential for 16,000 jobs and 26,500 homes in London Riverside. However, there is the potential to go further and build 28,000 new homes in the Barking and Dagenham part of London Riverside.

4.3 Future of industrial land in Barking and Dagenham

Currently, the Local Plan protects 489 hectares of land for industrial uses; 20% of the urban area of the Borough.¹¹ Table 3 shows that currently, as a percentage of the urban area, there is more land protected for industry in Barking and Dagenham than in any other London borough. Even with the level of release proposed in this consultation in 2030 Barking and Dagenham would remain top of this list due to the level of industrial land release in Newham. Table 4 shows that there is a correlation between average house prices and the proportion of land that is protected for industrial uses. This holds true generally across London.

¹¹ Table 6.1, Barking and Dagenham Economic Development Study, NLP, 2014

Table 3 – Land protected for industrial uses, source London Datastore and Annex 1 Mayor of London SPG for Industry and Transport

London Council	2010	Total area ha	% Green Space	Urban Area ha	% protected for industry
Barking and Dagenham	475	3611	34	2383	20.9
Newham	529	3620	24	2751	19.2
Hounslow	496	5598	40	3359	14.8
Ealing	533	5554	31	3832	13.9
Hammersmith and Fulham	172	1640	19	1328	13.0
Bexley	527	6058	32	4119	12.8
Brent	411	4323	22	3372	12.2
Sutton	334	4385	32	2982	11.2
Enfield	485	8083	46	4365	11.1
Havering	498	11235	59	4606	10.8
Tower Hamlets	175	1978	15	1681	10.4
Waltham Forest	213	3881	31	2678	8.0
Southwark	167	2886	25	2165	7.7
Greenwich	238	4733	34	3124	7.6
Haringey	167	2960	26	2190	7.6
Hillingdon	430	11570	49	5901	7.3
Merton	177	3762	35	2445	7.2
Wandsworth	179	3426	27	2501	7.1
Islington	70	1486	12	1308	5.4
Lewisham	137	3515	23	2707	5.1
Hackney	74	1905	23	1467	5.0
Kingston Upon Thames	116	3726	36	2385	4.9
Lambeth	96	2681	17	2225	4.3
Camden	61	2179	25	1634	3.7
Croydon	181	8650	37	5450	3.3
Kensington and Chelsea	28	1212	15	1030	2.7
Barnet	115	8675	41	5118	2.2
Harrow	71	5046	35	3280	2.2
Redbridge	69	5642	41	3329	2.1
Bromley	135	15013	58	6306	2.1
City of London	5	290	5%	276	1.8
Richmond Upon Thames	48	5741	51	2813	1.7
Westminster	20	2149	38	1332	1.5

Table 4 – House prices in neighbouring boroughs compared to industrial land extent, source London Datastore and Land Registry House Price Index

	Industrial land % of urban area	Average house price March 2015
Redbridge	2	£364,625
Greenwich	8	£353,926
Bexley	13	£288,378
Havering	11	£310,235
Newham	19	£291,364
Barking and Dagenham	21	£274,467

There are two categories of industrial land. Strategic Industrial Land which is for large businesses serving London and beyond which need access to the strategic road network and Locally Significant Industrial Land which is for smaller, local businesses. In 2013 the total number of jobs in the Borough was 55,180 and of this 16,104 people (29%) were employed in industrial jobs. By 2031 there will be an increase to 65,820 jobs overall with 17,110 people (26%) employed in industrial jobs. Therefore, of the 10,000 new jobs forecast by 2031, 1,000 are predicted to be industrial jobs. This comprises a loss of 500 manufacturing jobs and an increase of 1,500 in jobs involved in distribution and logistics.¹² On this basis an extra 71.3 hectares of industrial land is required by 2031 to accommodate the forecast additional 1,000 new industrial jobs. Currently 119 hectares of industrial land is vacant, therefore is it possible to lose 47.7 hectares of industrial land but still provide 1,000 new industrial jobs in the Borough. In 2031 there would be 489 hectares of land protected for 17,110 industrial jobs. The Local Plan will review whether there is potential for any further loss of industrial land to increase the supply of housing.

In 1950 over 50,000 people worked at Ford's and thousands of others worked at other local industries including May and Baker, Barking Power Station, Samuel Williams and Cape Industries. By 1982 the process of deindustrialisation had begun but jobs in industry still accounted for over 50% of total jobs in the Borough, 38,600 against a total of 75,600. However, by 2007 the proportion of industrial jobs had decreased to 34% and in 2013 stood at less than 30% at 16,104 jobs out of a total of 55,180. Despite the number of people being employed in industry having fallen by over two thirds since 1950, the extent of industrial land remains very similar. This is because manufacturing uses have given way to general industrial and distribution uses which employ less people and are in generally low skilled and low paid jobs.

This is illustrated by comparing Barking and Dagenham's employment densities in industrial areas with average employment densities.¹³ This reveals that using average employment densities the total number of industrial jobs forecast in 2031 can be accommodated on 246 hectares of land, roughly

¹² Barking and Dagenham Economic Development Study, NLP, 2013

¹³ HCA/Offpat Employment Densities Guide, 2010.

half the current total of land protected for employment uses.¹⁴ Land in London is scarce. The London Plan has not found enough land to meet housing need. This suggests that there is scope not only to rezone vacant industrial land but also to make better use of underused industrial land to help meet this need. Many of these underused sites particularly in River Road and Thames Road are unattractive, harming the image of the Borough as a place to invest and are close sites to such as Barking Riverside where new homes are being built. The Council thinks it is worth looking in detail at these underused areas of industrial land to establish if they can be rezoned for housing or housing mixed use developments.

The following table shows which currently vacant and underused industrial sites could be rezoned for housing. In suggesting these sites the Council has looked at which underused sites are best suited for new housing. Following this table a short description of each site with potential for release is provided. The Council considers that overall by 2031; 117.5 hectares of industrial land could be released for housing comprising 22.4 hectares of vacant industrial land and 95.2 hectares of underused industrial land. This would result in a total of 371 hectares of industrial land being protected in 2031 for a total of 17,110 jobs.

Table 5 Vacant and underused industrial sites with potential for release to housing

Vacant sites	Ha	Release for housing	Number of new homes
Ford Stamping Plant	17.5	Yes	2000
Barking Power Station	40	No	
Dagenham Dock	44	No	
Sanofi	8.9	No	
Rippleside	3.5	Yes	350
Kingsway Industrial Estate	3	No	
Freshwater Road	1.4	Yes	140
River Road	0.5	No	
Northgate Industrial Park	0.4	No	
Total release	119.2	22.4 hectares	2350
Underused sites	Ha	Release for housing	Number of new homes
Thames Road	20	Yes	2000
Creekmouth	20	Yes	4000
Chadwell Heath	28.6	Yes	2860
Rippleside	36.5	Yes	4650
Total release	96.5	95.2 hectares	12650
Total	117.5 hectares and 16,000 new homes		

¹⁴ Average employment densities are 1 job per 43 sqm for general industry and between 1 job per 65 – 74 sqm for warehousing. If these employment densities are applied to the boroughs stock of industrial land then to accommodate the forecast 17,110 jobs in 2031, 246 hectares of employment land is required. In 2032, 7950 jobs B1c/B2, 9160 jobs B8. A standard plot ratio of 0.4 has been used.

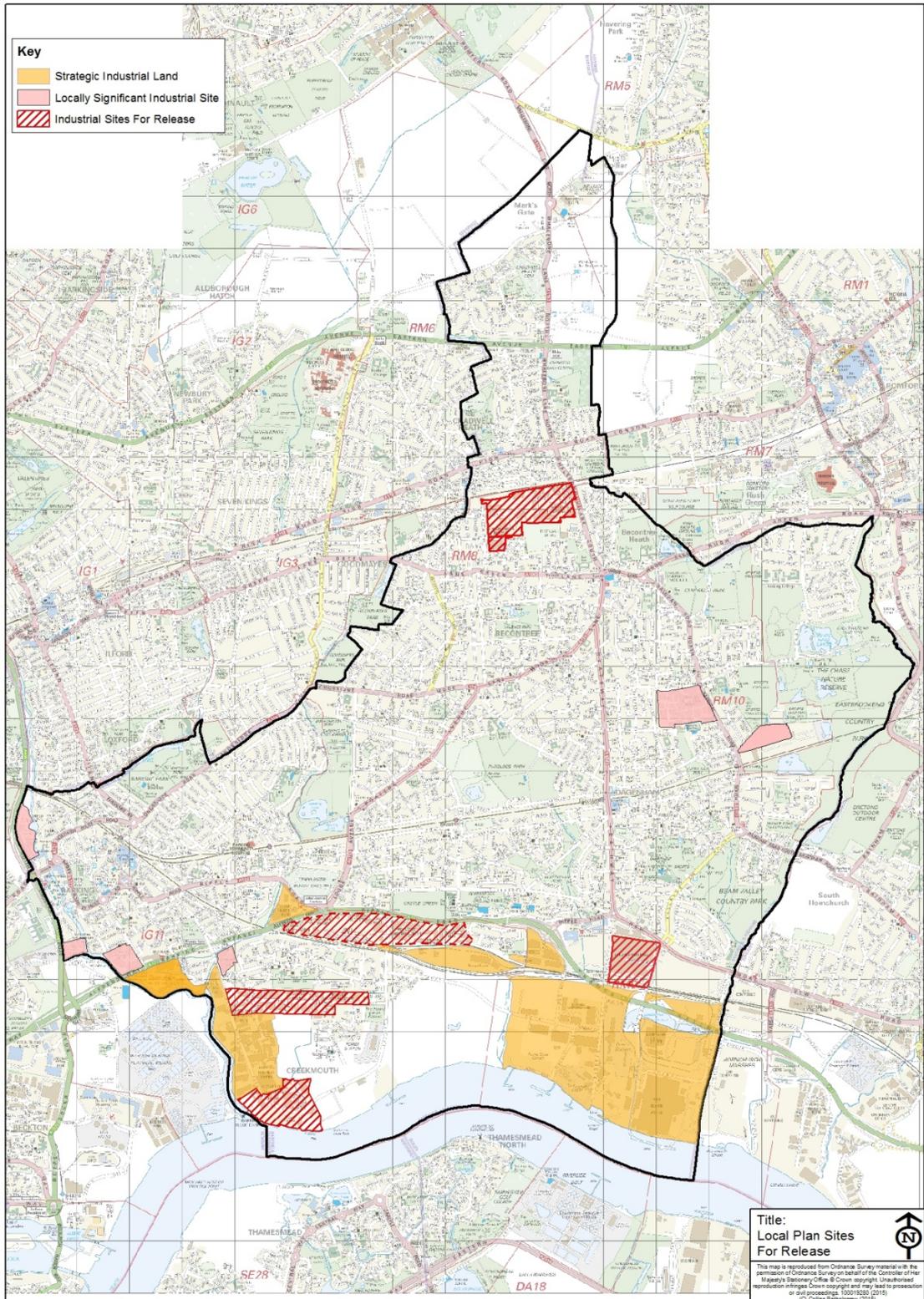
Creekmouth

Creekmouth is the area to the west of Barking Riverside and to the south of Barrier Park. It is characterised, particularly the river front area south of River Road, by low grade, sprawling, waste uses. These contribute to the poor quality environment which detracts from the high quality new housing being built in Barking Riverside. It has the potential for new homes in a mixed use development along the waterfront to compliment Barking Riverside to the east taking advantage of the proposed extension to the London Overground railway. Many of these homes would enjoy breathtaking views across the Thames into Central London. There is also a proposed public transport road link across the River Roding to link up with the potential Gallions Reach river crossing, the Royal Docks and Custom House Crossrail Station.

Thames Road

Thames Road is an industrial area which divides Barking Riverside from Thames View. Many premises have been converted into places of worship as they are no longer suitable for modern businesses. In addition a primary school, Riverside School, has recently been built in the area and is being increased in size. However, it is also home to a number of important parcel delivery companies who trade successfully. The potential exists to improve the attractiveness of what is a gateway into Barking Riverside by rezoning the area for a housing-led mixed use scheme. This would greatly improve connections between communities north and south of Thames Road and help bring them together.

Plan 1 – Protected industrial sites proposed for release



Chadwell Heath Industrial Area

In 2019 Crossrail services begin from Chadwell Heath Station. This is likely to make the area a more attractive place to live and boost land values. The Selinas Lane and Freshwater Road industrial areas are a short walk from the station. However, this is a successful industrial area home to important employers such as Dairy Crest, Hoo Hing, Online Roadways and Nicholls and Clarke. At the same time, these businesses generate significant lorry movements in an area which does not enjoy good access to the trunk road network. These lorries have to pass through established residential areas to access their premises.

The Council is mapping the businesses that exist in the three areas described above and will work with them to understand how new housing and other complimentary uses can be delivered in a way which compliments their future plans.

Rippleside

Transport for London are advancing plans to underground the A13 west of Lodge Avenue to just west of Gale Street. The London Overground extension also includes the potential for a new station at Thames View East. The business case for the undergrounding will demand a review of the industrial land allocation at Rippleside. The new Overground station would allow a relatively high density of housing and complimentary uses to be achieved. Undergrounding the A13 would remove the severance its causes and improve air quality. Thames View and Barking Riverside would be less isolated still if they were not also separated from the residential areas to the north and Castle Green by industry.

Artists impression of A13 tunnel and Rippleside development – source Mayor of London 2015



Ford Stamping Plant

Ford stopped car production on this site in 2013. It is currently vacant and is the last site zoned for industry north of the A13 in Dagenham. The sites to the east and west were rezoned for housing in 2010. Rezoning the Ford Stamping Plant site completes this and makes best use of the existing Dagenham Dock Station and the proposed Beam Park station. There is also the potential to create a new heart for Dagenham at Chequers Corner including an industrial heritage museum of east London.

If all these industrial sites were released for housing then between 2015-2030 there would be the potential for 35,000 new homes. This will mean 2,333 new homes per year will be built in the Borough, compared to the target in the London Plan of 1,236 new homes per year.

In a Call for Sites, the Council invited landowners and developers to put forward sites by 20 March 2015 for consideration for inclusion in the Local Plan. On the following page Table Six lists those sites which would deliver 35,000 new homes. Those sites which already have planning permission are shaded in blue and sites allocated for housing in the current local plan are written using red text. The remaining sites are currently zoned or allocated for other uses and would therefore require allocating for residential use in the new Local Plan to allow them to be developed for housing. All the sites put forward during the call for sites will be considered in preparing the draft Local Plan and subject to Sustainability Appraisal.

Table 6 List of potential sites to deliver 35,000 homes by 2030

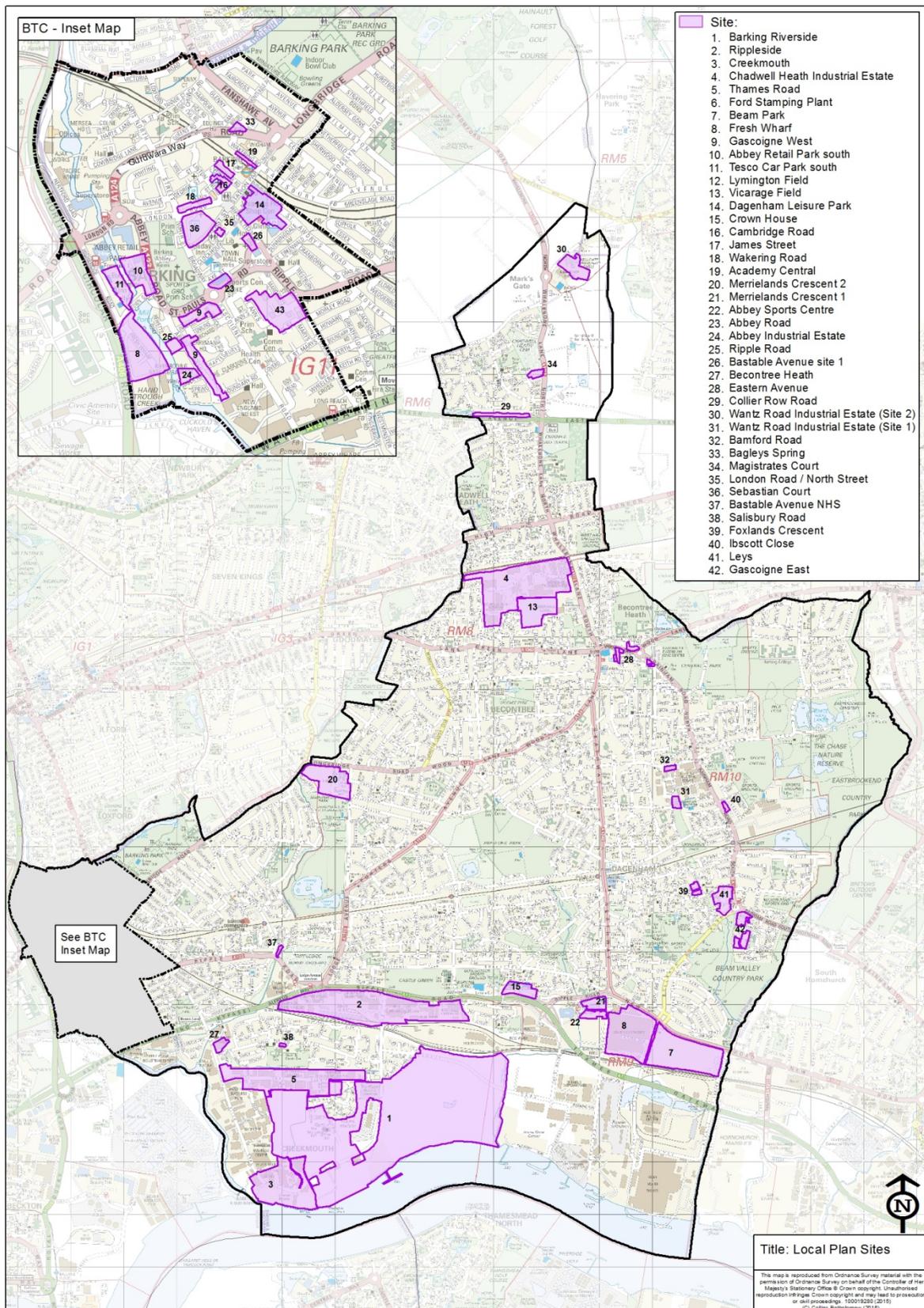
Site	capacity	Site	capacity
Barking Riverside	10,100	Abbey Sports Centre	147
Rippleside	5,000	Abbey Road	144
Creekmouth	4,000	Abbey Industrial	125
Chadwell Heath	3,000	Ripple Road	100
Thames Road	2,000	Lyons Business Park	100
Ford Stamping Plant	2,000	Becontree Heath	99
Beam Park	1,200	Eastern Avenue	97
Freshwharf	911	Collier Row Road	88
Gascoigne West	550	Wantz Road 2	75
Abbey Retail Park	504	Wantz Road 1	60
Tesco Car Park	400	Bamford Road	50
Office conversions	400	Bagley Spring	48
Lymington	359	Magistrates court	37
Vicarage Field	300	London Road North Street	36
Dagenham Leisure Park	300	Sebastian Court	35
Crown House	270	Bastable Avenue NHS	30
Cambridge Road	250	Salisbury Avenue	26
James Street	220	Foxlands Crescent	26
Wakering Road	220	Ibscott	-52
Academy Central	200	Leys	-57
Merrielands Crescent 2	150	Gacogne East	-152 ¹⁵
Merrielands Crescent 1	149	Windfall ¹⁶	1,455
		Total	35,000

Up to 5,000 of the homes listed in Table 6 are in Barking Town Centre. To accelerate delivery of these homes the GLA has designated Barking Town Centre as a Housing Zone and awarded £42.3m of funding to assist this. The Council is committed to deliver 1,000 new homes by 2018 and over 4,000 within a 10 year period from this area.

¹⁵ These are estate renewal schemes which replace existing homes which fail to meet decent home standard with high quality modern and efficient homes. Overall 1943 new homes will be built in these three schemes and will transform housing conditions on these estates.

¹⁶ 97 homes a year over 15 years

Plan 2 - Plan of potential sites to deliver 35,000 homes by 2030



4.4 Green Belt

In response to the Call for Sites the Council received a number of sites from landowners and developers requesting their removal from the Green Belt. The Council has undertaken a Green Belt review to determine whether, in line with national planning guidance, that the boundary is defensible and that the land meets the purpose of inclusion in the Green Belt. These purposes are:

- to check the unrestricted sprawl of large built-up areas;
- to prevent neighbouring towns merging into one another;
- to assist in safeguarding the countryside from encroachment;
- to preserve the setting and special character of historic towns; and
- to assist in urban regeneration, by encouraging the recycling of derelict and other urban land.

Government guidance is clear that boundaries should only be altered in exceptional circumstances.

The sites put forward to the Council are as follows:

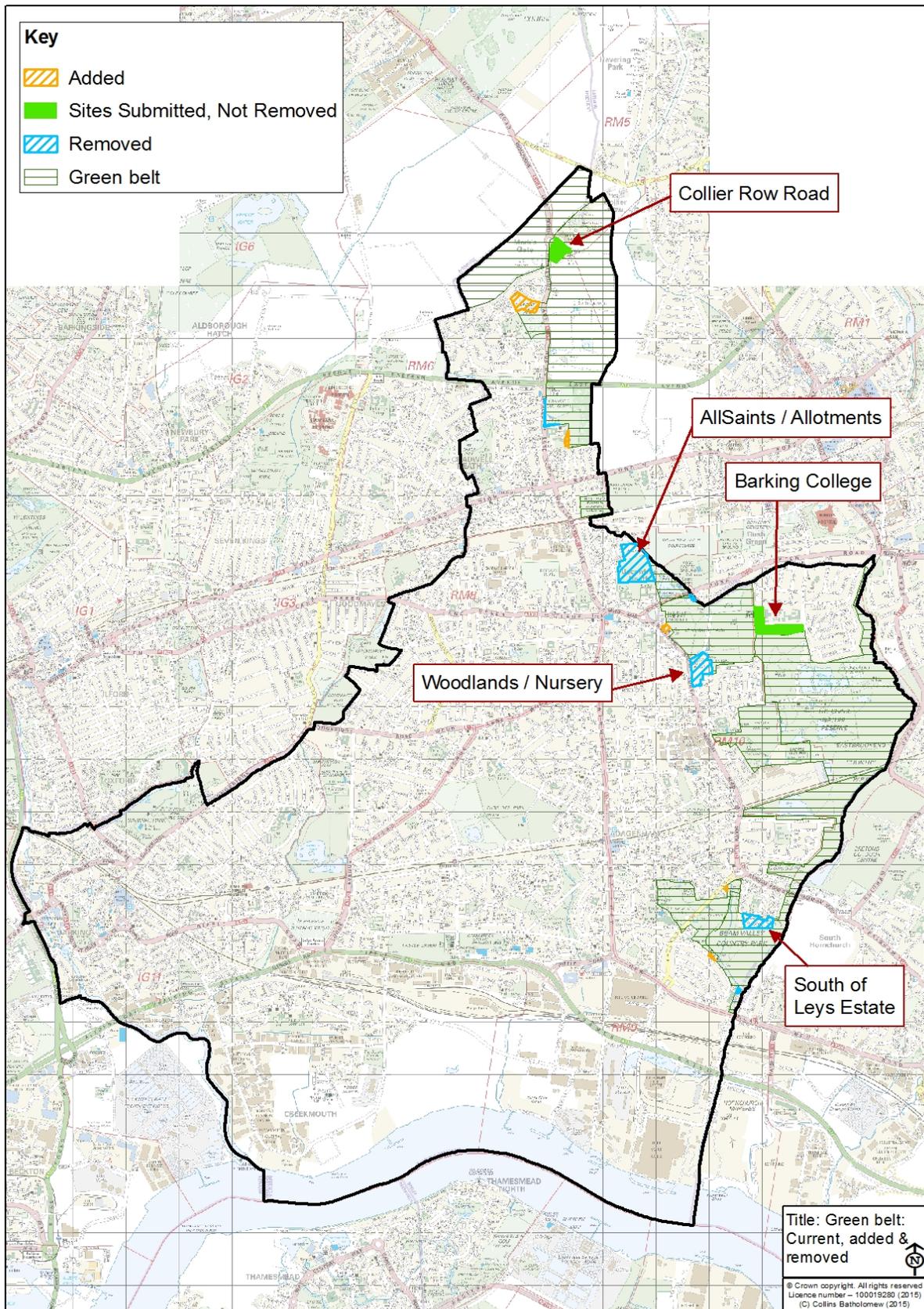
- Land at Collier Row Road
- Land at Barking and Dagenham College

The Council has assessed these sites and considers that neither should be removed from the Green Belt as they meet the purposes of including land in the Green Belt.

The Council has also reviewed the boundary to make sure it is defensible and as a result is proposing to a number of minor alterations including:

- Excluding the Woodlands and Central Park nursery sites so the Green Belt boundary follows the boundary of Central Park
- Excluding the playing fields of All Saints School and the allotment site to the north. Currently the Green Belt boundary goes through the middle of the playing field and does not follow an existing boundary.
- Excluding the development around Clemence Road to the south of the Leys Estate. This is a built up area and does not meet the purposes of including land in the Green Belt.
- Including the northern part of the Chadwell Heath cemetery

Plan 3 – Proposed changes to Green Belt boundary



4.5 Delivering new jobs

If 117.5 hectares of industrial land is rezoned for housing, a strategy is needed to ensure that the best use is made of the remaining 371 hectares of industrial land to maximize job growth and ensure that the forecast 1000 new industrial jobs are delivered by 2031. The remaining 9000 new jobs would be delivered outside the designated industrial areas and many will be provided within the major new housing sites by creating space for commercial and community uses as an integral part of these developments

The Council considers that Barking and Dagenham has strength and potential for growth across six economic sectors:

- Green technology - recognising the potential for green energy and the opportunities at London Sustainable Industries Park
- Bio tech - based on the superb laboratory facilities at Business east
- Health and social care opportunities, including the development of Care City
- Creative industries - centred on the Ice House Quarter and Broadway Theatre in Barking and potential film studios at LondonEastUK
- Logistics and other London serving industries harnessing the Borough's excellent accessibility
- Advanced manufacturing - building on the Borough's manufacturing heritage

In order for local people to access these jobs it will essential that they have the right skills to compete for them. The Local Plan can have an important role in this regard by requiring new developments to deliver training plans and apprenticeships as part of their schemes as well as prioritising the recruitment of local people and the use of local businesses.

Currently the Local Plan provides little guidance on preferred uses within the Borough's industrial areas other than it prefers environmental industries in Dagenham Dock and that it does not allow warehousing over 1,000 sqm to be located north of the A13. The Local Plan provides an opportunity to set out a detailed strategy for each of the Borough's industrial areas focused on these economic sectors. These could follow the successful examples of the London Sustainable Industries Park and LondonEast UK sites. The result would be an uplift in the quality of the Borough's remaining industrial areas, an increase in employment densities, the replacement of underused industrial areas with high quality new homes and shops and services which will create as many jobs as they replace, and generally a more attractive place to invest. GLA research has found that for every 100 new homes built 23 jobs are generated. The Council is proposing that the Local Plan rezones 117.7 hectares of industrial land which proportionately using existing employment densities is equivalent to 3,876 industrial jobs. Of the 35,000 homes, 16,000 are proposed on underused or vacant employment sites, this would generate 3,680 new

jobs. On this basis there would be a net loss in these areas of 196 jobs by 2030.

London Sustainable Industries Park

The Council promotes the London Sustainable Industries Park as a centre for low carbon businesses. There is potential for the London Sustainable Industries Park to be a location for a circular economy hub. A circular economy is an industrial system where waste is largely designed out of products, which are made to be disassembled and reused, with the aim being to produce product whose components can be swiftly returned to use with the minimum of effort and energy. The London Infrastructure Plan thinks that this sector has the potential to employ thousands of Londoners, involved in reuse, disassembly and remanufacture.¹⁷

LondonEastUK

LondonEastUK is the new name for the Sanofi site. It has a range of facilities and accommodation with the capability to meet requirements from a wide range of industry sectors including:

- Health/medical
- Scientific R&D
- Forensic
- IT
- Medical devices
- Test laboratories
- Sterile or scientific manufacturing and distribution
- Film industry

4.6 Who are we building new homes for and where will the people who live in them work?

So far the consultation paper has assessed the potential for new jobs and houses in the Borough taking into account housing need and forecast jobs growth and comparing this to how much vacant land is available and how well existing industrial sites are used. This consultation paper has explained that the borough must at least provide 1,236 new homes a year but that it has the potential to deliver 2,333 new homes a year. The next part of this consultation paper will ask who the Local Plan is building new homes for and where the people who live in them will work. This means getting the right balance between meeting local housing need, creating a more resilient and sustainable community, and enhancing the Borough's reputation as a place where Londoners choose to live and put down roots.

¹⁷ Enabling infrastructure: Green Infrastructure: Green Energy, Water and Waste Infrastructure to 2050

London Plan housing proportions

The London Plan and the Mayor of London's Housing Strategy set out the proportion of new housing which should be for sale, affordable and private rent across London. These are as follows:

- 48% housing for sale
- 12% institutionally owned properly managed private rented housing
- 24% shared ownership, low cost home ownership and rent to buy
- 16% subsidised rent at 50%-80% of market rents

Housing for sale and rent

The London Plan expects 48% of all new homes to be for general sale and 12% private rent to meet the growing demand for this type of housing.

The private rented sector locally is blighted by homes in multiple occupation and poorly managed buy to let which the Council is tackling through its licensing scheme and Article 4 Direction. Most of these homes are not purpose built as buy to let but ex Council housing stock or new homes that are rented out. The 12% comprises institutional private rented housing which is purpose built, managed apartment blocks with on site facilities such as gyms and cafes. This gives people who want to rent an alternative to living in poor quality buy to let accommodation and hopefully makes this a less attractive option. The Council can also explore ways to make sure that new homes built for sale are not bought by landlords to be converted into buy-to-let properties or bought by investors who leave them empty. This is called buy-to-leave. Options include putting clauses in a legal document called a Section 106 agreement.

Supply of affordable housing

Barking and Dagenham may be London's most affordable borough but it is the 44th most expensive place to live in the UK and local incomes are less than the national average. Currently the average house price in the Borough is £274,467, ten times average local incomes of £26,926 a year.^{18 19} In 2012, 20.2% of residents in employment earned less than £7 per hour and average local incomes are less now than they were in 2009.²⁰ Between 2001-2011, this caused a decrease in home ownership but a doubling in the number of households renting privately. Barking and Dagenham has the fourth highest proportion in London of households living in Council or Housing Associated rented property.

Housing need is also rising. The Council's own data shows that the likely shortfall of affordable homes per year is 1,333. The Council's housing waiting

¹⁸ Land Registry March 2015

¹⁹ Nomis 2014

²⁰ ONS 2014 average weekly earnings 2014 £517.8, 2009 £523.7

list has 15,000 households on it. These are households in need either due to homelessness, living in overcrowded or unsuitable homes or due to affordability. A small proportion are in priority need but what they have in common is that they cannot afford to buy or rent in the open market. There is a need for the Local Plan to understand in more detail the income levels of those households. This will then inform the affordable housing tenures that are planned for in the Local Plan. Welfare reform and estate renewal, which is reducing the proportion of Council housing in more central London boroughs, may be pushing poorer families out to more affordable boroughs in and beyond London.

The London Plan sets a target of 17,000 additional affordable homes a year across London compared to the need for 25,600 affordable homes a year. This is 40% of all new homes.

The London Plan sets a target of 24% of affordable housing for shared ownership, sub-market rent and low cost homes for sale, and 16% for subsidised rents varying from between 50-80% of market rents. The London Plan prioritises affordable family provision but ultimately this will be guided by the results of the Council's Strategic Housing Market Assessment. However, whichever way this is looked at, there are potentially significant implications for Council services at a time of severe cutbacks in expenditure.

Subsidised rent is intended to meet the needs of a range of households including people moving to smaller homes, households affected by estate regeneration and those in need of long-term support and low income working households who would otherwise face higher rents in the private rented sector and could therefore also be more reliant on housing benefit to meet their housing costs.

Since the majority of supply of new homes between 2015 - 2030 will be from a small number of very large brownfield sites which will be costly to develop, it will be difficult to achieve 40% of new homes as affordable. Setting a 40% affordable housing target may make the Local Plan unviable and therefore contrary to the National Planning Policy Framework. Therefore, this consultation proposes two local alternatives to the London Plan proportions which would be applied to an annual housing supply target of 2,333 net new homes a year.

Option 1 sets a 25% affordable housing target and option 2 a 30% target.

Option 2 has a significantly higher proportion of institutional private rent reflecting the trend for people favouring this type of accommodation.

	London Plan Option	LBBD option 1	LBBD option 2
Market	48%	60%	45%
Private rent	12%	15%	25%
Affordable	40%	25%	30%

Tables 7 and 8 show the difference between meeting the London Plan housing supply target and London Plan proportions against building a higher number of new homes each year but applying the two local options shown above. Table 7 shows the annual impact, whilst Table 8 shows the impact on the overall housing stock.

This assumes that no homes for sale will be bought as buy-to-let. So there may be a decrease in the figures shown for market housing and an increase in private rent. In Table 7 the social rented figure for 2,031 includes loss of Council housing through right to buy at a rate of 250 homes a year and these have been redistributed equally between market and private rent. In summary, applying a 25% or 30% affordable housing target to 2,333 new homes a year results in more affordable housing being built than if the London Plan targets for new housing supply and affordable housing are met. Option 2 results in a loss of 655 social rent homes by 2031, the least of the three options. The proportions given in Option 2 could be adjusted slightly so that there is no loss of social rented homes taking into account those lost through right to buy.

Table 9 shows the proportion of Council and Housing Association rented homes in 2014. It shows that Barking and Dagenham has the fourth highest proportion in London. Even with the lower percentages of affordable housing under options 1 and 2 the Borough's housing stock would still have one of the highest levels of affordable housing in London in 2030.

However, this takes no account of the "Vacant Building Credit". This is where a development involves the demolition or re-use of existing vacant floorspace - this can be deducted from the overall amount of new residential floorspace when calculating affordable housing provision. This is set out in the Government's National Planning Policy Guidance (NPPG). This is an important issue for the Local Plan since once sites with planning permission are taken into account the vast majority of new supply is on sites where there are existing buildings. That said the NPPG clarifies that the credit does not apply to buildings that have been abandoned or buildings that have become

vacant solely for the purpose of development. The NPPG allows Councils to include a policy in their Local Plan on how the credit will be applied locally.

Table 7 London Plan targets for market, private rent and affordable homes

London Plan housing supply target 1236 and London Plan proportions		Local Plan max target 2333 and lower LBBB target for affordable housing option 1		Local Plan max target 2333 and lower LBBB target for affordable housing option 2	
Market (48%)	593	Market (60%)	1340	Market (45%)	1050
Private rent (12%)	148	Private rent (15%)	350	Private rent (25%)	583
Affordable (40%)	494	Affordable (25%)	583	Affordable (30%)	700
<i>Shared ownership, sub-market rent and low cost homes for sale (16%)</i>	198	<i>Shared ownership, sub-market rent and low cost homes for sale (10%)</i>	233	<i>Shared ownership, sub-market rent and low cost homes for sale (12%)</i>	280
<i>Subsidised rents (24%)²¹</i>	296	<i>Subsidised rents (15%)²²</i>	350	<i>Subsidised rents (18%)²³</i>	402
The London Housing Strategy aims to provide half of subsidised rents at social rent levels. However 250 social rented homes are lost through right to buy each year. The difference between supply and loss is shown below for the London Plan proportions and the two LBBB options.					
<i>Social rent (12%)²⁴</i>	148	<i>Social rent (8%)²⁵</i>	187	<i>Social rent (9%)²⁶</i>	201
<i>Net social rent taking into account loss of 250 homes a year through right to buy</i>	-102	<i>Net social rent taking into account loss of 250 homes a year through right to buy</i>	-63	<i>Net social rent taking into account loss of 250 homes a year through right to buy</i>	-49

²¹ Page 9, Housing Strategy, GLA, 2014

²² Page 9, Housing Strategy, GLA, 2014

²³ Page 9, Housing Strategy, GLA, 2014

²⁴ Page 9, Housing Strategy, GLA, 2014

²⁵ Page 9, Housing Strategy, GLA, 2014

²⁶ Page 9, Housing Strategy, GLA, 2014

Table 8 London Plan targets and LBBB options for market, private rent and affordable homes

	2001	2011	2031			2031			2031		
			LP target	LP %	No	LBBB target Option 1	LBBB %	No	LBBB target Option 2	LBBB%	No
Total households	67273	69681	1236	88540		2333	105000		2333	105000	
Market	55%	46%	48%	48%	42827	60%	52%	54928	45%	48%	50158
Private rent	6%	18%	12%	19%	16641	15%	19%	19667	25%	22%	23381
Affordable	38%	35%	40%	32%	28054	25%	28%	29388	30%	30%	31459
Social rented	34%	28%	12%	20%	17321	8%	19%	18560	9%	18%	19127
Social rented households (Council)	23166	19782	19950		-2629			-1222			-655

Table 9 - Percentage of homes rented from local authority or housing association 2014, source Annual Population Survey 2014

Ranking	London Council	%
1	Hackney	45.4
2	Tower Hamlets	41.6
3	Southwark	37.2
4	Barking and Dagenham	35.9
5	Islington	35.3
6	Camden	34.4
7	Greenwich	34.2
8	Haringey	33.4
	Inner London	32.1
9	Newham	31.4
10	Lambeth	29.8
11	Kensington and Chelsea	29.1
12	Lewisham	28.1
13	Westminster	27.8
14	Hammersmith and Fulham	25.9
	Outer London	23.1
15	Waltham Forest	19.9
16	Wandsworth	19.3
17	Hounslow	19.2
	UK	17.9
18	Enfield	17.2
19	Havering	17.2
20	Brent	16.7
21	Croydon	16.7
22	Hillingdon	16.6
23	Merton	16.2
24	Bexley	15.2
25	Ealing	14.3
26	Bromley	13.2
27	Sutton	11.6
28	Redbridge	11.3
29	Kingston Upon Thames	10.7
30	Barnet	11.1
31	Harrow	8.9
32	Richmond Upon Thames	8.7
33	City of London	0

The London Plan expects boroughs to seek the maximum amount of affordable housing on individual private residential schemes. Currently, due to the economics of development in Barking and Dagenham and the fact that affordable housing grant cannot be used to support homes provided via S106, it is difficult to achieve significant amounts of affordable housing from this source. Consequently, to even achieve a 25% or 30% target in the future the Council will continue to play an important role in delivering affordable homes through the schemes it is involved with as landowner and/or developer.

*The affordability of affordable housing
Shared ownership, sub-market rent and low cost homes for sale*

The London Plan makes clear that shared ownership, sub-market rent and low cost homes for sale are for people on incomes of between £18,000 - £85,000. However, it also states that annual housing costs including mortgage payments rent and service charges should be no greater than 40% of net household income. This is important since average household incomes in Barking and Dagenham are at the lower end of this range. In recognition of this the London Plan does allow boroughs to set eligibility criteria covering issues such as residency, place and work criteria and lower income thresholds for housing below these levels through planning conditions or agreements. However, these should apply for no more than three months from the point of initial marketing and they should be offered without further restrictions to those who meet the London-wide eligibility criteria as set out in the London Housing Strategy. This is because the London Plan views London as one housing market.

Subsidised rents

With regard to subsidised rents, national and regional planning policy are clear that the Council cannot control rent levels through planning. However, the London Housing Strategy (2014) aims to deliver, on average, subsidised rents which are 65% of market rents across the Affordable Housing Programme.

Through the developments the Council is a partner in, such as Estate Renewal Schemes and Special Purpose Vehicles, the Council can control affordability and tenancy qualifications. For example, there are 477 homes at Thames View East and William Street Quarter. Of these, 20% are let at 50% of the local market rent (the Council's current rents are about 45% of a market rent), just over 6% at 65% of the local market rent and just under 74% are let at 80% of a local market rent. All of these would be considered to fall within the Government's definition of a subsidised rent. Assured shorthold tenants of the 65% and 80% rented homes are required to be in employment and have sufficient income so that the rent will take up no more than 35% of their net joint household income.

Tenancies are prioritised as follows:

- Employed tenants of the Council and tenants of housing associations living in the Borough
- Employed Housing waiting list applicants living in the Borough
- Employed residents of the Borough
- People in employment in the Borough but who are not currently resident
- People in employment from outside the Borough

These criteria may change slightly to allow greater flexibility across these groups.

The Council has less control over schemes delivered by housing associations. That said, there is evidence that housing associations are moving away from social rents in preference to linking future tenancies to average incomes. Of the homes provided by housing associations, 5%-10% must be let on a pan London basis and 10% of nominations would be retained by the housing association. This replaces the current sub-nominations system.

Summary

Meeting the London Plan targets for affordable housing will be difficult in Barking and Dagenham where due to the economics of development there is a reliance on affordable housing grant to deliver affordable homes. For this reason this consultation has explored the impact of applying lower percentages of affordable housing, 25% (Option 1) and 30% (Option 2), compared to the London Plan target of 40%, to a higher overall housing supply figure of 2,333 net new homes a year, against the London Plan target of 1,236. It has been shown that applying the lower percentages of affordable housing to the higher housing supply figure delivers higher numbers of affordable homes overall. It has also shown that under all three affordable housing options Barking and Dagenham will still have one of the highest proportions of affordable housing in London. All three options would allow the Council to fulfil its statutory obligations in providing housing for those in priority need whilst at the same time prioritising affordable housing for working households on low to middle incomes.²⁷ This is consistent with the objective of enabling social responsibility and building a more resilient community which is less dependent on the Council and does more for itself.

Barking and Dagenham's attractiveness as a place for working Londoners to move and put down roots is likely to increase as the Borough enjoys excellent access to those parts of London which are experiencing significant jobs growth. This includes Central London, Royal Docks, Canary Wharf and Stratford. The Borough's population is forecast to increase by 65,000 by 2031

²⁷ Section 167(2) of the Housing Act 1996

but the number of jobs by only 10,000, and therefore the majority of the working aged people within this figure will work outside the Borough. Barking and Dagenham, as London's most affordable Borough, has an important role to play in allowing people who work in London to live in London whether in market housing or affordable housing. It is essential for the local and London-wide economy that workers on low to middle incomes to be able to live in the capital. This includes providing homes for key workers crucial in keeping the capital's vital public services running.

Securing the right mix of housing will help to attract households with more spending power for the benefit of local shops and services and therefore job creation. This is critical in increasing employment and therefore in raising incomes and improving people's quality of life and standard of living.

Alongside the Local Plan review the Council is putting together a 15 year Housing Implementation Strategy. This will map the supply of new affordable homes using the London Plan proportions to test what is deliverable with regard to the different mechanisms for delivering affordable housing and to ensure that the right size and tenure of affordable housing is provided in the right locations. Barking and Dagenham has the fourth highest concentration of Council housing in London. As such the location of new social rented housing will need to be carefully planned. The Plan will look to avoid providing more capped/social rented housing in locations where there is already a concentration such as Barking Town Centre or Marks Gate to help achieve mixed and balanced communities rather than reinforcing existing concentrations and associated deprivation. It will instead focus on other forms of housing such as shared ownership in these locations. At the same time, homes need to be provided in locations with good access to public transport to jobs inside and outside the Borough. The Local Plan could also look at the potential for securing affordable housing off-site by, for example, seeking developer contributions towards purchase of existing homes in need of repair and empty properties especially in those areas where they act as a blight to neighbourhoods and individual streets.

Size of new homes

As well as ensuring that new homes achieve the right balance between meeting local housing need and the needs of working Londoners the Local Plan also needs to ensure that the right sizes of homes are built.

From 2001-2011 the Borough's population increased by 22,000. Only half of this population increase was due to new housing the other half was from existing households increasing in size. From 2001-2011 the average household size in the Borough increased from 2.42-2.65, still significantly smaller than Newham (3.01) where most people are moving to the Borough

from. However, GLA data forecasts that average household sizes are due to decrease to 2.53 persons per household by 2030.²⁸ This is due to a large increase in the number of single person and lone parent households and a more modest increase in households with two or more children. Therefore demand in the future will be greatest for 1 and 2 bed homes and to a lesser extent larger properties. The Council will be clearer what the right proportions are when the results of its own Strategic Housing Market Assessment (SHMA) are known.

Housing for older people

Whilst the Borough’s population is forecast to become younger on average there will still be increasing numbers of older people who require housing. Most older Londoners are likely to prefer to remain in their own homes and therefore requiring all new homes to be built to Lifetime Home Standards and 10% to Wheelchair Standards will be important in enabling this.²⁹ There will also be an increasing need for specialist housing and the annual targets set out in the London Plan are provided below. In total, across 15 years, 1,050 new specialist houses for older people are required in the Borough.

Table10 – Indicative targets for specialist older housing in Barking and Dagenham

	Private sale	Shared ownership etc	Subsidised rent	Total
Barking and Dagenham	50	15	5	70

Gypsies and travellers

National guidance requires the Council to set pitch targets for gypsies and travellers and plot targets for travelling show people based on a local assessment of need. The Council must then identify and keep updated a supply of five years worth of sites to meet local targets, and developable sites or broad locations for growth for years 6-10 and if possible 11-15 years. The Council intends to do a separate study on this issue to inform the Local Plan. Previously the Mayor of London estimated there was a requirement for between 9-14 pitches in the Borough over ten years.

²⁸ 2013 round household projections, GLA, 2013

²⁹ The Lifetime Homes Standard is a series of sixteen design criteria intended to make homes more easily adaptable for lifetime use at minimal cost. The concept was developed by the Joseph Rowntree Foundation.

4.7 Creating new jobs beyond industrial areas.

Despite comprising over 20% of the urban area of Barking and Dagenham only 10% of future job growth will be from within the Borough's industrial areas.

A significant proportion of job growth will be from new and expanding small and medium sized businesses located in the Borough town centre's, major new housing sites, retail parades or providing services within the community. The Borough has seen good growth in the number of businesses locally with a 23% growth from 2009-2013. In 2013 there were 5,055 active businesses within the Borough. Sectors where jobs are forecast to increase are health and social care, education, leisure, creative industries, transport and professional services. These are all jobs in areas which would be expected to grow as the Borough's and East London's population increases. These jobs are also considered to be complimentary to residential settings.

The four examples below demonstrate that the future of town centres is not only for more shops but as centres for culture, leisure, entertainment, learning and also providing space for small businesses:

- The Care City proposal on the former Abbey Leisure Centre site will be a centre of best practice in health and social care.
- On Abbey Road the Ice House Quarter development has proven to be highly popular. Adjacent to The Malthouse and The Granary, two listed buildings have been converted to provide workspace for the creative industry along with residential accommodation and office space. Barking Theatre has entered into a partnership with the Barbican Centre and Guildhall School of Music & Drama to develop and extend its role with these world class institutions. Together these form the heart of London's first Artist Enterprise Zone.
- The Barking Business Centre on Cambridge Road which provides affordable space for small businesses and on-site support.
- Barking and Dagenham Technical Skills Academy is located in the heart of Barking Town Centre and offers a range of work ready courses for 16-18 year olds.

This requires the Council to consider the future role of the Borough's town centres. The Barking Town Centre Strategy (2014) focuses on housing delivery, making Barking East London's cultural hub, a place to work and also to improve transport infrastructure and the quality of new places and buildings. New housing will help to increase visitors to the town centre, attract better shops and help reduce the number of local people shopping elsewhere.

Due to the Borough's increasing population there will be a need to plan for more space dedicated to shopping. The Council's Economic Development Study (2014) forecasts that by 2032, 11,723 sqm of retail floorspace will be required mainly in Barking Town Centre and to a lesser extent Dagenham. This is based on the significant amount of money residents spend outside the Borough on shopping in competing centres such as Gallions Reach, Romford,

Westfield Stratford, Ilford and Lakeside. If the quality of shops is improved locally more people may shop locally.

Dagenham Heathway is a vibrant District Centre but the mall and the shops to the north of the station are dated and in need of redevelopment. The Local Plan is an opportunity to assess development opportunities in Dagenham Heathway to make better use of the land within and around it and make it a centre fit for the 21st century.

The Council considers that the existing retail park at Merriellands Crescent could be revamped so it provides a more pedestrian friendly environment and other uses added to the mix to create a new Town Centre. The redevelopment of the Ford Stamping Plant provides the opportunity to create a museum for East London within this centre.

Dagenham Heathway station is a ten minute walk from Chequers Corner the same distance as the Cultural Industries Quarter on Abbey Road is from Barking Station. It also benefits from a bus every 4 minutes along this route. Therefore the relationship between the new centre at Chequers Corner and a revitalised Dagenham Heathway will need to be carefully planned so they complement and reinforce each other so the Heathway benefits from the thousands of new homes planned at the Ford Stamping Plant and Beam Park.

Outside Barking Town Centre and Dagenham Heathway there are the Borough's two other main centres of Chadwell Heath and Green Street. There is limited potential for new development around these centres. The Council considers the focus in these locations should be on ensuring that the centres continue to provide the shops, services and community facilities for their local communities day to day needs.

Due to the new Becontree Leisure Centre, the expansion of the Robert Clack and All Saints schools, the new ASDA and the proposed expansion of the Morrisons supermarket on Wood Lane, the area around the Merry Fiddlers junction is becoming a centre in its own right. Due to this, the Council has made improvements to the junction to make it easier to cross and also undertaken environmental improvements in front of the shops on Whalebone Lane. The Council is also making plans to redevelop the area to the east of Althorne Way. The Council therefore considers that this area should become a new District Centre incorporating these facilities.

Outside these centres there are 36 neighbourhood parades. These play a vital role in the provision of day to day needs and with the growth of internet retailing are increasingly important for top-up shopping. They also provide affordable space for small businesses in the growth sectors mentioned previously.

Across the Borough's town, district and neighbourhood parades, the Local Plan will need to consider how best to control what uses can go in shop units. This has become a significant issue due to concerns over the clustering of betting offices and pay day loans shops across the Borough. In response to

this, the Government has recently made changes which mean that betting offices and pay day loan shops now require planning permission. However, it has also introduced more flexibility to allow shops to change to uses such as estate agents without planning permission and under certain circumstances shops to change to cafes and restaurants, schools and even new homes without planning permission. This means the Council's current policies, which aim to restrict the amount of non-retail uses, have no power and need to be updated with something which reflects the changing nature of town centres as not just centres of retail but centres of culture, entertainment, learning and business. Therefore, the Council considers that the Local Plan's town centre policies should focus not simply on what something is but on what contribution it makes to the success of the town centre.

5 Ensuring growth improves quality of life

So far this consultation paper has focused on the opportunities for growth within the Borough and how to balance the need to meet local and London housing need with the need for job creation. However, for growth to succeed the Council considers it must:

- Reduce deprivation. Barking and Dagenham is ranked as the eighth most deprived Local Authority in England, with areas within the wards of Gascoigne, Heath, Chadwell Heath, Thames and Abbey being within the 10% most deprived Lower Super Output Areas (LSOA) in England. Over half (52.5%) of the population of Barking and Dagenham, live in the 20% most deprived areas in England. Around one-third (16,245, 33.9%) of children in Barking and Dagenham are living in poverty, that is in households with low income and means tested benefits.^{30 31}
- Be planned carefully in a way which ensures the infrastructure to support existing and new communities and businesses is understood, planned for, financed and future proofed.
- Enhance the places, spaces and qualities that define Barking and Dagenham now and in the future.
- Empower people to do more themselves whilst strengthening the institutions which support local communities.
- Allow residents convenient access to jobs across London
- Improve access to healthcare and allow people to lead healthy and fulfilling lives.
- Raise attainment and realise aspiration for every child at all stages of the life.
- Tackle climate change and plans for its affects.
- Create safer and more resilient communities.

³⁰ Index of Multiple Deprivation (2010)

³¹ Public Health England (PHE) 2014 Health Profiles

5.1 Infrastructure to support growth

35,000 new homes and 10,000 new jobs cannot be achieved without significant investment in infrastructure. For new communities to flourish and businesses to prosper it is essential that the Council and its partners understand what new infrastructure is necessary to support this level of growth.

The Local Plan will need to plan the requirement for new transport links, schools, health facilities, community spaces, open spaces, play pitches, sports facilities, utilities and broadband to meet the demands of the proposed growth. This links to the Council's objective to support residents to take responsibility for themselves, their homes and their community and to enable people to live healthy lifestyles. Improving access to healthcare and lifelong learning allows people to lead healthy and fulfilling lives and to take advantage of the opportunities London has to offer improving life chances, and removing barriers that prevent people from reaching their full potential.

The Local Plan also needs to ensure that utility infrastructure, such as gas, electricity and water, can cope with the demands of growth. This includes ensuring new homes and businesses have access to superfast internet which will help make these locations more attractive places to live and invest, increase the productivity of businesses and enable residents to access a wider variety of services and products.³² Consultation on the issues and options paper will allow the Council to engage with the gas, water, electricity, sewerage and broadband providers to ensure they are geared up to serving the quantity of new homes and jobs being planned for.

It is important that the right infrastructure is provided to meet the needs of a population that is forecast to become younger and more diverse but with increasing numbers of older people.

Between 2001 and 2011 the 0 – 15 years age group increased by 25.9%. The 5 – 9 age group is projected to increase by 32.7% by 2031 from 2011. The 10 – 14 age group is projected to increase by 43.6% by 2031 from 2011.³³ Due to this Barking and Dagenham is only one of two locations in the country where the median age is set to fall when comparing 1997-2037.³⁴

The table below shows that by 2021 the diversity of Barking and Dagenham's population will be similar to that of an inner London borough rather than an

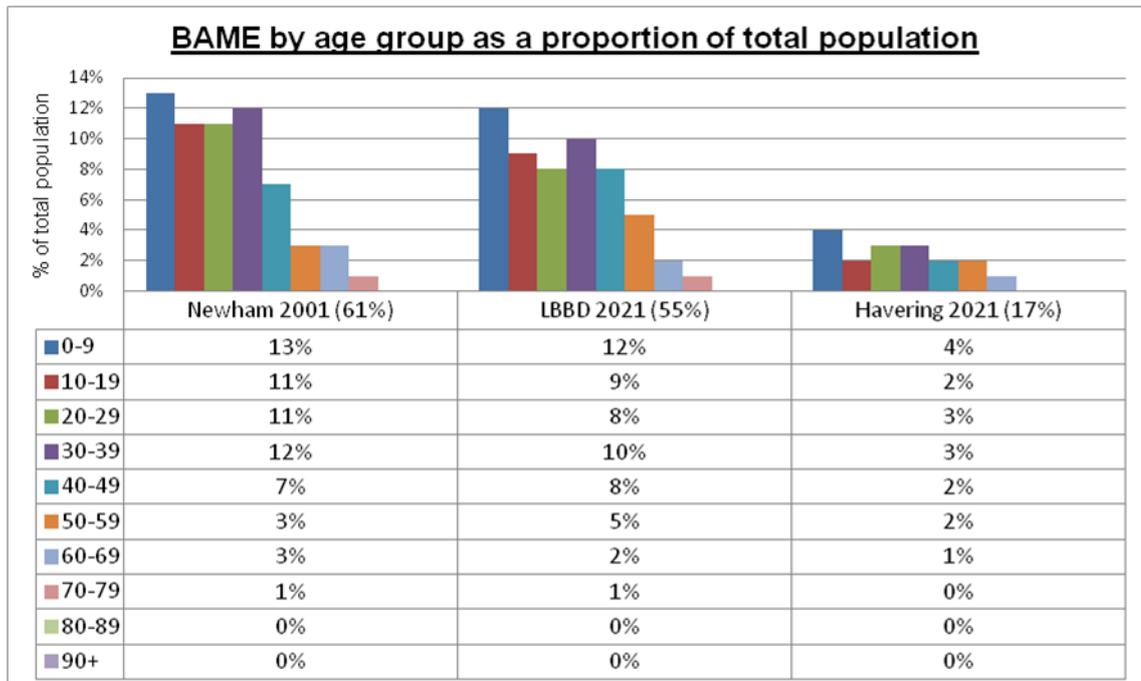
³² During the lifetime of the plan the use of interconnected smart devices in homes, services and businesses will increase. These will generate data which can be used by the Council and other service providers to better manage and plan the demands on infrastructure across the borough. New development presents an opportunity to encourage developments to incorporate this technology in new homes and businesses so that they are future proof and able to take advantage of the benefits of the internet of things.

³³ GLA 2013 Trend based Population Projections

³⁴ ONS 2014

outer London borough. By 2021 55% of the Borough's population is forecast to be from a black, asian or an other minority ethnic background. This is similar to the diversity Newham displays today.

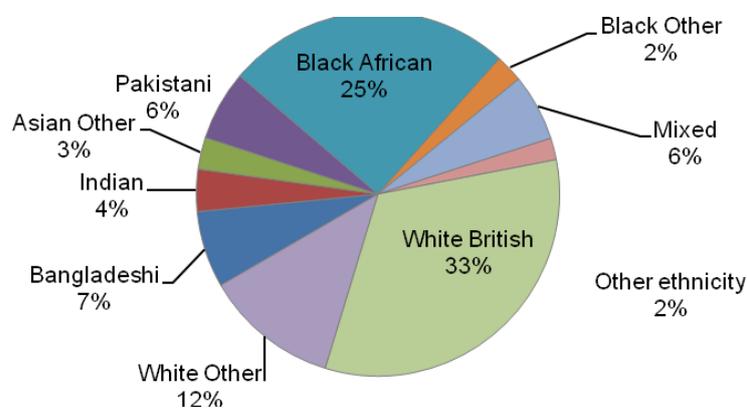
Table 11



GLA ethnic group projections 2012 round, Trend-based - final

The school census (Spring, 2014) reported that 33% of pupils in local schools are White and 25% are Black African. 67% of pupils were classified as BME, including white other, compared with 45% in 2007.

Table 12 – Percentage of children on school roll by ethnic group - 2014 Spring School Census



5.1.1 Transport

The most significant infrastructure costs are new transport links. These are necessary to ensure new homes have convenient access to the places where people want to work, shop and visit. In 2001, just over 41,400 residents worked outside the Borough, in 2011 this increased to 52,474 with the majority of residents working in the City of London (15%) followed by Havering (14%), Newham (13%) and Redbridge (10%).³⁵ This is likely to increase further since the population is forecast to increase by 60,000 by 2031 compared to a growth in jobs of 10,000. Tens of thousands of new jobs are planned in the Royal Docks, Canary Wharf, Stratford and the Lower Lea Valley and therefore to ensure the Borough's residents can access these it is important that the Borough is well connected to these locations.

The Council's top transport priorities are:

Priority	Benefit
<ul style="list-style-type: none"> Undergrounding of A13 between Lodge Avenue and Gale Street with interim improvements to Renwick Road junction capacity to deal with traffic from Barking Riverside. 	Delivers 5000 new homes Improves air quality Removes monumental barrier between communities north and south of A13. Improves access to Barking Riverside and industrial areas.
<ul style="list-style-type: none"> Barking to Stratford direct rail link with ultimately an eastern spur of Crossrail 2. 	Connects Barking to Stratford and Kings Cross/St Pancras and High Speed 1 and 2 services Relieves congestion on C2C services into Fenchurch Street.
<ul style="list-style-type: none"> New C2C stop at Dagenham East underground station. 	Provides fast and convenient rail access from the londoneastuk site into central London.
<ul style="list-style-type: none"> London Overground extension to Barking Riverside and Abbey Wood Crossrail Station and continued safeguarding of the DLR extension to Dagenham Dock. 	Links 10,800 new homes at Barking Riverside with Barking Town Centre and onward rail connections therefore connecting new communities to growth areas.
<ul style="list-style-type: none"> Barking Station Improvements. 	Provides step free access to all platforms and increased gateline capacity to cope with increase in number of passengers
<ul style="list-style-type: none"> New road river crossing from South Hornchurch to Belvedere followed by Gallions Reach to Woolwich. 	Opens up markets south of the river to businesses north of the river. Relieves pressure on Dartford and Blackwall crossings. Makes the Borough a more attractive place to invest and live.
<ul style="list-style-type: none"> Barking Riverside to Gallions 	Provides convenient access to Royal

³⁵ Annual Population Survey 2001 and 2011 and NOMIS 2014

Reach river crossing.	Docks from Barking Riverside and Creekmouth.
<ul style="list-style-type: none"> Improved bus/tram links to Barking Town Centre, Royal Docks, Barking Riverside, South Dagenham, Chadwell Heath and Romford including Queens hospital. 	Connects new and existing communities to areas of jobs growth and stations which provide access to growth areas outside the Borough

These are the large transport projects necessary to deliver growth. However, the Local Plan will need to ensure that the Borough's road and public transport infrastructure is invested in to keep pace with the planned growth.

As part of this, the Council is currently reviewing the road network to ensure the right balance is achieved between providing sufficient capacity to meet the needs of growth whilst creating an environment which makes walking and cycling more attractive and public transport more convenient and reliable. In particular there is a need to review the function of those roads which are used by a significant amount of through traffic to get from the A13 up to the A12 and beyond. This includes Lodge Avenue, Rainham Road and Whalebone Lane. These roads carry a lot of commercial traffic which blights the communities either side and creates a barrier for people to cross who want to walk or cycle. The Local Plan presents the opportunity to put the needs of local people before people driving through the Borough to other destinations.

The Local Plan will also need to make sure, in partnership with Transport for London, that bus capacity is increased to meet the demands of the increasing population. This is crucial to prevent a rise in car ownership with associated impacts on congestion and air quality.

The Local Plan will also look at future of the Borough's many safeguarded wharves and rail freight terminals in the light of the potential release of industrial land.

5.1.2 *Schools, healthcare and leisure and recreation facilities*

On the largest housing sites schools, healthcare, leisure and recreation will need to be planned as an integral part of the development. Barking Riverside is a good example of this, where the planning permission sets out the requirements for schools, health care and sports facilities. The same approach will be taken on Beam Park and the Ford Stamping Plant which are also in single ownership. However, the Creekmouth and Thames Road sites are in multiple ownership and here an overall masterplan will be necessary to ensure that individual applications provide the necessary facilities. On smaller sites the Local Plan will identify whether nearby facilities need to be improved.

Provided below is an indication of the infrastructure requirements for the largest housing sites without planning permission.

Table 13 – Infrastructure requirements for major housing sites without planning permission

	New homes	Hectares	Schools		GPs ³⁶	Play space ³⁷	Outdoor space ³⁸
			Primary 3FE	Secondary			
Barking Town Centre	5000		4 ³⁹	1x10 Form of entry (FE) ⁴⁰	4 GPs	0.18 ha	NA
Rippleside	5000	40	4	1x12FE	5 GPs	0.23 ha	12 ha
Creekmouth	4000	20	3	1x10FE	4 GPs	0.18 ha	9.6 ha
Chadwell Heath	3000	30	3	1x7FE	3 GPs	0.14 ha	7.2 ha
Thames Road	2000	20	2	1x5FE	2 GPs	0.09ha	4.8 ha
Ford Stamping Plant and Beam Park	3000	37.5	3	1x7FE	3 GPs	0.14 ha	7.2 ha
Other sites	4000		3	1x10FE	4 GPs	0.18 ha	9.6 ha
	25000		22	7	25	1.14	49.4 ha
Borough-wide requirement for 35,000 homes							
Total acute healthcare ⁴¹		136 beds					
Total intermediate healthcare		16 beds					
Mental healthcare		6 beds					
Sports centre including 500 sqm swimming pool ⁴²		1	Excludes 1 sports centre with swimming pool to be provided at Barking Riverside				
multi-use games areas		5	Excludes Barking Riverside provision				
tennis courts		5	Excludes Barking Riverside provision				
Police officers		249 ⁴³					
Fire stations		1 (3 appliances)					

The Council will need to work with the relevant agencies in the planning of new infrastructure including National Government, London Buses, Transport

³⁶ Healthy Urban Development Unit 2014

³⁷ GLA Supplementary Planning Guidance: Shaping Neighbourhoods Play and Informal Recreation, 2012, minimum of 10 sq m of dedicated playspace per child

³⁸ Standard 1.6 per 1000 people, Fields in Trust guidance. 35,000 homes x 2.5 = 87500. 87.5 x 1.6 = 140. Barking Riverside = 80 hectares. 60 hectares for 25000 homes = 2.4 hectares/1000 homes.

³⁹ Includes 2 x 3FE schools approved in Gascoigne Estate

⁴⁰ Includes 1 x 12FE secondary school approved in Gascoigne Estate

⁴¹ Healthy Urban Development Unit 2014

⁴² Sport England's Facilities Planning Model

⁴³ 1 officer/pcso per 351 persons – to maintain borough average. Source <http://policeauthority.org/metropolitan/statistics/police-numbers/index.html>

for London (TfL), Network Rail and National Express, the NHS, Sport England, the GLA, community groups and education providers. The Local Plan is an opportunity to involve these agencies in the future planning of the Borough to ensure growth is planned in a coherent and comprehensive way.

To assist in this process the Council in partnership with the GLA, TfL and Havering are doing something called a Development Infrastructure Study. This will identify the infrastructure requirements across London Riverside, its costs and the sources of funding to fund this. It is likely that it will identify a significant funding gap, adding weight to the case for East London Councils to have more control over locally generated income streams such as Stamp Duty.

5.2 Enhancing the places, spaces and qualities that define Barking and Dagenham now and in the future

The level of growth possible in Barking and Dagenham brings many opportunities but it also brings threats. This consultation has highlighted that growth and infrastructure needs to be planned together so new and existing residents can benefit from the investment in new facilities and transport.

Currently there are 71,000 thousand households in the Borough. If 35,000 homes are built by 2030 then the number of households will have grown by 50%. To put that into perspective that is more households than there are currently in either Redbridge, Havering or Newham. There is a challenge for the Local Plan to ensure that this scale of development makes a positive contribution to the Borough and strengthens the Barking and Dagenham's character, making it an even more attractive place to live and visit. To do this the Local Plan needs to understand the character of the different places that make up the Borough so that this can inform the design of new development and ensure the existing features and qualities that people treasure and use as their reference points are protected and enhanced. This will provide reassurance to existing residents and allow new residents to identify with and take pride in their surroundings.

In this respect Barking and Dagenham is not dissimilar to the rest of London in that it comprises a number of different areas each with their own character, diversity and meaning. New development is an opportunity to celebrate and strengthen these. The Local Plan could set out guidance for the design of the major housing sites at Chadwell Heath, Creekmouth, Thames Road, Beam Park and Rippleside drawing on best practice from home and abroad. This includes developments such as:

- The Model Sustainable District, Vauban, Freiburg in Germany
<http://www.vauban.de/en/topics/history>
- The inner city development at Hafencity in Hamburg
<http://www.hafencity.com/en/home.html>
- The sustainable urban extension, Hammerbsy in Sweden

<http://www.futurecommunities.net/case-studies/hammarby-sjostad-stockholm-sweden-1995-2015>

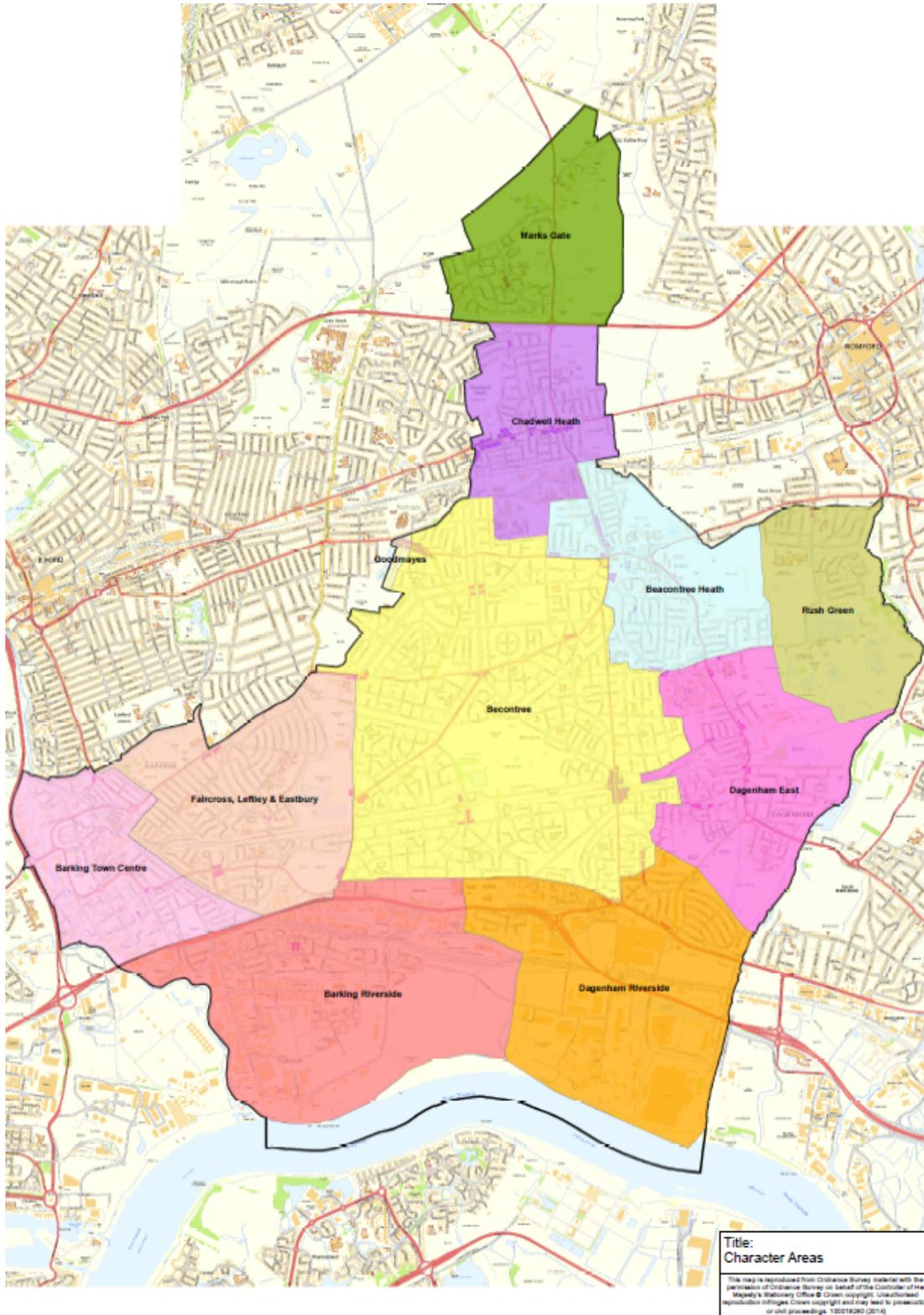
- The green district of Orestad, Copenhagen in Denmark
<http://www.orestad.dk/english.aspx>

The Borough's major new housing sites can be designed to incorporate a mix of uses at ground floor level to accommodate commercial and community space arranged around high quality open spaces. Not only could this be space for the shops and services to support new housing, but also affordable space for small and medium sized businesses. This enables people to shop, learn, access their health services, cultural activities, work and spend their leisure time locally in walkable neighbourhoods designed to meet the needs of the community at all stages of life whilst also being well connected to the rest of the Borough. This concept is called Lifetime Neighbourhoods.

We would appreciate your feedback on what you think the different places are in Barking and Dagenham. To help with this we've attempted to define what we think are the ten places that make up the Borough.

- Becontree
- Becontree Heath
- Barking Riverside/Thames View
- Barking Town Centre
- Chadwell Heath
- Dagenham East
- Dagenham Riverside
- Faircross, Leftley and Eastbury
- Marks Gate
- Rush Green

Plan 4 - Suggested Barking and Dagenham character areas



Defining the ten character places allows the Local Plan to make sure that new development enhances their quality. For example, areas like the Leftley Estate, Dagenham East and the Becontree Estate each have their own distinct character and have come under a lot of pressure for new development especially on side plots or properties with large gardens. By understanding the characters of these areas the Local Plan can provide more detailed guidance on what density and size of development is acceptable in each. This will ensure that development is sympathetic to the surrounding area and makes a positive contribution to it.

Whilst Barking Riverside, Barking Town Centre, Dagenham Riverside and Chadwell Heath will experience the most growth, due to the opportunities in these locations all parts of the Borough will experience a degree of change. One new house if designed insensitively can have as much impact on someone's amenity than a complete new housing estate. The Council receives many applications for new homes on side plots across the Borough and is careful to ensure it only approves those that do not cause harm in terms of design, car parking and residential amenity. However, the Council is able to outlaw back garden developments in the interests of maintaining the integrity of the Borough's existing housing estates, reducing car parking pressures and focusing growth on brownfield sites.

Barking and Dagenham has a rich local history from the Bronze Age Dagenham Idol, the Barking Abbey and Eastbury and Valence Manor Houses and more recently the Borough's industrial heritage.

However, the Borough has relatively few protected assets, it has 38 listed buildings, 133 locally listed buildings, one schedule ancient monument and four conversation areas. The Borough's heritage will play an important role in providing the context for new development and providing new residents with an understanding of where the Borough has come from and is going to thereby helping instil civic pride.

This extends beyond the Borough's protected assets. For example, the Becontree Estate is not a conservation area nor are any of the homes listed. At the same time, it is of huge historic importance as the largest public housing scheme of its time in the world.

The physical form of the Becontree Estate was strongly influenced by the Tudor Walters Committee Report on improving housing standards published in 1918 ; low density suburban estates, winding lanes, trees and gardens, with a standard of twelve houses per acre. The Becontree Estate was the largest municipal housing estate in the world. The patterns of circles, crescents and banjos were meant to create interest and variety in what was a predominantly flat landscape.

Increased car ownership has impacted on the Becontree's environment and detracted from the character and integrity of the area. Trees, hedges, fences and garden walls have been lost on some of the main streets and the condition of the properties varies. However, there are areas where the original features of the estate remain intact and these evidence that the estate has potential if planned sensitively to be as important in the 21st century to the future of the Borough as it was in the 20th century. There is an opportunity in the new Local Plan to define the features and qualities which give the Becontree Estate its character and make sure new development protects and enhance these. There is the potential to provide design guidance for householders and landlords to encourage them when doing renovations, alterations and extensions to be sympathetic to the original character of their property.

Valance Circus 1945



5.3 Empowering people to do more for themselves whilst strengthening the institutions which support local communities.

The Council's vision and priorities make clear that the Council, its partners and the community will support residents to take responsibility for themselves, their homes and their community. This is to achieve the objective of social responsibility but also to give people the empowerment to make improvements to their local area. This is necessary because with reduced Government funding the Council will have to work differently with its partners

and the community. This means that wherever possible ensuring there are support mechanisms to enable residents to live more independently, whilst still offering a safety net of support for the most vulnerable.

This means building resilience in local communities by supporting active citizens, local assets and neighbourhood networks enabling and empowering local communities to develop, manage and sustain local community hubs.

The Local Plan has an important role to play in this respect. Just as it is necessary to understand the characters of the different places which comprise the Borough to make sure new development enhances this so it is necessary to understand how people use the Borough and in particular which are the institutions which underpin the social fabric of the Borough. This could be faith groups, community groups, sports clubs, social clubs, schools and so on. The Local Plan provides an opportunity to ensure that the demands arising from new development are understood and can be properly planned so that the space for these groups can be provided within new centres or hubs, or if necessary funding directed to existing centres where more capacity is needed.

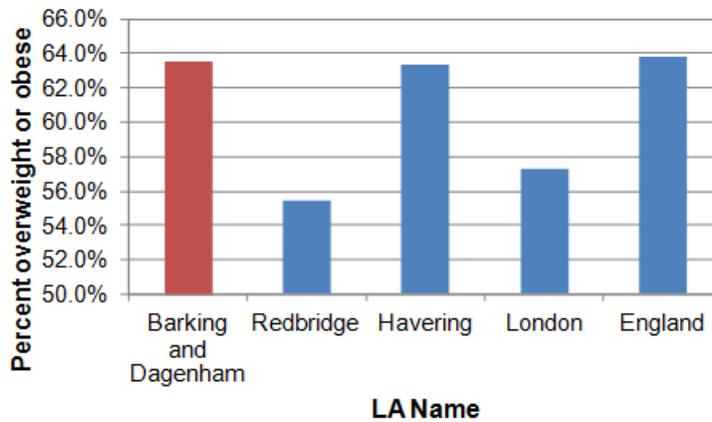
5.4 Improving access to healthcare and allowing people to lead healthy and fulfilling lives.

Social responsibility extends to health. The Council's Health and Well Being Strategy 2012 – 2015 aims to achieve three outcomes using the evidence from the Council's Joint Strategic Needs Assessment:

- To increase the life expectancy of people living in Barking and Dagenham.
- To close the gap between the life expectancy in Barking and Dagenham with the London average.
- To improve health and social care outcomes through integrated services.

The Local Plan can enable people to live healthier lifestyles and ensure that new and existing residents have convenient access to the healthcare facilities they rely on. Obesity is a major contributor to poor health. In the Borough 63.4% of adults are classified as overweight or obese which although similar to the national average is significantly higher than the London average.

Table 11 - Prevalence of overweight and obese adults in Barking and Dagenham and neighbouring boroughs, 2012



Source: National Obesity Observatory

In 2012 /13 Barking and Dagenham had the fifth highest proportion of overweight and obese children in Reception class (25.9%) and the fourth highest proportion in Year 6 classes in Primary School (40.1%) in England. There is variation across the Borough but every ward is above the national average in both Reception and Year 6.⁴⁴

Diet and exercise are contributory factors to obesity. The percentage of adults achieving at least 150 minutes of physical exercise a week has remained the same for both the 2013 and 2014 profiles at 48.9%, which is significantly worse than the England average of 56%.

The Local Plan can enable people to live healthier lifestyles in a number of ways including:

- Providing spacious new housing with good access to jobs.
- Ensuring that developers commit to local skills and training plans to maximise the number of local people employed in new local jobs.
- Designing new development to make cycling and walking safer and more convenient and a genuine alternative to the car.
- Designing new development so that stairs are accessible and convenient.
- Ensuring people have access to fresh fruit and vegetables including allotments and space for food growing within new development and controlling the location of hot food takeaways (locating them away from schools).
- Ensuring new development has convenient and safe access to a range of open spaces offering formal and informal recreation opportunities, including children’s playspace. This includes the Borough’s network of parks and open spaces.⁴⁵ The Borough has more publicly access

⁴⁴ National Child Measurement Programme (NCMP) 2012/13

⁴⁵ The percentage of the population of the borough utilising outdoor space for exercise/health reasons was 7.8% in 2013/14

green space than it does industrial land. However, many of these spaces require investment to meet the needs of the Borough's growing population which is becoming more diverse, younger but also with increasing numbers of older people. Open spaces have an important role to play not only in enabling people to live healthier lifestyles but also in managing and adapting to climate change and also air pollution. The Local Plan review is an opportunity to increase the proportion of the Borough's population using open spaces by reviewing their function and identifying opportunities to improve the range of leisure and recreation activities they offer. It can also look to improve access to them and between them.

- Ensuring that new development enhances biodiversity and helps green the urban environment.^{46 47} The Local Plan will map existing green spaces and take forward the Green Grid concept, where the opportunity arises, through new development with the aim to establish a network of green infrastructure which as well as health benefits also provides flood protection, shade and biodiversity benefits as well as increasing the attractiveness of the Borough.
- Ensuring the design of public spaces encourages social interaction and places for people to sit and chat.

The most basic measure is to ensure people live in good quality, energy efficient new housing with convenient access to good quality jobs which they have the skills to compete for. These are the basic conditions to leading a healthy lifestyle. If these conditions are in place then the other measures above will improve the health of residents.

5.5 Tackling climate change and planning for its effects

Everything that this consultation paper has covered so far is threatened by climate change. London is particularly vulnerable to flooding, overheating and drought. Climate change will increase the probability and severity of these affects through rising sea levels, heavier winter rainfall, higher tidal surges, hotter summers and less summer rainfall. The Local Plan has a vital role in mitigating the impacts of climate change and adapting to its effects. This is not just an environmental issue the measures to tackle and adapt to climate change can also benefit the local economy and residents quality of life.

The main causes of climate change are greenhouses gases and in particular carbon dioxide. The Mayor of London seeks to achieve an overall reduction in London's carbon dioxide emissions of 60% below 1990 levels by 2025.

and 11.3% in 2012/13. This compares with the London average of 11.8% in 2013/14 and 10.5 in 2012/13.

⁴⁶ The London Plan sets regional BAP Habitat Targets for 2020 to enhance and increase the areas of priority habitats. In Barking and Dagenham these habitats include: Floodplain grazing marsh; Acid grassland; Reedbeds; Woodland; Orchards; Meadows and pastures; Tidal Thames; Rivers and streams; Standing water; Fen, marsh and swamp; and Open Mosaic habitats on previously developed land.

⁴⁷

CO₂ emissions for the Borough were estimated to be 4.3 kt per capita for Barking and Dagenham. This is significantly lower than the average for London (5.2 kt per capita) and for England (7.0kt per capita). Of the 828.1kt CO₂ emitted in 2012, 780.8 kt or 94% was within the scope of influence of the local authority.⁴⁸

The biggest source of CO₂ in 2012 was from Industry and Commercial Electricity (27.5%). Domestic Electricity (18.6%), Domestic Gas (18.5%) and Transport (18.1%) were the next highest contributors.

The London Plan seeks to ensure that development proposals minimise carbon dioxide emissions by using the energy hierarchy:

- Be lean: use less energy
- Be clean: supply energy efficiently
- Be green: use renewable energy

The London Plan sets challenging carbon emissions reduction targets for new buildings which apply to Barking and Dagenham. Ultimately the aim is to meet the Government's target of zero carbon development by 2016 for homes and 2019 for other buildings.

The Local Plan will need to focus on delivering these targets.

Other measures the Local Plan could include to tackle climate change are:

- Identifying opportunities for decentralised heat networks to help meet the target of London to generate 25% of its heat and power from this source. Where developments cannot link into a network to encourage the use of Combined Heat and Power systems.
- Securing local energy production to reduce energy costs and make energy supply more resilient and efficient. Barking and Dagenham with its extensive river frontage and large areas of green open space has the potential for tidal power and wind turbines. Barking and Dagenham has secured funding from the Government to help set up London's first energy services company. This has the potential to include a water turbine on the River Roding and solar panels on the Borough's buildings, a Combined Heat and Power system for the Gascoigne Estate and will explore the potential for a small number medium sized wind turbines elsewhere in the Borough for example in Eastbrook Country Park.
- Encouraging developers to use sustainable materials.
- Aim to reduce emissions from road vehicles by reducing the need to travel through the collocation of buildings which the public use in locations with good public transport accessibility, making walking and cycling more attractive and the use of car clubs. Car ownership in the Borough equates to 0.8 cars per household which is lower than the average for outer London (1.0 cars per household) and lower than the

⁴⁸ UK local authority and regional carbon dioxide emissions national statistics, DECC, 2014

average for England (1.1 cars per household).⁴⁹ It will be important to at least maintain or reduce this ratio in the interests of reducing CO₂ emissions, improving air quality and easing congestion. The whole of Barking and Dagenham is an Air Quality Management Area for Nitrogen Dioxide (NO₂) and Particulate Matter (PM10). In 2011 three air quality focus areas were identified at Merry Fiddlers, A13 east of Lodge Avenue and Barking Town Centre as locations with the most potential for improvements to air quality.⁵⁰

- Maximising the economic opportunities of a low carbon economy by consolidating low carbon industry on the London Sustainable Industries Park including.

The Local Plan will also need to focus on ensuring that new development adapts to the affects of climate change by being designed for warmer, wetter winters and hotter, drier summers and to withstand possible natural hazards such as heatwaves floods and droughts. Measures the Local Plan could include to adapt to the effects of climate change include:

- Ensuring new developments are designed to cope with a hotter climate and do not make it worse.
- Maximising the amount of greenery in new development to help absorb air pollution and maximise shade. For example a number of developments in Barking and Dagenham incorporate green roofs and there are green walls on the new ASDA development on London Road and at Warren Secondary School.
- Making efficient use of natural resources including water.
- Managing flood risk. It is impossible to prevent flooding entirely but the planning system does provide opportunities to manage flood risk and reduce flood risk. A number of areas within the Borough are at risk of flooding. This risk comes from a variety of sources including the tidal Thames, rivers such as the Roding, Goresbrook and Beam, from groundwater, surface water and sewers. The Council is currently completing a Strategic Flood Risk Assessment for the whole Borough to ensure the flood risk maps are up-to-date and take account of climate change. Alongside this the Council is also preparing a Local Flood Risk Management Strategy which will identify flood risks from all sources across the Borough and the measures the Council is taking to reduce this. This will enable the Local Plan to ensure new development is planned with a full understanding of flood risk and incorporates the necessary measures to make sure it is safe without increasing flood risk elsewhere and where possible reducing it.

5.6 Safer and more resilient communities

The Barking and Dagenham Community Safety Strategy 2014-2017 aims to prevent and reduce crime and anti-social behaviour. Perception of crime usually exceeds actual crime rates. The crime rate has fallen between 2003/4

⁴⁹ London Borough Profiles, London Datastore

⁵⁰ Air quality in Barking and Dagenham a guide for public health professionals, GLA, September 2013

and 2013/14 from 133.2 crimes per thousand to 82.6 crimes per thousand.⁵¹ New development presents an opportunity not to design out crime but to design environments where people have good quality housing, access to good jobs, good schools and can lead a healthy lifestyle. These are the conditions for creating safe communities. At a more detailed level, the design of development, in line with the principles of Lifetime Neighbourhoods, can help encourage people to interact and look after one another through the location of public buildings and the design of public spaces. By ensuring roads, footpaths and other public spaces are overlooked and activity maximised at ground floor level the need for electronic surveillance can be reduced.

6. Delivering the plan

The level of growth set out in this plan is not unprecedented. The numbers of new homes are similar to those planned for in Newham and Tower Hamlets and less than were built when the Becontree Estate was constructed in the 1920s and 30s. The figure of 2,333 new homes a year is less than 5% of London's annual housing need. However, in the last 15 years the average number of new homes delivered in the Borough is 558 homes per year. To achieve 2,333 net new homes per year for fifteen years will require an increase of 400%. Of the 35,000 new homes, 80% are on 8 sites. Only one of these sites is owned by a house builder, with the remaining 7 not owned by organisations that build houses. Therefore, the Council and its partners have a key role using its planning and regeneration powers to kick start delivery on these sites. The Council has received support from the GLA for the Barking Housing Zone and is contributing to the cost of the London Overground extension to Barking Riverside. At Creekmouth, Thames Road and Chadwell Heath the Council will need to develop captivating visions and masterplans for these sites and be prepared to use its compulsory purchase powers to attract house builder interest and overcome land ownership difficulties. In line with the National Planning Policy Framework the Council will prepare a Housing Implementation Strategy which identifies the necessary actions to deliver the forecast housing numbers and the role of the Council, other agencies, developers, funders and landowners in achieving this.

The National Planning Policy Framework requires the Council to demonstrate that the Local Plan is viable. It makes clear that the sites and the scale of development identified in the plan should not be subject to such a scale of obligations and policy burdens that their ability to be developed viably is threatened. To ensure viability, the costs of any requirements likely to be applied to development, such as requirements for affordable housing, development standards, infrastructure contributions or other requirements should, when taking account of the normal cost of development and mitigation, provide competitive returns to a willing land owner and willing developer to enable the development to be deliverable.

⁵¹ Metropolitan Police, 2014

Ensuring the right infrastructure is provided to support this growth is critical. Through business rates, Community Infrastructure Levy and New Homes Bonus new development can generate funding to pay for the infrastructure. However, due to the economics of development in the Borough there is likely to be a gap between what infrastructure is needed and what can be afforded. This gap will reduce as the Borough becomes a more attractive place to invest as developers recognise the potential that exists and values increase. Devolution of income streams such as Stamp Duty would also help bridge this gap. The Council is also reviewing its Community Infrastructure Levy to ensure it is set at the right level and maximises receipts without threatening development viability.

The viability assessment of the Local Plan, will need to recognise that investing in infrastructure can deliver savings by putting the right conditions in place to enable people to access and compete for new jobs, benefit from high quality learning facilities for all life stages, integrated health services, multi-functional green infrastructure and superfast broadband. In combination these would give residents the skills and ability to access good jobs and lead healthy lifestyles which in turn reduces deprivation and the burden on health services and other support services.

ONE BOROUGH ONE PLAN

Local Plan

**Local Development
Scheme**

2015-2017

July 2015

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1. Introduction

The Emerging Local Plan

Barking and Dagenham is reviewing its Local Plan so it is focused on delivering the Council's Vision "One borough; One community; London's growth opportunity". The Local Plan will set out what the borough will look like in 2031 and the policies which will deliver this change.

The Local Plan along with the London Plan forms the development plan. All planning applications must be determined in accordance with the development plan unless material considerations indicate otherwise.

The Purpose of the Local Development Scheme

This document, the Local Development Scheme (LDS) sets out a project plan and timetable for the production of the Local Plan. This document will:

- Defining the scope of the local plan;
- Set a time table for its preparation including the most important milestones;
- Set out details on the transitional arrangements;
- Set out the resources available.

Procedural Requirements

The Planning and Compulsory Purchase Act 2004 as amended by the Localism Act 2011 and supplemented by the Local Plan Regulations 2012 require Local Planning Authorities (LPA) to prepare and maintain a LDS.

2. The New Local Plan

The existing local plan¹ is a portfolio of Development Plan Documents (DPD) which sits alongside the London Plan (Adopted, 2011) and the Joint Waste Plan (Adopted, 2012). These are supported by Supplementary Planning Documents (SPD) which provide further guidance on the implementation of specific Local Plan policies.

The Local Plan will be a single document, which will include; strategic policies, development management policies, site allocations and designations in a single document. It will incorporate guidance currently set out in SPDs such as policies on public houses and hot food takeaways.

The new Local Plan will plan to meet housing need and plan for business growth focused on the borough's seven growth hubs

¹ The existing Local Plan, formally called the Local Development Framework, is a portfolio of Development Plan Documents (DPDs). It is made up of the following documents; Core Strategy (Adopted, 2010) (DPD); Site Specific Allocations (Adopted, 2010) (DPD) Borough Wide Development Policies (Adopted, 2011) (DPD) and the Barking Town Centre Area Action Plan (Adopted, 2011). Additionally, the Joint Waste Plan (Adopted, 2012) and the London Plan (Adopted, 2011) form part of the wider Development Plan for the Borough.

- Barking Riverside – one of the largest residential developments in the UK, 11,000 homes with superb River Thames frontage.
- Beam Park/Ford Stamping Plant – a major brownfield site with great potential for housing and commercial activity with 2500 new homes and over 1000 new jobs.
- Barking Town Centre – 15 minutes from Central London, east London’s cultural hub, a vibrant and culturally rich community, with space for creative industries, superb accessibility, and opportunity for at least 4,000 more homes.
- London Sustainable Industries Park (LSIP) – addressing the low carbon economy, the platform for Barking and Dagenham to become London’s greenest Borough.
- londoneast-uk – working with the private sector to transform the former Sanofi site into a bio tech and media industry based economic hub that is unique in the capital.
- Chadwell Heath – potential for 3000 homes benefiting from new Crossrail Station.

It will aim to ensure that:

- The right homes are built in the right places to the right size and affordability.
- Infrastructure to support growth is identified and delivered at the right time
- That the places, space and qualities that will define Barking and Dagenham now and in the future are enhanced
- People are empowered to do more for themselves whilst strengthening the institutions which support local communities
- Access to healthcare is improved and developments designed to enable people to lead healthy and fulfilling lives and take advantage of the opportunities that London has to offer
- Climate change is tackle and its affects planned for
- Safer and more resilient communities are created

Alongside the Local Plan a Proposals Map which be published showing the location of town centres, development opportunities and protected features.

It is not intended to publish additional Development Plan Documents or Supplementary Planning Documents as the Local Plan will be self contained. However the option remains open to do so if required.

3. Post Adoption

Once adopted, the Local Plan will replace the current Local Plan which is a portfolio of documents previously called the Local Development Framework (LDF). Once adopted the Local Plan will form part of the Borough’s Development Plan.

The Local Plan will be supported by the following documents:

- Evidence Base Documents – The Local Plan will be based on a sound and reasonable evidence base including the Authority Monitoring Reports (AMR).
- Statement of Community Involvement (SCI) - This document demonstrates how the Council is engaging with the community and other stakeholders in preparing its LDP.
- Sustainability Appraisal (SA) - This appraises the environmental, economic and social aspects of the Local Plan.
- Infrastructure Plan - Sets out the infrastructure requirements required to support the Local Plan.

Table 1: Local Plan – Summary

Document Role	Barking and Dagenham Local Plan
Role and Content	Strategy for the Boroughs growth for the 15 year period between 2015-2030, bringing together the spatial vision, strategic planning policies, development management policies and site and land allocations into one document.
Coverage	London Borough of Barking and Dagenham
Chain of Conformity	Consistent with National Planning Policy Framework and National Planning Policy Guidance General conformity with the London Plan
Resources	The Planning Policy Team comprises a manager and 2.4 staff.

Table 2: Key Milestones in Local Plan’s Preparation

Stage	2015				2016				2017			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Publish Local Development Scheme	■											
Consult on the Sustainability Appraisal Scoping Report and the Statement of Community Involvement	■	■										
Develop the Sustainability Appraisal Framework	■											
Continue to Refine Evidence Base		■	■	■								
Publish Local Plan: Issues and Options Consultation (Regulation 18)			■	■								
Begin Engagement with Duty to Cooperate Partners			■	■								
Refine Objectives, Strategic Vision, Strategic Policies and Allocations/ Designation			■	■	■							
Review Issues and Option Consultation Representations and Respond Through Report				■								
Pre Submission Local Plan Consultation (Regulation 19)							■					
Request Opinion from the Mayor of London (Regulation 21)							■					
Sustainability Appraisal Published for Consultation							■					
Submission to the Secretary of State Via Planning Inspectorate (Regulation 22)								■				
Examination in Public									■			
Receipt of Inspectors Report										■		
Adoption											■	

4. Transitional Arrangements

The existing Local Plan (formally the Local Development Framework) will continue to form the Development Plan alongside the London Plan and the Joint Waste Plan until the new Local Plan is adopted by the Council. Once it is adopted the Development Plan will consist of the new Local Plan, the London Plan and the Joint Waste Plan.

The emerging Local Plan, once published for pre-submission consultation, will be given increasing weight as a material planning consideration as it progresses to submission and adoption. Material weight to emerging policies will be applied in accordance with national planning policy.

5. Supplementary Planning Documents

The Council has revised, updated and produced new Supplementary Planning Documents (SPDs) since the introduction of the first Local Plan Development Plan Document in 2010, the Core Strategy. The guidance set within some of these documents will be incorporated into the Local Plan as follows:

- Biodiversity SPD – Adopted 2012 – Incorporate Substance into Local Plan and Cancel
- Trees and Development SPD – Adopted 2012 – Incorporate Substance into Local Plan and Cancel
- Hot Food Takeaways SPD – Adopted 2010 – Incorporate Substance into Local Plan and Cancel
- Residential Extensions and Alterations SPD 2012 – Retain
- Barking Station Masterplan SPD 2012 – Incorporate Substance into Local Plan and Cancel
- Last Orders? Preserving Public Houses SPD 2014 – Incorporate Substance into the Local Plan and Cancel

6. Statement of Community Involvement (SCI)

The Council will publish its new Statement of Community Involvement (SCI) alongside the Local Development Scheme (this document). The SCI sets out the standards which the Council must achieve in involving local communities in the preparation of the Local Plan, other planning policy documents and on taking development management decisions.

7. Sustainability Appraisal and Habitats Regulation Assessment

In accordance with European Union and national legislation and policy, Development Plan Documents will be subjected to a Sustainability Appraisal (SA). This entails assessing the potential social, environmental and economic effects of policies and proposals and informing their development.

The Local Plan will be subject to a Habitats Regulation Assessment to understand whether an appropriate assessment is required.

8. Evidence Base

The Local Plan must be founded on a robust but proportionate evidence base. These documents do not form part of the Local Plan. The evidence base will be reviewed regularly to ensure that it is kept up to date.

9. Community Infrastructure Levy

The Community Infrastructure Levy (CIL) is a local charge on development which helps to fund infrastructure improvements to offset the impact of development. The Council introduced its CIL on 3 April 2015.

10. Monitoring and Review Arrangements

The policies within the Local Plan, once adopted, will be monitored and reviewed through the Authority Monitoring Report, which is produced annually and monitors the performance of policies to ensure they remain effective.

11. Resources

The Planning Policy Team comprises a manager and 2.4 staff. The team will be responsible for the production of the Local Plan. In addition to these resources, there will also be contributions for other teams and departments within the Council.

The Council will work with other neighbouring authorities, the Greater London Authority (GLA) and other relevant partners and stakeholders.

ONE BOROUGH ONE PLAN

Local Plan

**Statement of Community
Involvement**

July 2015

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1. Introduction

Statement of Community Involvement

This Statement of Community Involvement (SCI) explains how the Council will involve the community in preparing the Local Plan and in dealing with planning applications.

Why involving the community is important

Barking and Dagenham is reviewing its Local Plan so it is focused on delivering the Council's Vision "One borough; One community; London's growth opportunity". The Local Plan will set out what the borough will look like in 2030 and the policies which will deliver this change.

The Local Plan along with the London Plan forms the development plan. All planning applications must be assessed against the policies in the development plan.

It is vital that the Local Plan reflects the concerns and aspirations of the local community and other interested parties since it will affect everyone who lives in, works in or visits Barking and Dagenham. The Council can only know what people's concerns and aspirations are if it makes an effort to talk to people and find out what they think.

A planning application can have a big impact on a community or an individual. An extension on a neighbour's house can be a big concern. A development of one hundred houses can put pressure on the local school and on local roads. Therefore it is very important for the Council to give people affected by planning applications of any size an opportunity to comment on them. Since planning applications are assessed against the policies in the Local Plan this is another reason why it is very important for Local people to be involved in its preparation.

2. Consultation Principles

The Council is committed to:

- Being clear on what each consultation is about, how it affects you and how you can get involved
- Making it as easy as possible for you to respond to consultations by thinking about what method is best for you not what is most convenient for the Council. All relevant information will be published on the Council's website.
- Giving you enough time to respond to both planning applications and planning policy consultations.
- Keeping the process as simple as possible and writing in plain English. If technical words are required we shall make sure these are explained.

3. Consultation on Planning Policy Documents

By law the Council must involve the community in preparing the Local Plan. In 2015 the Council will review its Local Plan, the process will take two years and includes two consultation stages.

Stage 1- Involving the community in preparing the Local Plan

- This is the stage the Council is trying to understand the main issues facing the borough over the next fifteen years and the options for addressing these. It is therefore an opportunity for the community to tell the Council what issues they think are important and what they think should be done in response. Usually this involves the Council publishing an issues and options report and helping the community and other interested parties provide feedback on it.

Stage 2 - Consulting on the draft Local Plan

- After the Council has involved the community in preparing the Local Plan the Council can proceed with confidence to write the draft Local Plan. The Council then will consult the community on the draft Local Plan. The Council can then decide before it sends the final Local Plan to the Government whether it needs to make any changes in response to the feedback received.

One of the Council's consultation principles is that it will make it as easy as possible for the community to respond to consultations. Therefore the Council will use the following methods to make sure as many people and organisations as possible can get involved in preparing the Local Plan:

- Emails – Where we have email addresses of consultees we will email them details of consultations
- Social media - We will use popular social media sites such as Facebook and Twitter to reach out to the community.
- Council website – All consultation material including evidence base documents will be published on the Council's website
- Make effective use of libraries and other community buildings - We will continue to ensure libraries are provided with consultation material
- Group meetings – To access hard to reach groups the Council will attend existing community meetings to publicise the consultation and get feedback
- Public exhibitions – If necessary the Council will hold public exhibitions to give people the chance to talk to Council staff about Local Plan proposals.

Sustainability Appraisal

As part of the preparation of the Local Plan Review the Council must assess the social, environmental and economic impacts of Local Plan policies. This is the purpose of a Sustainability Appraisal. To begin with the Council must consult on a

draft Scoping Report but this only involves Natural England, Historic England and the Environment Agency. Its purpose is to make sure the Council has identified the right sustainability issues and indicators to assess draft policies and allocations against. When the Council involves the community in preparing the Local Plan it will publish the final Sustainability Appraisal Scoping Report. When the draft Local Plan is consulted on a Sustainability Appraisal report will be published alongside it.

Table One - Local Plan – Consultation Plan

Key Stages	Level of Involvement	Community Involvement Arrangements / Stakeholder Arrangements
<p>Stage 1 Involving the community in preparing the Local Plan</p>	<p>We will ask what you think are the most important planning issues facing the borough over the next 15 years and what you think of the options for addressing these</p>	<p>We will consult on an Issues and Options report for a minimum of eight weeks.</p> <p>We will:</p> <ul style="list-style-type: none"> • Publish an issues and options report on the Council's website along with the Sustainability Appraisal Scoping Report. • Notify all those people on the Council's consultation database of the start of the consultation using their preferred method of contact. • Make hard copies of the Issue and Options report available in Barking and Dagenham libraries and main Council buildings • Publicise the issues and options consultation on the Council's facebook and twitter. • Attend relevant existing community groups • Where necessary hold exhibitions.
<p>Stage 2 Consultation on the draft Local Plan</p> <p>The Local plan is finalised and published for the second and last consultation stage</p> <p>Page 206</p>	<p>We will ask you what you think of our draft Local Plan and you will have the opportunity to respond.</p> <p>You will be asked to respond by making an official representation</p>	<p>We will consult on a draft Local Plan for a minimum of eight weeks.</p> <p>We will:</p> <ul style="list-style-type: none"> • Publish the draft Local Plan on the Council's website along with: <ul style="list-style-type: none"> ○ A Sustainability Appraisal Report ○ A statement of the representations procedure and a copy of the official representations form you must use to provide your comments ○ A consultation statement summarising all the feedback received on the issues and options consultation and how comments have been considered and taken into account in preparing the draft Local Plan ○ The supporting documents that have been used to inform the draft Local Plan • Notify all those people on the Council's consultation database of the start of the consultation using their preferred method of contact. • Make hard copies of the draft Local Plan and representation forms available in Barking and Dagenham libraries and main Council buildings • Publicise the draft Local Plan consultation on the Council's facebook and twitter. • Attend relevant existing community groups • Where necessary hold exhibitions.
<p>Stage 3 Sending the draft plan to the Planning Inspectorate</p> <p>The plan is submitted to a Government inspector</p>	<p>No involvement</p>	<p>The draft local plan, supporting documents and representations received on the draft Local Plan and feedback received on the Issues and Options report are submitted to the Secretary of State. The Secretary of State then appoints an independent planning inspector from the Planning Inspectorate (PINS). All the relevant documents will be published on the Council's website and other legal requirements met.</p>
<p>Stage 4 Examination and adoption of the Local Plan</p> <p>The Local Plan is adopted following the consideration of the recommendations in the Inspector's report.</p>	<p>If you commented on the draft Local Plan you will be invited to attend the examination and we will tell you when the Local Plan has been adopted.</p>	<p>All those who sent in a response to the draft Local Plan will be invited to attend the examination into the Local Plan. We will make the inspectors report available on the Council's website and also at Barking Town Hall. We will inform consultees who have previously made representations about the availability of the inspectors report. After adoption of the Local Plan we will publish the Local Plan and an adoption notice on the Council's website and also make a hard copy available at Barking Town Hall. We will send an adoption statement to specific and general consultees and those who made representations at previous stages will be notified. We will also notify all those who are on our consultation database. We will make the Sustainability Appraisal, evidence base documents and all other supporting documents available for inspection for</p>

		six weeks after adoption.
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Table Two - Supplementary Planning Documents – Consultation Plan

Key Stages	Level of Involvement	Community Involvement Arrangements / Stakeholder Arrangements
Preparing the draft Supplementary Planning Document	Usually no involvement	<p>Where necessary we will engage interested parties in deciding the detail to be included in the SPD and we will identify key issues that need to be addressed.</p> <p>Where it is deemed necessary we will carry out consultation prior to the publication of draft SPDs</p> <p>We will consult Natural England, Historic England and the Environment Agency during the Sustainability Appraisal process</p>
Consulting the community on the draft Supplementary Planning Document A Draft SPD is prepared and published for comment.	We will consult you on the draft SPD and if you have any comments to make we will take your views into account	<p>We will consult on the draft SPD for a minimum of six weeks and:</p> <ul style="list-style-type: none"> • Publish the draft SPD and supporting documents on the Council’s website; • Notify all those people on the Council’s consultation database of the start of the consultation using their preferred method of contact. • Make hard copies of the draft SPD available in Barking and Dagenham libraries and main Council buildings • Publicise the draft SPD on the Council’s facebook and twitter.
Adoption of the SPD	We shall keep you informed.	<p>We will publish the adopted Supplementary Planning Document and evidence base documents on the Council’s website. This will include a consultation statement summarising all the comments received from the previous stages and how the comments were considered and taken into account.</p> <p>We will send an adoption statement to those who commented on the draft and those who have asked to be notified of the adoption of the SPD.</p>

4. Consultation on Planning Applications

The Council is responsible for determining all the planning applications made in the borough.

An important part of the process of deciding whether to approve or refuse a planning application is feedback received from those affected by the proposal. In the case of a residential extension this can be a neighbour for larger developments this can be people who live further away.

One of the Council's consultation principles is that it will make it as easy as possible for the community to respond to planning consultations. Therefore the Council will use the following methods to make sure the community and other interested parties can respond to planning applications:

- We will continue to put all planning applications and supporting information on the Council's website and allow people to respond online.
- In nearly all circumstances where there is a planning application next to your property we will write to you to ask for your comments.
- Where necessary we will put up site notices to make sure that people are aware of applications in their neighbourhood.
- Where required we will put newspaper notices up to make sure that people are aware of certain applications.
- As well as making planning applications available online members of the public will be able to view them at Barking Town Hall if they make an appointment.

How and When Can People Make Representations?

The table on the next page shows how the Council will publicise different types of planning applications. Many of these are requirements set by law. The Statutory Period for consultation on planning applications is 21 days. This is clearly stated on all advertisements, site notices, and notification letters.

The easiest way to comment on a planning application is through the Council's website. Alternatively you can submit your comments by email or failing that in writing.

Around 95% of planning applications are decided by officers the rest are decided at the Council's planning committee which is called the Development Control Board. This includes any planning applications recommended for approval which five or more people have objected too in writing. If you object to a planning application which goes to the Development Control Board the Council will send you the details of how to register to speak at the Council's Development Control Board if you wish.

Once the Council has decided whether to approve or refuse a planning application it confirms this by publishing a decision notice on the Council's website.

Where the Council has refused planning permission an applicant has the right to appeal the decision. Where an appeal is lodged an inspector from the Planning Inspectorate is appointed. If you have objected to a planning application that goes to appeal the Council will write to you via email or letter to explain the next steps. In some circumstances the Inspector will instruct the Council to begin a consultation with the public at the appeal stage. At this point the inspector will consider these comments alongside any comments which were submitted at the planning application stage.

Planning Aid for London is a registered charity, which can provide free and independent town planning related advice to individuals and groups unable to afford professional consultants. Planning Aid can assist people with their own planning applications or can help them to comment on planning applications or planning policy consultation documents. It can also advise groups on fundraising strategies, community development and consultation methods.

Planning Aid for London, Planning Aid Resource Centre
Unit 3.01 Whitechapel Technology Centre
65/75 Whitechapel Road
London, E1 1DU
Tel: 020 7247 4900

Table Three – Consultation/Publicity for Planning Applications

Type of Application	Publicity Normally undertaken for each type of application.			Notes
	Site Notice	Press Notice	Neighbour Notification Letters	
Major Planning Applications	Yes	Yes	Yes	Letters will be sent to properties adjoining the application site, where they can be identified or/ and a site notice will placed on or near the application site. The Council may consult more widely if the application is likely to be controversial.
Other Applications Including Minor and Household	See Notes	No	Yes	Letters will be sent to properties adjoining the application site, where they can be identified or/ and a site notice will placed on or near the application site. The Council may consult more widely if the application is likely to be controversial.
Applications for Listed Building Consent and Conservation Area Consent	Yes	Yes	Yes	Site notices are not normally required if the proposed works only affect the interior of a Grade II listed building.
Application for Certificates of Lawfulness of Proposed Use or Development	No	No	No	There is no need to carry out publicity on applications for Certificated of Lawfulness of an existing use or development because the decision is a legal judgement.
Applications Required by a Condition Attached to a Grant of Planning Permission	No	No	No	No publicity is undertaken with regards to these types of application.
Prior Approval Applications – Telecommunications	See Notes	No	No	In some very specific circumstances a press notice is required by law
Prior Approval Applications Demolition	Yes	No	No	Publicity is undertaken by the applicant. The applicant shall display a site notice on or near the land on which the building to be demolished is sited and shall liable the notice in place for not less than 21 days in the period of 28 days beginning with the date on which the application was submitted by the local planning authority. Publicity is for information purposes only.
Application Accompanied by an Environmental Statement	See Notes	See Notes	See Notes	Advertisement in the local newspaper and a site notice or neighbour notification.
Proposals departing from the Development Plan	See Notes	See Notes	See Notes	Advertisement in the local newspaper and a site notice or neighbour notification.
Proposals affecting Public Right of Way	See Notes	See Notes	See Notes	Advertisement in the local newspaper and a site notice or neighbour notification.

ONE BOROUGH ONE PLAN

Sustainability Appraisal

Scoping Report

Barking and Dagenham

Local Plan

July 2015

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Table 2: Identified key sustainability issues in LBBD

Table 3: Proposed SA Framework

1. Introduction

- 1.1 This is the Scoping Report for the Sustainability Appraisal (SA) of the new Local Plan for the London Borough of Barking & Dagenham (LBBD). It is mandatory to undertake SA of the Local Plan under Section 19 (5) of the Planning and Compulsory Purchase Act 2004.
- 1.2 The SA of the Local Plan will also meet the requirements for Strategic Environmental Assessment (SEA) set out in the European Union Directive 2001/42/EC and in the Environmental Assessment of Plans and Programmes Regulations 2004.
- 1.3 For purposes of clarity the SA/SEA process is noted as SA throughout this document unless otherwise stated.

2. Public Consultation on this Document

- 2.1 Consultation on the Draft Sustainability Appraisal Scoping Report for the new London Borough of Barking and Dagenham Local Plan took place from **23 March 2015 to 4 May 2015**. A separate consultation report is available showing the responses received and the changes made in response.

3. Context

- 3.1 The purpose of SA is to promote sustainable development through better integration of sustainability considerations into the plan making process. Sustainability appraisal is used to systematically assess the extent to which the emerging Local Plan will help achieve relevant environmental, economic and social objectives when judged against reasonable alternatives (NPPF, 2014).
- 3.2 The SA process consists of five stages:

Stage A: Setting the context and objectives, establishing the baseline and deciding on the scope
Stage B: Developing and refining alternatives and assessing effects.
Stage C: Prepare the sustainability appraisal report.
Stage D: Seek representations on the sustainability appraisal report from consultation bodies and the public.
Stage E: Post adoption reporting and monitoring
- 3.3 The scoping stage (Stage A) must identify the scope and level of detail to be included in the sustainability appraisal report. This stage of the process should set out the context, objectives and approach of the assessment. It should also identify relevant environmental, economic and social issues and objectives.
- 3.4 The Scoping Report allows the local planning authority to consult statutory and voluntary consultation bodies regarding the:

- Level of detail which the SA of the Local Plan will cover.
- Methodology which will be followed in the SA of the Local Plan.
- Sustainable development objectives and targets against which the Local Plan will be assessed.
- Key sustainability issues in the borough.
- The environmental baseline.

4. What is the Local Plan

- 4.1 The Local Plan will be the Development Plan for LBBD. The Council is required to prepare a Local Plan by the Planning and Compulsory Purchase Act 2004 and the Localism Act 2011. It will replace the LBBD Local Development Framework (2010).
- 4.2 The Local Plan will be prepared in accordance with the statutory process set out in the Local Planning Regulations 2012. It is required to be consistent with the National Planning Policy Framework (NPPF) and in general conformity with the London Plan. The Local Plan will be subject to an examination in public before an independent planning inspector.

4.3 The table below lists the Development Plan Documents or DPDs that will be included in the Local Plan as set out in the Local Development Scheme (2015).

Table 1: The documents comprising the LBB Local Plan		
DPD Title	Status	Description
Local Plan 2015 - 2030	DPD	<ul style="list-style-type: none"> • Identifies the vision and objectives for the spatial strategy for the borough for 2015 – 2030. • Sets out core policies for delivering housing and other strategic development needs such as employment, retail, leisure, community, essential public services and transport development. • Provides a framework for development control decisions for all planning applications. • Identifies sites which are suitable for new development, including housing, retail, employment, open space, nature conservation or a mix of uses. • Sets out a planning strategy for sustainable waste management.
Proposals Map	DPD	<ul style="list-style-type: none"> • Details land use designations, the extent of area action plans and site specific proposals
Joint Waste Development Plan	DPD	<ul style="list-style-type: none"> • Sets out a planning strategy for sustainable waste management. • Enables the adequate provision of waste management facilities (including disposal) in appropriate locations for: <ol style="list-style-type: none"> 1. Municipal waste 2. Commercial and industrial waste 3. Construction and demolition waste 4. Hazardous waste
Barking Station Masterplan	SPD	<ul style="list-style-type: none"> • Explains the Council's overall guidance for the site allocation BTCSSA3 of the Barking Town Centre Area Action Plan (2011).

Employment Areas Local Development Order (Applies to all Employment Areas with the exception of Sanofi and the Ford Stamping Plan).	LDO	<ul style="list-style-type: none"> Removes need for planning permission (with certain caveats) for changes of use between: Research and Development (R & D), Light industrial, General industrial and Warehousing. Allows the change of use of non-residential institutional buildings R & D, Light industrial, General industrial and Warehousing. Introduces certain permitted development rights for R & D, light industrial, general industrial and warehousing uses.
Article 4 Houses in multiple occupation (HMO)	Article 4	<ul style="list-style-type: none"> Planning permission is required to change use from a dwelling house into a HMO.
Source: LBBD Local Development Scheme March 2015.		

- 4.4 The Local Plan Issues and Options will be published for public consultation in September 2015. The Publication Local Plan is expected to be published for public consultation in Spring 2016. For more precise dates please refer to the LBBD Local Development Scheme.
- 4.5 The Joint Waste DPD for East London was adopted by the four East London Waste Authority boroughs of Barking and Dagenham, Havering, Newham and Redbridge on 27 February 2012. The DPD was subject to a separate Sustainability Appraisal which is available on request.
- 4.6 The Barking Station Masterplan SPD explains the Council's overall guidance for the site allocation BTCSSA3 of the Barking Town Centre Area Action Plan (2011). It was formally adopted by the Council on 22 February 2012. The SPD will be reviewed in 2017.
- 4.7 The Article 4 Direction for Houses in Multiple Occupation withdraws permitted development rights for small HMOs in the borough. The Direction came into force on 14 May 2012. Since this date, planning permission has been required to change use from a dwelling house into a HMO
- 4.8 For all the above plans the most up to date work programme can be looked up in the LBBD Local Development Scheme.

5. Methodology and Structure of the SA

5.1 The methodology adopted for the SA of the LBBB Local Plan will follow government guidance. Stage A consists of five key tasks:

Task A1: Identify other relevant policies, plans and programmes, and sustainability objectives

Task A2: Collect baseline information

Task A3: Identify sustainability issues and problems

Task A4: Develop the SA framework

Task A5: Consult the consultation bodies on the scope of the SA report

6. Task A1: Identifying relevant Policies, Plans and Programmes

6.1 There are many policies, plans and programmes that are relevant to the SA of the Local Plan. These can be divided into three groups as set out below. A full list of policies, plans and programmes is provided in Appendix A.

International

European Union Directives

United Nations Agreements

European Directives, Conventions and Plans

National

National Planning Policy

National Minerals Policy

Government White Papers

Planning Circulars

Planning (and related) Acts

Associated Regulations

Regional

London Plan

Mayoral Strategies

Supplementary Planning Guidance

Local

Local Strategies

7. Task A2: Baseline information

7.1 Government guidance establishes that baseline information provides the basis for predicting and monitoring effects and helps to identify sustainability problems and alternatives ways of dealing with them. A detailed assessment of the physical, economic, social and environmental characteristics of the borough is included in Appendix B. The range of topics covered is such so as to encompass the requirements of Section 13 of the Planning & Compulsory Purchase Act 2004, whilst also covering all the environmental topics listed in the SEA Directive.

- Biodiversity
- Fauna
- Flora
- Soil
- Water
- Air
- Climatic Factors
- Landscape
- Cultural Heritage
- Population
- Human Health
- Material Assets

Updating of Baseline Data

7.2 Additional baseline data will also be prepared to inform the Local Plan. These documents are listed below. Please note that further base line data may be identified during the Sustainability Appraisal process.

- Strategic Flood Risk Assessment
- Strategic Housing Market Assessment
- Update of biodiversity and habitats data

8. Task A3: Identification of key sustainability issues

8.1 From the analysis of relevant policies, plans and programmes, and sustainability objectives in Appendix A and the assessment of the environmental, social and economic baseline in Appendix B, key sustainability issues have been identified. These are set out in Table 2 below.

Table 2: Identified key sustainability issues in LBBD		
Sustainability Issue	Source of Information/Concern	Other Relevant PPP where issue is raised.
Employment		
Changing employment patterns within the borough characterised by significant decline in the manufacturing and transport sector and growth in utilities, recreation, business services and health.	NLP (2014)	<ul style="list-style-type: none"> • LBBD Vision and Priorities • Barking and Dagenham Economic Development Study 2014 • Local Economic Assessment
Diversification of the economy is increasing with most growth in utilities, recreation, business services and health. In addition 90% of businesses in the borough employ 9 or less people.	NLP (2014)	<ul style="list-style-type: none"> • LBBD Vision and Priorities • Barking and Dagenham Economic Development Study 2014 • Local Economic Assessment
Median weekly earnings 19% below the London average. Earnings of residents substantially lower than borough’s workforce.	NOMIS 2014	<ul style="list-style-type: none"> • LBBD Vision and Priorities • Barking and Dagenham Economic Development Study 2014 • Local Economic Assessment

28.17% of people in the borough are economically inactive.	NOMIS 2014	<ul style="list-style-type: none"> • LBBD Vision and Priorities • Barking and Dagenham Economic Development Study 2014 • Local Economic Assessment
Forecast 36% increase in working age population to 2031		<ul style="list-style-type: none"> • GLA 2013 Trend based Population Projections
Numbers of older residents and residents with learning disabilities and significant mental health issues are expected to increase over the next two decades. Need to ensure the correct specialist accommodation and housing related support is in place. to mitigate any impacts against health and wellbeing.	JSNA 2014	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 • LBBD Vision and Priorities • LBBD Housing Strategy 2012 – 2017
Accessibility and Transport		
The majority of the borough has a PTAL of 1a, 1b and 2. Barking Station has a PTAL of 6a and other stations in the borough have PTALS of 3 or 4. In general there are poor north-south transport links in the borough.	TfL 2012	<ul style="list-style-type: none"> • LBBD Local Implementation Plan 2011/12 – 2013/14 • Mayor of London Transport Strategy 2010
The majority of residents (63%) work outside the borough, mainly in neighbouring boroughs.	NLP 2014	<ul style="list-style-type: none"> • LBBD Local Implementation Plan 2011/12 – 2013/14 • Mayor of London Transport Strategy 2010
Car ownership at 0.8 cars per household average is less than	GLA 2013 Round SHLAA Based Capped Population	<ul style="list-style-type: none"> • LBBD Local Implementation Plan 2011/12 – 2013/14

London average. As population grows, maximising access to public transport infrastructure and active travel modes will help address sustainability issues.	Projections (March 2014)	<ul style="list-style-type: none"> • Mayor of London Transport Strategy 2010
In 2013 there were 38 KSI in road accidents in the borough (5 killed and 144 seriously injured).	JSNA 2014	<ul style="list-style-type: none"> • LBBD Local Implementation Plan 2011/12 – 2013/14 • Mayor of London Transport Strategy 2010
Material Assets		
Increased demands for access to public services (e.g. schools) and social infrastructure resulting from projected increased in population	JSNA 2014	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 sets current housing target of 1065 new homes a year which has been revised up to 1236 in the further alterations on latest SHLAA and SHMA. • London Housing Strategy • LBBD Vision and Priorities • LBBD Housing Strategy 2012 - 2017
Significant increase in proportion of population who are 0-14 and >65 year olds by 2031	GLA 2013 Trend based Population Projections	
Housing		
Housing in LBBD is characterised by high prices relative to national levels but very low prices in a London context. 2008 peak was passed in 2014.	LBBD Housing Strategy 2012 - 2017	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 sets current housing target of 1065 new homes a year which has been revised up to 1236 in the further alterations on latest SHLAA and

		<p>SHMA.</p> <ul style="list-style-type: none"> • London Housing Strategy
High levels of housing need due to average house prices being 10 times average incomes.	Land Registry 2015 NOMIS 2014	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 seeks to maximise affordable housing provision subject to viability and other concerns. • LBBB Housing Strategy 2012 – 2017
Population forecast to grow to 250,000 by 2031 with annual growth of households of 1519 a year in that period.	GLA 2013 Trend based Population Projections GLA Demographics – 2013 Round Household Projections	<ul style="list-style-type: none"> •
Significant increase between 2001 and 2011 in private rented sector. 33.6% of rented homes in the public sector and 37.9%, of the private sector stock (owner occupied and rented) in the borough are non decent.	LBBB Housing Strategy 2012 – 2017 Census 2001 Census 2011	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 • LBBB Vision and Priorities • LBBB Housing Strategy 2012 – 2017
Priority need for family-sized affordable housing, three and four bedroom properties, including social and intermediate housing.	The Barking and Dagenham Housing Needs Survey 2011	<ul style="list-style-type: none"> • LBBB Housing Strategy 2012 – 2017
Need for specialist accommodation and supported housing due to expected increase in numbers of older residents,	LBBB Housing Strategy 2012 – 2017	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014

residents with learning disabilities and significant mental health issues and vulnerable young people over the next two decades.		
Social Deprivation		
Areas within the wards Abbey, Gascoigne, Chadwell Heath, Thames and Abbey fall within the 10% most deprived Lower Super Output Areas in England.	Census 2011	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 aims to tackle health, social and educational inequalities within London, in particular Policy 3.1. • LBBB Housing Strategy 2012 – 2017 • LBBB Growth Strategy 2013 - 2023.
Education/Skills		
In 2013, 15.7% of the borough's residents had no qualifications. 65.5% of pupils in the borough achieved five or more A* - C at GCSE at the end of Key Stage Four in 2013/13, compared to the London average of 71.3%.	NOMIS, 2014	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 • LBBB Children and Young People's Plan – five priorities including raising attainment
Health		
Health is major issue life expectancy cardiovascular disease and cancer leading causes of death.	JNSA 2014 GLA 2013	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014. • Better Environment Better Health (GLA) • LBBB Health and Wellbeing Strategy 2012 - 2015-03-11 LBBB Children and Young People's Plan.

<p>Obesity is a significant issue for the health of residents in the borough. 40.1% of children in Year 6 Primary are classified as obese.</p>	<p>National Child Measurement Programme (NCMP),</p>	<ul style="list-style-type: none"> • LBBB Health and Wellbeing Strategy 2012 - 2015-03-11 LBBB Children and Young People's Plan. • JSNA 2014 • LBBB Local Implementation Plan
<p>Low level of participation in sports amongst adults.</p>		<ul style="list-style-type: none"> • JSNA 2014
<p>Crime</p>		
<p>The crime rate has fallen between 2003/4 and 2013/14 from 133.2 crimes per thousand to 82.6 crimes per thousand. Wards with the highest number of notable offences 2014-2015 were Abbey, Gascoigne, River and Thames.</p>	<p>Metropolitan Police 2014</p>	<ul style="list-style-type: none"> • Mayors' Transport Strategy • LBBB Vision and Priorities • Barking and Dagenham Community Safety Strategy 2014 – 2017 • LBBB Local Implementation Plan
<p>Perception of crime usually exceeds actual crime rates. During the day 71% of respondents feeling safe compared to 35% at night. More female respondents feel unsafe after dark (29%) compared to male respondents (42%). Respondents with a disability are more likely to feel unsafe after dark (69%) and during the day (33%) than compared with respondents that do not have a disability (47% and 15%</p>	<p>London Borough of Barking & Dagenham Residents Survey 2011</p>	<ul style="list-style-type: none"> • LBBB Vision and Priorities • Barking and Dagenham Community Safety Strategy 2014 – 2017 • LBBB Local Implementation Plan.

<p>respectively).</p>		
<p>Cultural Heritage</p>		
<p>Barking and Dagenham has 44 listed buildings and structures and a local list of 123 buildings of local architectural or historic interest. The borough has eight statutorily listed Heritage Assets on the English Heritage at Risk Register. These include:</p> <ul style="list-style-type: none"> • Chadwell Heath Anti-Aircraft Gun Site, Marks Gate Conservation Area, LB grade II • Church of St Peter and St Paul, Crown Street, Dagenham Listed Place of Worship grade II*, CA • Barking Abbey Scheduled Monument, LB grade II, CA • The Warren Stone, Whalebone Lane North, Chadwell Heath Listed Building grade II • The Old Vicarage, Crown Street, Dagenham Listed Building grade II, CA • Chadwell Heath anti-aircraft gun site, Whalebone Lane North (off), Chadwell Heath 	<p>Historic England LBBD</p>	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014. • LBBD Conservation Area Appraisals. • Celebrating our past, looking forward with pride: A Heritage Strategy for Barking and Dagenham 2013 – 2016

<p>Listed Building grade II, CA</p> <ul style="list-style-type: none"> • The Marks Stones, Whalebone Lane North, Chadwell Heath <p>Listed Building grade II</p> <ul style="list-style-type: none"> • Magistrates Court, East Street, Barking <p>Listed Building grade II, CA</p>		
<p>Biodiversity</p>		
<p>The borough has 25 Sites of Importance for Nature Conservation, eight of which are Local Nature Reserves, and one potential RIGS.</p>	<p>Greenspace Information for Greater London 2014</p>	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014. • London Biodiversity Action Plan • Local Biodiversity Action Plan
<p>Existing SINCS were surveyed in 2004 and no new SINCS have been added since.</p>	<p>Greenspace Information for Greater London 2014</p>	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014. • London Biodiversity Action Plan • Local Biodiversity Action Plan
<p>Water</p>		
<p>The overall water quality of the River Beam (from Ravensbourne to the Thames) is classified as Bad. The overall water quality of the Lower Roding, Mayesbrook River and the Goresbrook is Moderate. All four waterways Fail on Chemical quality.</p>	<p>Environment Agency (accessed 05/03/2015)</p>	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014. • Better Environment Better Health (GLA) • All London Green Grid • The Thames River Basin Management Plan 2009 (EA) • London Biodiversity Action Plan • Barking and Dagenham Surface Water

		<p>Management Plan – the use of SUDS could improve quality of surface water runoff.</p> <ul style="list-style-type: none"> • LBBB Local Biodiversity Action Plan
Flooding		
<p>The southern section of the borough that adjoins the River Thames is heavily dependent upon manmade flood defences to protect it against the risk of flooding.</p> <p>The River Roding and the Beam River are key features of the borough and along with other smaller waterways, present a potential risk of flooding to property and infrastructure in the heart of the borough, away from the tidal frontages of the Thames.</p>	SFRA 2008	<ul style="list-style-type: none"> • Thames Estuary 2100 Plan • London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014. • Better Environment Better Health (GLA) • All London Green Grid • London Biodiversity Action Plan • Preliminary Flood Risk Assessment (Drain London) • LBBB Local Biodiversity Action Plan
<p>Surface water flooding has been analysed by Drain London. The objectives of the Surface Water Management Plan include:</p> <ul style="list-style-type: none"> • Develop a robust understanding of surface water flood risk • Identify, define and prioritise Critical Drainage Areas • Make holistic and multifunctional 	Barking and Dagenham Surface Water Management Plan (Drain London)	<p>Flood and Water Management Act 2010</p> <ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014. (Policy 5.13) • Sustainable Design and Construction Supplementary Planning Guidance (GLA April 2014) • PFRA • SFRA 2008 (to be updated for new Local Plan)

recommendations for surface water management		
Ground water flooding is an issue for parts of the borough as identified in the SFRA 2008.	SFRA 2008	SFRA 2008 (to be updated for new Local Plan)
In 2013/14, 26% of new homes completed and 14% of new home approved were in Flood Zone 3.	LBBB Annual Monitoring Report 2013/14	SFRA 2008 (to be updated for new Local Plan)
Air Quality		
The whole borough is designated an Air Quality Management Area (AQMA) for both NO2 and PM10. The 2012 Updating and Screening Assessment report concluded that the Council should maintain its AQMA. The main sources of atmospheric pollutants are from road transport, although there are important industrial sources in the south of the Borough and close to its boundaries.	2012 Updating and Screening Assessment Air Quality In Barking & Dagenham A Guide For Public Health Professionals GLA September 2013	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014. • Clearing London's Air – Mayor's Air Quality Strategy (2010) • Better Environment Better Health (GLA) • The Control of Dust and Emissions during Construction SPG 2014 (GLA) • LBBB Local Implementation Plan
Noise		
Noise affects the quality of life and health of people in the borough. The rate of complaints made about noise in the borough increased by 26.6% in 2012/13. 11.2% of the population were	Public Health Outcomes Framework Indicators Noise Mapping England http://services.defra.gov.uk/wps/portal/noise/maps#ov	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014.

exposed to road, rail and air transport noise of 55 dB(A) or more during the night-time in 2011.	erview	
Light pollution		
Light pollution comprises any adverse effect of artificial lighting and includes glare, light trespass and sky glow. Artificial lighting can impact on wildlife habitats, especially where lighting is proposed in or adjacent to open spaces or wildlife corridors.	Sustainable Design and Construction Supplementary Planning Guidance (GLA April 2014)	<ul style="list-style-type: none"> London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014.
Soil		
Barking and Dagenham has a long history of industrial land use. The majority of potential contaminated land is associated with past and current industrial uses (2010).	Barking and Dagenham Contaminated Land Strategy	
Waste		
23% of the waste produced in the borough was recycled but the 2010 target of recycling 27% of waste was not achieved. The amount of waste going to landfill reduced from 38% in 2011/12 to 32% in 2012/13.	AMR 2013 /14	<ul style="list-style-type: none"> London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014. Waste: The Mayor's Business Waste Management Strategy London's Wasted Resource: The Mayor's Municipal Waste Management Strategy 2011

(AMR)		<ul style="list-style-type: none"> • Joint Waste Plan 2012 • Barking and Dagenham Municipal Waste strategy 2005 – 2020
Climate Change		
<p>CO2 emissions for the borough are estimated to be significantly lower than the average for London and for England (DECC 2014).</p> <p>94% of the CO2 emitted in 2012 was within the scope of influence of the local authority.</p> <p>The biggest source of CO2 in 2012 was from Industry and Commercial Electricity. Domestic Electricity, Domestic Gas and Transport were the next highest contributors.</p>	DECC 2014	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014.
All wards in the borough are at risk of fuel poverty. Six Barking and Dagenham wards are at a high risk of fuel poverty.	JSNA 2014	<ul style="list-style-type: none"> • Managing risks and Increasing Resilience: The Mayor’s Climate Change Adaptation Strategy 2011 • Delivering London’s Energy Future: The Mayor’s Climate Change Mitigation and Energy Strategy 2011
Parks and Green Spaces		
There are 2.80 hectares of parks and open space per 1000 population.	GLA	<ul style="list-style-type: none"> • London Plan 2011, Revised Early Minor alterations 2012 and Draft Further Alterations to the London Plan 2014.

<p>Wards with the least access to a Metropolitan Park are Abbey, Gascoigne and Chadwell Heath.</p> <p>Wards with the least access to a district park are Chadwell Heath, Thames, Gascoigne, Valence and Whalebone.</p> <p>Wards with least access to local or small parks are Whalebone, Eastbury, Alibon, Longbridge, Thames and Valence</p>		<ul style="list-style-type: none"> • Better Environment Better Health (GLA) • All London Green Grid SPG 2012
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9. Task A4: Developing the SA Framework

- 9.1 The SA Framework will be used for the actual appraisal of proposed policies contained in the Local Plan. At the basis of the SA framework lays a set of sustainability objectives. The proposed policies and plans under the Local Plan will be appraised against these objectives. This is done through the use of targets and indicators. If a proposed policy performs well or badly within this framework then the SA will be able to demonstrate this.
- 9.2 The proposed sustainability objectives are set out below. They have been derived from the review of PPPs and also from the work done on setting the baseline. Columns 3 and 4 in the table below demonstrate the level of compatibility between the selected SA objectives and the SEA topics and community priorities.
- 9.3 These objectives form the starting point for the SA Framework.

Proposed SA Framework

- 9.4 The SA Framework sets out the selected sustainability objectives which will be used to appraise the proposed policies in the Local Plan. The starting point are the objectives established in the Scoping Report for the Local Development Framework. These have been updated to address the sustainability issues derived from an analysis of the review of the environmental, social and economic baseline and review of plans, policies and programmes. Where possible, indicators have been selected which can be used to measure the achievement of these objectives. In most cases it is known that the data for these indicators is available. In some cases, it is being proposed that the data be collected as part of the SA process. The table also indicates where there may be gaps in terms of being able to assess whether or not a sustainability objective is being achieved

Table 3: SA Framework				
Headline Objective	Sub-objective	Detailed Indicator	Source	SEA / SA topic
1. Contribute towards reducing crime and the fear of crime	1.1 Will it reduce actual levels of crime?	Reduced crime and the fear of crime: Number of violent crimes; Number of serious youth violence ; Number of residential burglaries.	Corporate Priority Performance Reporting	Crime Deprivation
	1.2 Will it reduce the fear of crime?	% of men and women that feel unsafe during the day and after dark	LBBD Residents Survey; Metropolitan Police	
2. Ensure good accessibility to health, education, leisure services, culture, open space and allotments	2.1 Will it improve accessibility to key local services?	Number of patients per GP	Quality and Outcomes Framework (Health and Social Care Information Centre)	Accessibility; Education; Health; Deprivation
		Pupil attendance primary Pupil attendance secondary	Key Performance Indicator	
	2.2 Will it improve accessibility of leisure centres?	The number of leisure centre visits	Corporate Priority Performance Reporting	
	2.3 Will it improve the provision of open space?	Percentage of homes deficient in access to parks	GLA	

Table 3: SA Framework				
Headline Objective	Sub-objective	Detailed Indicator	Source	SEA / SA topic
	2.4 Will it improve provision of allotments	Rate of provision	GLA	
	2.5 Will it improve access for the mobility impaired?	Percentage of units approved and completed that meet wheelchair accessible housing standards and Lifetime Homes Standard	Planning applications approved and completed	
3. Reduce social deprivation within the borough	3.1 Will it reduce social deprivation?	Number of Lower Super Output Areas (LSOA) with 10% and 20% most deprived	Index of Multiple Deprivation	Deprivation
	3.2 Will it increase income levels?	Median weekly earnings for full-time workers living in the area	Key Performance Indicator	
4. Improve the health and wellbeing of LBB&D residents	4.1 Will it reduce death rates?	Gap in average life expectancy between Barking and Dagenham and England	JSNA	Health Road safety
		The percentage of children in Reception class recorded as obese	Key Performance Indicator	

Table 3: SA Framework				
Headline Objective	Sub-objective	Detailed Indicator	Source	SEA / SA topic
		The percentage of children in Year 6 recorded as obese		
		Number of KSI road casualties	JSNA / DfT	
		Number of residents that access care for mental health services annually	Mental Health Minimum Dataset (MHMDS) - HSCIC	
	4.2 Will it improve overall wellbeing?	General health of the population	Census	
		% of homes deficient in access to nature and to parks	GiGL Planning applications	
	4.3 Will it improve participation levels in sport amongst adults?	Adults participating in 30 minutes sports once a week	JSNA	
5. Increase employment opportunities for local people	5.1 Will it reduce unemployment overall?	% of households that are workless (ONS) % of children living in workless households (ONS)	Key Performance Indicator	Deprivation Education / skills
	5.2 Will it increase	16 to 18 year olds who	Key Performance	

Table 3: SA Framework				
Headline Objective	Sub-objective	Detailed Indicator	Source	SEA / SA topic
	employment opportunities for young people?	are not in education, employment or training (NEET)	Indicator	
6. Increase access to educational and vocational training for all local residents	6.1 Will it improve the qualifications and skills of young people?	% of pupils achieving 5 GCSE grades A*-C (including Maths and English)	Key Performance Indicator	Education / skills Deprivation
	6.2 Will it improve the qualifications and skills of adults?	% of residents aged between 16 and 64 who have achieved NVQ level two and above qualifications	NOMIS	
7. Increase supply of housing, choice and quality of housing and affordable housing within the borough	7.1 Will it increase the net number of units?	Number of new units built against target of 1236 new homes per year	Planning applications	Housing; Health; Deprivation
	7.2 Will it increase the range and affordability of housing for all social groups?	The number of affordable homes delivered against London Plan/London Housing Strategy proportions	Key Performance Indicator	
		Tenure and size	Planning applications	
	7.3 Will it reduce homelessness?	The number of households living in temporary	Corporate Priority Performance Reporting	

Table 3: SA Framework				
Headline Objective	Sub-objective	Detailed Indicator	Source	SEA / SA topic
		accommodation		
	7.4 Will it reduce the number of homes not achieving the Decent Homes Standard?	%, of the private sector stock (owner occupied and rented) in the borough that is non decent	Private Sector House Condition Survey	
		The number of Council homes made decent	Key Performance Indicator	
8. Ensure LBB&D is served with a sustainable transport system	8.1 Will it increase use of public transport?	PTAL levels where new major developments are proposed Proposed investment in public transport	Planning applications	Accessibility Transport Climate Change
	8.2 Will it increase cycling?	% of adults in the borough who cycle at least once per month	London Borough Profiles, London Datastore	
	8.3 Will it reduce car ownership levels?	Average level of car ownership per household	London Borough Profiles, London Datastore	

Table 3: SA Framework				
Headline Objective	Sub-objective	Detailed Indicator	Source	SEA / SA topic
9. Conserve and enhance the historic environment, heritage assets (including archaeology) and their settings and the cultural environment.	9.1 Will it protect and/or enhance sites of historic value?	Heritage Assets on the English Heritage at Risk Register	English Heritage	Cultural heritage and archaeology
	9.2 Will it protect or enhance the character and appearance of landscapes and townscapes and maintain or strengthen local distinctiveness?	Number of non-statutory-listed buildings, monuments and buildings of local importance and community assets, including open spaces and amenity greens lost through development	Planning applications	
10. Encourage growth of local businesses and attract inward investment	10.1 Will it increase the number of local businesses?	Number of active businesses	ONS	Employment
	10.2 Will it improve the local economy?	Gross Value Added (GVA) per workforce job	GLA	
	10.3 Will it attract inward investment?	To be confirmed	?	

Table 3: SA Framework				
Headline Objective	Sub-objective	Detailed Indicator	Source	SEA / SA topic
11. Reduce the emission of substances that contribute to climate change	11.1 Will it reduce CO2 emissions?	CO2 emissions for the borough	DECC	Climate change Health Deprivation Transport Housing
	11.2 Will it reduce energy consumption per capita?	EPC certificates for new buildings for energy efficiency ratings (A to F)	Energy Performance of Buildings Certificates, DCLG	
	11.3 Will it reduce fuel poverty?	Fuel Poverty Risk score	GLA	
	11.4 Will it increase the quantity of green cover?	Provision of green grid, priority habitat, vegetated open space, or tree-lined streets	GiGL, Planning applications	
12. Avoid, reduce and manage all forms of flood risk, and encourage the use of SuDS.	12.1 Will it reduce the risk of fluvial or tidal flooding?	Number of homes and vulnerable uses at risk from fluvial or tidal flooding	Environment Agency	Water and flooding
	12.2 Will it reduce the risk of groundwater flooding and / or surface water flooding?	Number of homes and vulnerable uses at risk from groundwater and/ or surface water flooding?	Environment Agency	
	12.3 Will it avoid locating new homes in areas of flood risk?	Developments approved in flood zones 2 and 3 against the advice of the	Planning applications EA / DCLG ‘	

Table 3: SA Framework				
Headline Objective	Sub-objective	Detailed Indicator	Source	SEA / SA topic
		Environment Agency'. Number of SUDS incorporated into new development schemes Retrofitted SUDs into existing developments Creation of ecological SUDs in open spaces.	Planning applications	
13. Improve chemical and biological water quality	13.1 Will it improve the ecological and chemical quality of rivers and water ways?	Ecological and chemical quality of the River Thames, Roding, Beam, Mayesbrook and / Goresbrook and their tributaries	Environment Agency Catchment Data Explorer	Water and flooding Climate change Health Biodiversity, flora and fauna
	13.2 Will it improve the ecological and chemical quality of standing water bodies in the borough?	Ecological and chemical quality of the lakes and ponds in country parks and	LBBB Parks Department	
	13.3 Will it contribute to river restoration?	Number of metres of restored waterway	Planning applications	
14. Remediate and reuse of brownfield land	14.1 Will it contribute to the reuse of brownfield land of low biodiversity value	Area of brownfield land of low biodiversity value developed	Planning applications	Soil Health
	14.2 Will it remediate	Area of brownfield land	Planning	Soil

Table 3: SA Framework				
Headline Objective	Sub-objective	Detailed Indicator	Source	SEA / SA topic
	contaminated land?	remediated	applications	Health Water
15. Reduce air, noise and light pollution.	15.1 Will it achieve the National Air Quality Strategy Objectives?	Number of times the level of pollution exceeds the guide limits for PM10 and NO2	London Air Quality Network	Air Quality Health Deprivation
	15.2 Will it reduce the number of people exposed to noise pollution?	% of the population exposed to road, rail and air transport noise of 55 dB(A)		
	15.3 Will it reduce light pollution, including glare, light trespass and sky glow	Enforcement of planning conditions relating to artificial lighting	Planning applications	
16. Protect, enhance and increase biodiversity, habitats, species and Sites of Importance for Nature Conservation in the borough	16.1 Will it protect SINC, priority habitats, and priority or protected species?	Number and / or area of SINC and priority habitats lost or harmed Harm to protected /priority species as result of development process	Greenspace Information for Greater London Planning applications	Biodiversity and green infrastructure Deprivation Health
	16.2 Will it contribute to the London Plan regional BAP Habitat Targets, LBAP habitat targets and/or opportunities identified	Area of London Plan regional BAP Habitats and LBAP habitats created.	Greenspace Information for Greater London LBBD	

Table 3: SA Framework				
Headline Objective	Sub-objective	Detailed Indicator	Source	SEA / SA topic
	in NCAs 81 and 111?			
	16.3 Will it reduce deficiency in access to nature for local residents?	% homes with deficiency in access to nature	Greenspace Information for Greater London GLA	
	16.4 Will it contribute to the All London Green Grid or wildlife corridors?	% of land connected via green corridors of biodiversity value	Greenspace Information for Greater London	
17. Reduce water consumption within the borough	17.1 Will it reduce water consumption?	Number of new developments with water conservation measures implemented Number of new developments where water consumption is reduced to 110 litres per head (lph), conditioned through the planning process.	Planning applications	Water
18. Reduce amount of waste sent to landfill and increase re-use, recycling and recovery	18.1 Will it reduce the amount of municipal waste?	Total tonnes of municipal waste arising in the borough	East London Waste Authority	Waste; Energy and resource consumption

Table 3: SA Framework				
Headline Objective	Sub-objective	Detailed Indicator	Source	SEA / SA topic
	18.2 Will it increase household waste recycling and composting?	The percentage of household waste that is recycled or composted	Key Performance Indicator	

10. Task A5: Consulting on the scope of the SA

- 10.1 This Draft Scoping Report for the Sustainability Appraisal of the new Local Plan for the London Borough of Barking and Dagenham has been prepared by the Planning Policy Team which sits within the Development Planning Group within the Council.
- 10.2 Consultation on this document was undertaken with the three statutory environmental consultation agencies in accordance with Article 5(4) of the SEA Directive:
 - Environment Agency
 - Natural England
 - English Heritage
- 10.3 Consultation was also undertaken with the specific and general consultees identified in the Town and Country Planning (Local Planning) (England) Regulations 2012.
- 10.4 Consultation on the Draft Sustainability Appraisal Scoping Report for the new London Borough of Barking and Dagenham Local Plan took place from 23 March 2015 to 4 May 2015. A separate consultation report has been prepared which contains the responses received and the changes made in response.

Appendix A Policies, Plans and Programmes

Review of International, National, Regional and Local Plans and Policies

	Objectives or requirements of the plan or programme	Implications for the Local Plan and SA
International		
European Strategic Environmental Assessment Directive (2001/42/EC)	The Directive seeks to protect the environment and contribute to the integration of environmental considerations into the preparation and adoption of plans and programmes with a view to promoting sustainable development. The Directive requires the environmental assessment of plans and programmes which are likely to have significant effects on the environment.	SA will incorporate Strategic Environmental Assessment to be carried out to inform the preparation of the Local Plan.
EU Biodiversity Strategy 1998	This strategy aims to anticipate, prevent and attack the causes of significant reduction or loss of biodiversity at the source. Targets for biodiversity are set by member states.	The Local Plan should seek to address those issues highlighted with spatial implications. The SA will need to include an objective to protect and enhance existing areas of biodiversity value.
EU Biodiversity Action Plan 2006	The EU Biodiversity Action Plan addresses the challenge of integrating biodiversity concerns into other policy sectors in a unified way. It specifies a comprehensive plan of priority actions and outlines the responsibility of community institutions and Member States in relation to each. It also	The Local Plan should seek to address those issues highlighted with spatial implications. The SA will need to include an objective

	contains indicators to monitor progress and a timetable for evaluations. The European Commission has undertaken to provide annual reporting on progress in delivery of the Biodiversity Action Plan.	to protecting existing areas of biodiversity value.
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<p>United Nations Convention (Ramsar) on Wetlands of International Importance (1971)</p>	<p>Lists wetlands of international importance based on ecological and hydrological criteria</p> <p>Promotes the conservation and wide use of the wetlands included in the list</p>	<p>The Local Plan will need to consider how to protect and enhance any wetlands.</p> <p>The SA will need to address the requirements of this convention.</p>
<p>European Habitats Directive (92/43/EEC)</p>	<p>Maintain or restore designated natural habitat types, and habitats of designated species.</p> <p>Take appropriate steps to avoid degrading or destroying Special Areas of Conservation</p>	<p>The Local Plan will need to consider how to protect and enhance the boroughs natural spaces.</p> <p>The SA will need to comply with this Directive.</p>
<p>European Birds Directive (2009/147/EEC)</p>	<p>Identifies 181 endangered species and sub-species for which the Member States are required to designate Special Protection Areas</p>	<p>The Local Plan will need to consider how to protect local endangered species and their habitats.</p> <p>The SA will need to comply with this Directive.</p>
<p>European Air Quality Directive (2008/50/EC)</p>	<p>To maintain and improve ambient air quality, including the establishment of air quality standards for a specific set of pollutants PM10, PM2.5 and N02.</p>	<p>New developments should help achieve stringent air quality targets.</p> <p>SA objectives will need address air quality</p>
<p>Urban Waste Water Directive</p>	<p>To protect the environment from the adverse effects of sewage discharges. The Directive regulates the collection</p>	<p>The Local Plan should seek to promote the objective contained within the waste</p>

(91/271/EEC)	and treatment of waste water from homes and industry and sets standards for collection and treatment of wastewater.	water directive. SA objectives will need to address water quality
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<p>European Water Framework Directive (2000/60/EC)</p>	<p>Sustainable use of water and long term protection of water resources. Member States must aim to reach good chemical and ecological status in inland and coastal waters by 2015 and reduce pollution to surface water and groundwater.</p>	<p>The Local Plan will need to protect local waterways and seek to improve quality of surface water.</p> <p>SA objectives will need to address water quality</p>
<p>European Flood Risk Directive (2007/60/EC)</p>	<p>Aims to reduce and manage the risks that floods pose to human health, the environment, cultural heritage and economic activity.</p> <p>It requires Member States to assess whether all water courses and coast lines are at risk from flooding, to map the flood extent and assets and humans at risk in these areas, and to take adequate and coordinated measures to reduce this flood risk. The Directive shall be carried out in coordination with the Water Framework Directive, most notably through flood risk management plans and river basin management plans, and also through coordination of the public participation procedures in the preparation of these plans.</p>	<p>The Local Plan will need to take into account local flood risk zones, including through the preparation of an SFRA.</p> <p>SA objectives will need to address flood risk and its impacts.</p>
<p>Doha amendment to the Kyoto Protocol on Climate Change (2012)</p>	<p>Places greenhouse gasses emission reduction targets of 20% for the UK.</p>	<p>The Local Plan must consider the impact of climate change, and how to contribute to reductions in greenhouse gas emissions.</p> <p>SA objectives will need to address green house gas reduction</p>

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<p>The Future We Want Rio+20 United Nations Conference on Sustainable Development (2012)</p>	<p>Recognizes the importance of the three Rio conventions for advancing sustainable development. Urges all parties to the United Nations Framework Convention on Climate Change and parties to the Kyoto Protocol there to fully implement their commitments, as well as decisions adopted under those agreements.</p>	<p>The Local Plan must consider the impact of climate change, and how to contribute to reductions in greenhouse gas emissions.</p> <p>SA objectives will need to cover sustainable development</p>
<p>Renewable Energy Directive (2009/28/EC)</p>	<p>Establishes a common framework for the use of energy from renewable sources in order to limit greenhouse gas emissions and to promote cleaner transport. It sets national indicative targets for renewable energy production from individual member states. The UK has committed to sourcing 15% of its energy from renewable sources by 2020.</p>	<p>The Local Plan will seek to contribute towards meeting renewable energy targets.</p> <p>SA objectives will need to address green house gas reduction</p>
<p>Energy Performance of Buildings (Directive 2010/31/EU)</p>	<p>Requires moving towards new and retrofitted nearly zero energy buildings by 2020 (2018 in the case of Public buildings), and the application of a cost optimal methodology for setting minimum requirements for both the building's envelope and the technical systems.</p>	<p>The Local Plan should promote energy efficiency of buildings within policies.</p> <p>SA objectives will need to address green house gas reduction</p>
<p>The European (Valletta) Convention on the</p>	<ul style="list-style-type: none"> • To provide for the maintenance of an inventory of the country's archaeological heritage • To provide for archaeological participation in planning policies 	<p>The Local Plan should protect, conserve and enhance the Borough's Archaeological assets.</p>

<p>Protection of the Archaeological Heritage (Revised) (2000).</p>	<ul style="list-style-type: none"> designed to ensure well balanced strategies for the protection, conservation and enhancement of sites of archaeological interest; To ensure that in development schemes affecting archaeological sites, sufficient time and resources are allocated for an appropriate scientific study to be made of the site and for its findings to be published 	<p>The SA objectives will to address the importance of the borough’s archaeological heritage.</p>
<p>European Waste Framework Directive (2008/98/EEC)</p>	<p>The Directive sets a revised framework for waste management in the EU, aimed at encouraging reuse and recycling of waste. It includes a five step hierarchy of waste management options, with waste prevention as the preferred option, and then reuse, recycling, recovery (including energy recovery) and safe disposal, in descending order. The Directive sets a 50% target for household recycling and reuse and 70% target for non hazardous construction and demolition waste, both of which must be reached by the UK by 2020.</p>	<p>The Local Plan should reflect the waste hierarchy and have regard to the principles and aspirations set out in the strategy.</p> <p>The SA objectives will need to address the issue of sustainable waste management.</p>
<p>European Directive on the Management of Waste from Extractive Industries (2006/21/EC)</p>	<ul style="list-style-type: none"> Produce a waste management plan which sets out predictions of the amount of waste likely to be generated and methods of management Ensure safety measures are in place that protect the environment and avoid possible accidents Create a site restoration plan Guarantee sufficient funds are available to restore the land to a satisfactory state 	<p>The Local Plan will need to comply with the provisions of this Directive.</p> <p>The SA objectives will need to take this Directive into account.</p>
<p>European Landscape Convention (Florence</p>	<ul style="list-style-type: none"> Promotes the protection, management and planning of European landscapes and organises European co-operation on landscape issues. 	<p>The Local Plan should protect and enhance local and regional landscapes, whether they have heritage, natural, or other value.</p>

Convention)		
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National		
Planning and Compulsory Purchase Act 2004	Introduced reforms to streamline and speed up planning system including LDFs and Sustainability Appraisal	SA and Local Plan needs to comply with the act
Planning Act 2008	Created Infrastructure Planning Commission and established Community Infrastructure Levy	Mayoral and Council CIL apply and need to be taken into account in preparing Local Plan
Localism Act 2011	The Localism Act introduces a number of measures to provide greater decision making powers at the local level, creating space for Local Authorities to lead and innovate, and giving people the opportunity to take control of decisions that matter to them.	The Local Plan will need to meet the requirements of the action including the Duty to Cooperate.
The Town and Country Planning (Local Planning) (England) Regulations 2012	The Regulations (a) consolidate the existing Town and Country Planning (Local Development)(England) Regulations 2004 and the amendments made to them; and (b) make new provision and amendments to take account of the changes made by the Localism Act 2011.	The Local Plan will need to satisfy the regulations.
National Planning Policy Framework 2012 and National	Together, the National Planning Policy Framework and National Planning Practice Guidance set out the government's national planning policies and guidance for	The Local Plan and its preparation including the SA will need to be compliant with the NPPF and NPPG

Planning Policy Guidance (General)	new development. They aim to help create the homes and jobs that the country needs, while protecting and enhancing the natural and historic environments. Includes a presumption in favour of sustainable development	
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<p>National Planning Policy Framework 2012 and National Planning Policy Guidance (Housing)</p>	<p>Local Plan needs to meet the full, objectively assessed needs for market and affordable housing in the housing market area identify and update annually a supply of specific deliverable sites sufficient to provide five years worth of housing against their housing requirements identify a supply of specific, developable sites or broad locations for growth, for years 6-10 and, where possible, for years 11-15 deliver a wide choice of high quality homes, widen opportunities for home ownership and create sustainable, inclusive and mixed communities, local planning authorities</p>	<p>Local Plan will need to comply with these requirements in order to be found sound.</p> <p>Number, type, tenure and affordability of housing is key sustainability issues and will need to be addressed by the SA objectives</p>
<p>National Planning Policy Framework 2012 and National Planning Policy Guidance (Economic Development)</p>	<p>Planning policies should recognise and seek to address potential barriers to investment, including a poor environment or any lack of infrastructure, services or housing. Sets out six objectives that local plans should address including setting out a clear economic vision and strategy for their area and setting criteria, or identifying strategic sites, for local and inward investment to match the strategy and to meet anticipated needs over the plan period.</p> <p>Also makes clear that planning policies should avoid the long term protection of sites allocated for employment use where there is no reasonable prospect of a site being used for that purpose</p>	<p>Will need to review supply of industrial land and also contain a clear strategy to address barriers to investment</p> <p>The SA will need to test whether the Local Plan policies increase employment opportunities for local people and tackles barriers to inward investment for businesses.</p> <p>The SA will need to translate national policy on economy and employment into meaningful local objectives under the economic sphere.</p>
<p>National Planning Policy Framework 2012 and National</p>	<p>The planning system should contribute to and enhance the natural and local environment by:</p> <ul style="list-style-type: none"> protecting and enhancing valued landscapes, 	<p>The Local Plan will need to be based on a sound understanding of the borough's biodiversity and geodiversity ensuring</p>

<p>Planning Policy Guidance (biodiversity and geodiversity)</p>	<p>geological conservation interests and soils;</p> <ul style="list-style-type: none"> • recognising the wider benefits of ecosystem services; • minimising impacts on biodiversity and providing net gains in biodiversity where possible, contributing to the Government's commitment to halt the overall decline in biodiversity, including by establishing coherent ecological networks that are more resilient to current and future pressures; • preventing both new and existing development from contributing to or being put at unacceptable risk from, or being adversely affected by unacceptable levels of soil, air, water or noise pollution or land instability; • and remediating and mitigating despoiled, degraded, derelict, contaminated and unstable land, where appropriate. 	<p>that valued assets are given the necessary protection and opportunities to enhance biodiversity and geodiversity are planned for.</p> <p>SA objectives will need to address biodiversity conservation, enhancement and restoration and also geological issues.</p>
<p>National Planning Policy Framework 2012 and National Planning Policy Guidance (air quality)</p>	<p>Planning policies should sustain compliance with and contribute towards EU limit values or national objectives for pollutants, taking into account the presence of Air Quality Management Areas and the cumulative impacts on air quality from individual sites in local areas. Planning decisions should ensure that any new development in Air Quality Management Areas is consistent with the local air quality action plan.</p>	<p>Local Plan will need to ensure new development helps achieve compliance with EU air quality targets</p> <p>SA objectives will need address air quality</p>
<p>National Planning Policy Framework 2012 and National Planning Policy Guidance (flooding)</p>	<p>Inappropriate development in areas at risk of flooding should be avoided by directing development away from areas at highest risk, but where development is necessary, making it safe without increasing flood risk elsewhere. Local Plans should be supported by Strategic Flood Risk Assessment and develop policies to manage flood risk from all sources</p>	<p>Understanding of flood risk will be aided by the Council's emerging Strategic Flood Risk Assessment and the existing preliminary flood risk assessment and surface water management plan.</p>

		SA objectives will need to address flood risk and its impacts.
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<p>National Planning Policy Framework 2012 and National Planning Policy Guidance (climate change)</p>	<p>Local planning authorities should adopt proactive strategies to mitigate and adapt to climate change, taking full account of flood risk, coastal change and water supply and demand considerations</p> <p>To support the move to a low carbon future, local planning authorities should:</p> <ul style="list-style-type: none"> • plan for new development in locations and ways which reduce greenhouse gas emissions; • actively support energy efficiency improvements to existing buildings; and • when setting any local requirement for a building's sustainability, do so in a way consistent with the Government's zero carbon buildings policy and adopt nationally described standards. <p>To help increase the use and supply of renewable and low carbon energy, local planning authorities should recognise the responsibility on all communities to contribute to energy generation from renewable or low carbon sources</p>	<p>The Local Plan will need to comply with this national policy in ensuring new development mitigates and adapts to climate change taking full account of flood risk, water supply and demand considerations</p> <p>SA objectives will need take account of causes of climate change, flood risk and water supply</p>
<p>National Planning Policy Framework 2012 and National Planning Policy Guidance (culture)</p>	<p>Identifies the arts, culture and tourism as main town centre uses.</p>	<p>Local Plan will need to allocate a range of suitable sites to meet the scale and type of retail, leisure, commercial, office, tourism, cultural, community and residential development needed in town centres</p> <p>The SA objectives will need to address culture both as an economic driver and a social benefit</p>

<p>National Planning Policy Framework 2012 and National Planning Policy Guidance (design)</p>	<p>Emphasises that it is important to plan positively for the achievement of high quality and inclusive design for all development, including individual buildings, public and private spaces and wider area development schemes.</p>	<p>The Local Plan will need to create socially inclusive environments which enables all groups to enjoy the urban and natural environments equally irrespective of their age, gender, race, disability, religion or sexuality.</p> <p>The SA objectives will need to address the issue of creating inclusive environments.</p>
<p>National Planning Policy Framework 2012 and National Planning Policy Guidance (pollution)</p>	<p>A core planning principle of the NPPF is contributing to conserving and enhancing the natural environment and reducing pollution.</p>	<p>The Local Plan will need to ensure that new development minimises pollution and its adverse impacts on the natural environment and human health</p> <p>The SA objectives will need to address minimisation of pollution</p>
<p>National Planning Policy Framework 2012 and National Planning Policy Guidance (heritage)</p>	<p>Emphasises that heritage assets are an irreplaceable resource and should be conserved in a manner appropriate to their significance. States that good design is indivisible from good planning" and that local plans should "develop robust and comprehensive policies that set out the quality of development that will be expected for the area</p>	<p>The Local Plan will need to be based on a thorough understanding of the borough's heritage and aim to secure high quality design in recognition that today's new buildings are tomorrows heritage.</p> <p>The SA objectives will need to consider the protection and enhancement of the borough's heritage.</p>
<p>National Planning Policy Framework</p>	<p>Contains policies focused on achieving sustainable development and giving people a choice about how they</p>	<p>In the interests of climate change and air quality the Local Plan will need to</p>

<p>2012 and National Planning Policy Guidance (transport)</p>	<p>travel. Supports low carbon travel and use of transport statements and assessments in determining best solution for new developments.</p> <p>Seeks to ensure developments that generate significant movement are located where the need to travel will be minimised and the use of sustainable transport modes can be maximised</p> <p>Provides advice on ensuring the right amount of car parking is provided particularly to support town centres.</p>	<p>encourage a modal shift to more sustainable forms of transport whilst ensuring that this is not to the detriment of the ability of people to access jobs or the future health of town centres.</p> <p>The SA objectives will need to address the issue of creating a sustainable transport system.</p>
<p>National Planning Policy Framework 2012 and National Planning Policy Guidance (minerals)</p>	<p>NPPF sets out the national policies to ensure that is a sufficient supply of material to provide the infrastructure, buildings, energy and goods that the country needs.</p>	<p>The Local Plan will need to be consistent with the NPPF in planning for future minerals extraction.</p> <p>The SA objectives will need to take into account the availability of resources to deliver growth in a sustainable way.</p>

<p>National Planning Policy for Traveller Sites</p>	<p>Sets out that Local Plans should make their own assessment of need for the purposes of planning:</p> <ul style="list-style-type: none"> • identify and update annually, a supply of specific deliverable sites sufficient to provide five years' worth of sites against their locally set targets • identify a supply of specific, developable sites or broad locations for growth, for years six to ten and, where possible, for years 11-15 • consider production of joint development plans that set targets on a cross-authority basis, to provide more flexibility in identifying sites, particularly if a local planning authority has special or strict planning constraints across its area (local planning authorities have a duty to cooperate on planning issues that cross administrative boundaries) • relate the number of pitches or plots to the circumstances of the specific size and location of the site and the surrounding population's size and density • protect local amenity and environment 	<p>The Local Plan should address the requirements of national planning policy for traveller sites.</p> <p>The SA objectives will need to reflect this policy.</p>
<p>National Planning Policy for waste 2014</p>	<p>Makes clear the Local Planning Authorities should use a proportionate evidence base, identify need for waste management facilities and identify suitable sites and areas,</p> <p>In London this means having regard to the apportionments set out in the London Plan and providing sufficient capacity to manage these arisings.</p>	<p>In the process of preparing the Local Plan consideration will need to be given of whether the Joint Waste Plan needs updating. The Joint Waste Plan has proven successful so far in delivering the sites to meet the London Plan apportionment.</p> <p>The SA objectives will need to address</p>

		the issue of sustainable waste management.
National Policy Statements EN1 – EN6	<p>Overarching National Policy Statement (EN1) Sets out need for all types of new energy infrastructure</p> <p>Fossil Fuel Electricity Generating Infrastructure (EN2) Provides primary policy for decision making on fossil fuel generating stations over 50MW</p> <p>Renewable Energy Infrastructure (EN3) Covers renewable energy for on-shore wind, biomass and waste generating infrastructure over 50MW and off-shore over 100MW</p> <p>Gas supply infrastructure and Gas and Oil pipelines (EN4)</p> <p>Electricity Networks (EN5) Covers above ground power lines of 132KV and over</p> <p>Nuclear power generation (EN6) Covers nuclear generating stations over 50MW and lists the sites judged potentially suitable for deployment of new nuclear power stations by the end of 2025</p>	<p>The Local Plan needs to take account and be consistent with these statements</p> <p>The SA objectives will need to take these statements into account.</p>
Historic Environment Good Practice Advice In Planning Note 1 – The Historic Environment in Local Plans (2015)	<p>Provides information to assist local authorities, planning and other consultants, owners, applicants and other interested parties in implementing historic environment policy in the National Planning Policy Framework (NPPF) and the related guidance given in the National Planning Practice Guide (PPG).</p>	<p>The principles set out in this guidance will be taken into account in the preration of the Local Plan and undertaking the SA.</p>
Securing the Future – United Kingdom	<p>Sets out five guiding principles to achieve sustainable development</p> <ul style="list-style-type: none"> • Living with environmental limits 	<p>This guiding principles will be taken into account in preparing the Local Plan and undertaking the SA</p>

<p>Government Sustainable Development Strategy 2005</p>	<ul style="list-style-type: none"> • Ensuring a strong healthy and just society • Achieving a sustainable economy • Promoting good governance • Using sound science responsibility 	
<p>Housing Act 2004</p>	<p>Makes the following provisions:</p> <ul style="list-style-type: none"> • Regulates houses in multiple occupation • Introduces Home Information Packs • Provides the legal framework for Tenancy Deposit Schemes 	<p>The Local Plan will need to take account of and reflect the Provisions of the Act.</p>
<p>Laying the foundations: a housing strategy for England 2011</p>	<p>The housing strategy sets out a package of reforms to: get the housing market moving again lay the foundations for a more responsive, effective and stable housing market in the future support choice and quality for tenants improve environmental standards and design quality</p>	<p>The number, type, size and affordability of new housing will have a major impact on implementing the national housing strategy and the Local Plan has a key role to play in this regard</p> <p>SA objectives will need to take into account this strategy</p>
<p>Countryside and Rights of Way Act 2000</p>	<p>Places a duty on local authorities to take reasonably practicable steps to further the conservation, restoration or enhancement of those species and habitats identified as priorities for biological conservation</p>	<p>The Local Plan will need to consider how to protect and enhance the boroughs biodiversity.</p> <p>SA objectives will need to address biodiversity conservation, enhancement and restoration.</p>

<p>Natural Environment White Paper – The Natural Choice:</p> <p>securing the value of nature (2011)</p>	<p>Aims mainstream the value of nature across our society by: facilitating greater local action to protect and improve nature;</p> <ul style="list-style-type: none"> • creating a green economy, in which economic growth and the health of our natural resources sustain each other, and markets, business and Government better reflect the value of nature; • strengthening the connections between people and nature to the benefit of both; and • showing leadership in the European Union and internationally, to protect and enhance natural assets globally. 	<p>Local Plan will need to take into account and address the aims of this strategy</p> <p>SA objectives will need to take into account this White Paper.</p>
<p>National Biodiversity Strategy: Biodiversity 2020: a strategy for England’s wildlife and ecosystem services (2011)</p>	<p>The mission for this strategy, for the next decade, is: to halt overall biodiversity loss, support healthy well-functioning ecosystems and establish coherent ecological networks, with more and better places for nature for the benefit of wildlife and people.</p> <p>It aims to deliver this through action in four areas6:</p> <ul style="list-style-type: none"> • a more integrated large-scale approach to conservation on land and at sea putting people at the heart of biodiversity policy • reducing environmental pressures • improving our knowledge 	<p>The Local Plan will need to be based on a sound understanding of the borough’s biodiversity ensuring that valued assets are given the necessary protection and opportunities to enhance biodiversity and are planned for.</p> <p>SA objectives will need to address biodiversity protection and need to support healthy ecosystems,</p>
<p>Natural Environment and Rural Communities Act 2006</p>	<p>The Natural Environment and Rural Communities Act 2006 sets up the framework for conservation of the natural environment, including establishing Natural England. It sets up the organisational structure for nature conservation and includes the main tools and legislation for achieving this.</p>	<p>The Local Plan should seek to protect the landscapes and priority species identified in the Action Plan.</p>

		The SA will need to comply with the requirements of this Act.
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<p>Nature Nearby - Accessible Natural Greenspace Guidance (NE265) (2010)</p>	<p>Recommends the amount and quality of accessible natural green spaces needed and provides advice on delivery.</p>	<p>The Local Plan can help achieve the recommended levels of access to natural greenspace.</p> <p>SA objectives will need to address levels of access to natural greenspace.</p>
<p>National Character Area Profiles: NCA Profile:111 Northern Thames Basin (NE466) and NCA Profile: 81 Greater Thames Estuary (NE473)</p>	<p>NCA provide both a strong environmental evidence base and a summary of integrated, sustainable opportunities for the future management of an area.</p>	<p>The Local Plan should make use of the evidence base provided in the relevant NCA Profiles and seek integration of the opportunities identified into the Local Plan where possible.</p>
<p>National pollinator strategy: for bees and other pollinators in England (2014)</p>	<p>This strategy sets out a 10 year plan to help pollinating insects survive and thrive. One of the five key areas in the plan, Supporting pollinators across towns, cities and the countryside, includes:</p> <ul style="list-style-type: none"> • Working with large-scale landowners, and their advisers, contractors and facility managers, to promote simple changes to land management to provide food, shelter and nest sites. • Ensuring good practice to help pollinators through initiatives with a wide range of organisations and professional networks including managers of public and amenity spaces, utility and transport companies, brownfield site managers, local authorities, developers and planners. • Encouraging the public to take action in their gardens, allotments, window boxes and balconies to make them 	<p>The Local Plan should seek opportunities to integrate initiatives to support pollinators into policies and site specific allocations.</p> <p>The SA objectives should assess inclusion of initiatives to support pollinators.</p>

	pollinator-friendly or through other opportunities such as community gardening and volunteering on nature reserves.	
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<p>Air Quality Standards Regulations (2010)</p>	<p>Sets out the ways in which the EU Air Quality Directive 2008/50/EC will be complied with and managed at national level.</p>	<p>Local Plan is key means of achieving these targets</p> <p>SA objectives will need address air quality</p>
<p>UK Air Quality Strategy (2007)</p>	<p>The strategy sets health-based air quality standards a range of air pollutants reflecting the European standards. The pollutants covered are: Benzene; 1,3-butadiene; carbon monoxide (CO);</p> <p>Lead; nitrogen dioxide (NO₂); Ozone; Particles (PM₁₀); sulphur dioxide (SO₂); polycyclic aromatic hydrocarbons. Performance against these objectives is monitored where people are regularly present and might be exposed to air pollution.</p>	<p>Local Plan is key means of achieving these targets</p> <p>SA objectives will need address air quality</p>
<p>Flood and Water Management Act 2010</p>	<p>The Act introduced a comprehensive management structure to protect people, homes and businesses from flood risk. It established Lead Local Flood Authorities (LLFA) and Risk Management Authorities (RMA) with different roles and responsibilities in flood risk and water management. Alongside new duties in preparing new plans called Preliminary Flood Risk Assessments (PFRA) and investigating flooding events, the LLFA is now responsible for providing advice on surface water flooding and SUDs</p>	<p>Local Plan will need to ensure new development is based on a sound understanding of flood risk and protects people homes and businesses from its effects.</p> <p>SA objectives will need to address flood risk and its impacts.</p>

<p>Flood Risk Regulations 2009</p>	<p>Introduces Lead Local Flood Authorities, who gain new powers and responsibilities such as:</p> <ul style="list-style-type: none"> • Developing Flood Risk Management Strategies • Designation and registration of assets • Investigation of flooding 	<p>Will help increase understanding of flood risk in the borough and the assets which provide protection.</p> <p>SA objectives will need to address flood risk and its impacts.</p>
<p>Climate Change Act 2008</p>	<p>Places a duty on the United Kingdom to reduce its carbon dioxide and other emissions by at least 26 per cent by 2020 and at least 60 per cent by 2050, compared to 1990 baseline level (which includes other greenhouse gases).</p>	<p>The Local Plan will need to ensure new developments helps achieve these targets by promoting sustainable development and a low carbon lifestyle and economy.</p> <p>SA objectives will need to address green house gas reduction</p>
<p>Energy Act 2008</p>	<p>The Energy Act 2008 updates energy legislation to:</p> <ul style="list-style-type: none"> • reflect the availability of new technologies and emerging renewable technologies • correspond with the UK's changing requirements for secure energy supply • protect our environment and the tax payer as the energy market changes 	<p>The Local Plan will need be based on an understanding of the spatial implications of the act locally</p> <p>SA objectives will need to address the relevant parts of this Act.</p>
<p>Energy Act 2011</p>	<p>The Act has three principal objectives: tackling barriers to investment in energy efficiency; enhancing energy security; and enabling investment in low carbon energy supplies.</p>	<p>The Local Plan will need be based on an understanding of the spatial implications of the act locally</p>
<p>UK Renewable</p>	<p>Sets targets for increasing proportion of electricity, heat and</p>	<p>Local Plan should aim to help to increase</p>

<p>Energy Strategy (2009)</p>	<p>transport energy generated from renewable by</p> <p>Put in place the mechanisms to provide financial support for renewable electricity and heat worth around £30 billion between now and 2020:</p> <ul style="list-style-type: none"> • Drive delivery and clear away barriers • Increase investment in emerging technologies and pursue new sources of supply: • Create new opportunities for individuals, communities and business to harness renewable energy: 	<p>proportion of energy generated from renewable resources</p> <p>SA objectives will need to address the relevant parts of this Act.</p>
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<p>Creating a sporting habit for life – Youth Sports Strategy 2012</p>	<p>Aims to increase consistently the number of young people developing sport as a habit for life.</p>	<p>The Local Plan will be underpinned by the Council’s play pitch strategy which will help ensure the right level of play pitch provision is provided with new development taking into account existing provision</p> <p>The SA objectives will need to address the health and wellbeing of the boroughs residents</p>
<p>Equality Act 2010</p>	<p>Requires that regard is given to the desirability of reducing socioeconomic inequalities; reform and harmonise equality law and restate the greater part of the enactments relating to discrimination and harassment related to certain personal characteristics.</p>	<p>The Local Plan will need to ensure that it promotes equal opportunities.</p> <p>The SA objectives will need to promote equality</p>
<p>Marmot Review ‘Fair Society, Healthy Lives’, February 2010</p>	<p>Identifies six key priorities to focus policy on addressing inequalities</p> <ul style="list-style-type: none"> • Give every child the best start in life. Enable all children, young people and adults to maximise their capabilities and have control over their lives. • Create fair employment and good work for all. • Ensure a healthy standard of living for all. • Create and develop healthy and sustainable places and communities • Strengthen the role and impact of ill health prevention. 	<p>The Local Plan will need to ensure the location and design of new development enables people to lead healthy lifestyles, maximise access to employment opportunities, improves living standards and creates healthy environments where children can reach their maximum potential.</p> <p>The SA objectives will need to address health and wellbeing.</p>

<p>Regional</p>		
<p>London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>The London Plan is the overall strategic plan for London, and it sets out a fully integrated economic, environmental, transport and social framework for the development of the capital to 2031. It forms part of the development plan for Greater London. London boroughs' local plans need to be in general conformity with the London Plan, and its policies guide decisions on planning applications by councils and the Mayor.</p>	<p>The Local Plan is required to be in general conformity with the London Plan. The SA will need to include objectives covering economic, environmental and social spheres.</p>
<p>London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>Sets current housing target of 1065 new homes a year which has been revised up to 1236 in the further alterations based on latest SHLAA and SHMA.</p> <p>Seeks to maximise affordable housing provision subject to viability and other concerns.</p>	<p>There is a gap between housing need and housing capacity which borough's are expected to address through maximising housing supply in the Local Plan.</p> <p>The SA will test the impact of maximising housing supply on sustainability indicators.</p>
<p>London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>Sets out the Mayor's policies which policies seek to support development and growth of London's diverse economy, enabling it to contribute to the prosperity of the UK and provide Londoners with the goods, services and job opportunities they will need.</p>	<p>The Local Plan is required to be in general conformity with the London Plan and its Alterations.</p> <p>The SA will need to test whether the Local Plan policies increase employment opportunities for local people and tackles barriers to inward investment for businesses.</p>

		The SA objectives will need to take the London Plan into account
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<p>London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>The London Plan encourages and promotes the management, enhancement and creation of green space for biodiversity, and promotes public access and appreciation of nature.</p> <p>The Mayor has set up the concept of a Blue Ribbon Network for the Thames and London’s waterways and the land alongside them.</p> <p>This will establish principles concerning the use and management of the water and land beside it.</p> <p>The Blue Ribbon Network along with green and open spaces create the Green Grid.</p>	<p>The Local Plan will need provide the appropriate protection to the borough’s network of Site of Importance for Nature Conservation and also policies for Blue Ribbon Network and the Green Grid for which there is more detailed advice.</p> <p>SA objectives will need to take into account the enhancements and creation of green space for biodiversity and the promotion of public access and appreciate of nature.</p> <p>SA objectives also need to cover importance of Blue Ribbon Network.</p>
<p>London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>Sets out the Mayor’s policies for tackling air pollution and improving air quality in London. The Mayor will work with strategic partners to ensure that the spatial, climate change, transport and design policies of the plan support implementation of the Air Quality and Transport strategies to achieve reductions in pollutant emissions and minimise public exposure to pollution.</p>	<p>Local Plan is a key means of improving air quality</p> <p>SA objectives will need address air quality</p>
<p>London Plan 2011, Revised Early Minor Alterations</p>	<p>Aims to address current and future flood issues and minimise risks in a sustainable and cost effective way.</p> <p>Boroughs should utilise Strategic Flood Risk Appraisals to</p>	<p>The Local Plan is required to be in general conformity with the</p>

<p>to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>identify areas where particular flood risk issues exist and develop actions and policy approaches aimed at reducing these risks, particularly through redevelopment of sites at risk of flooding and identifying specific opportunities for flood risk management measures. Boroughs should, in line with the Flood and Water Management Act 2010, utilise Surface Water Management Plans to identify areas where there are particular surface water management issues and develop actions and policy approaches aimed at reducing these risks.</p>	<p>London Plan and its Alterations.</p> <p>SA objectives will need to address flood risk and its impacts.</p>
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<p>London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>Sets out the Mayor’s policies on for tackling climate change, particularly in relation to the built environment. The plan seeks to strongly influence the way in which new development in London responds to the challenge of climate change, and creates opportunities for existing areas with respect to both mitigation and adaptation.</p>	<p>The Local Plan is required to be in general conformity with the London Plan and its Alterations.</p> <p>The SA objectives will need to address climate change mitigation and adaptation</p>
<p>London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>Sets out policies to support the continued success of London’s diverse range of arts, cultural, professional sporting and entertainment enterprises and the cultural, social and economic benefits that they offer to its residents, workers and visitors.</p>	<p>The Local Plan is required to be in general conformity with the London Plan and its Alterations.</p> <p>The SA objectives will need to address culture both as an economic driver and a social benefit</p>
<p>London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>The London Plan aims to tackles health, social and educational inequalities within London. Specifically, section 3 on London's People features policy 3.1 'Ensuring Equal Life Chances for All'. Within that policy, guidance is provided on DPD preparation. The policy states: "In preparing DPDs, boroughs should engage with local groups and communities to identify their needs and make appropriate provision for them". It is worth noting that the London Plan was prepared in keeping with national equalities and disabilities legislation and was subject to a full Equalities Impact Assessment during its preparation.</p>	<p>The Local Plan is required to be in general conformity with the London Plan and its Alterations.</p> <p>The Local Plan should promote equal opportunities across all policy areas.</p> <p>The SA objectives will need address health, social and education inequalities.</p>

<p>London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>London's issues with pollution are acknowledged in the London Plan and it is one of the Mayor's six strategic objectives to ensure that London is a city that becomes a world leader in improving the environment locally and globally, taking the lead in tackling climate change, reducing pollution, developing a low carbon economy, consuming fewer resources and using them more effectively. The Mayor sets out that London should be a city that leads in the reduction of pollution and has a suite of relevant environmental policies related to pollution, air quality and climate change.</p>	<p>The Local Plan is required to be in general conformity with the London Plan and its Alterations. The Local Plan will need to minimise pollution from development.</p> <p>The SA objectives will need to address minimisation of pollution</p>
<p>London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>Emphasises that good quality design will be essential and must respond sensitively to local context.</p> <p>Aims to ensure improvement to quality of life for all Londoners and all of London – enabling growth and change, while also supporting the retention of London’s heritage and distinctiveness, and making living here a better and more enriching experience for all.</p>	<p>The Local Plan is required to be in general conformity with the London Plan and its Alterations.</p> <p>The SA objectives will need to address the issue of heritage.</p>
<p>London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>The Overall aim is to have a city where it is easy, safe and convenient for everyone to access jobs, opportunities and facilities.</p> <p>The London Plan sets out an indicative list of transport schemes such as Crossrail and sets out detailed car and cycle parking standards.</p>	<p>The Local Plan is required to be in general conformity with the London Plan and its alterations.</p> <p>The Local Plan will need to implement the London Plan parking, disabled parking and cycle parking standards locally.</p> <p>It is also an opportunity to provide the</p>

		<p>evidence base for future schemes for inclusion in the London Plan such as those already include in the draft London Riverside Opportunity Area Planning Framework.</p> <p>The SA objectives will need to address the issue of creating a sustainable transport system.</p>
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<p>London Plan 2011, Revised Early Minor Alterations to the London Plan 2013 and Draft Further Alterations to the London Plan 2014 (general)</p>	<p>Applies the waste hierarchy waste management which starts from the position that the best approach is to reduce the amount of waste that arises in the first place. Where this is not possible, he supports an approach based on the waste hierarchy that emphasises reuse, and then recycling and composting, before energy recovery and disposal.</p> <p>Manage as much of London’s waste within London as practicable, working towards managing the equivalent of 100 per cent of London’s waste within London by 2031</p> <p>Create positive environmental and economic impacts from waste processing</p> <p>Work towards zero biodegradable or recyclable waste to landfill by 2031.</p> <p>Municipal waste recycling - the Mayor wishes to see a doubling to 45 per cent by 2015 and then 50 per cent by 2020</p> <p>The London Plan sets out waste apportionment figures by borough.</p>	<p>The Local Plan is required to be in general conformity with the London Plan and its Alterations.</p> <p>The Local Plan will need to reflect the waste hierarchy and contribute to the targets set by the Mayor.</p> <p>The SA objectives will need to address the issue of sustainable waste management based on the waste hierarchy and focused on achieving this targets.</p>
<p>Draft London Riverside Opportunity Area Planning Framework</p>	<p>Contains five key objectives</p> <ul style="list-style-type: none"> • A strategic approach to the release of underused Strategic Industrial Land and the designation of new SIL to create up to 26,5000 new homes and 16,000 new jobs 	<p>Must be read in conjunction with the London. It forms a material consideration and therefore must be taken into account in preparing the Local Plan.</p>

	<ul style="list-style-type: none"> • Improved transport infrastructure and services to unlock development • High quality public and private realm • Expediting the development of publicly owned land • Maximising housing investment 	
<p>London Housing Strategy</p>	<p>Contains five key priorities</p> <ul style="list-style-type: none"> • increasing housing supply to levels not seen since the 1930s; • better supporting working Londoners and helping more of them into home ownership; • improving the private rented sector and promoting new purpose-built and well managed private rented housing; • pushing for a new, long-term financial settlement for London Government to drive housing delivery; and • bringing forward land for development and accelerating the pace of housing delivery through Housing Zones and the London Housing Bank. 	<p>The Local Plan will need to address the priorities of the Housing Strategy in particular increase the pace of housing delivery, increase supply of purpose built private rented housing and building homes that working Londoners can afford.</p> <p>The SA objectives will need to take this strategy into account</p>
<p>Mayors Economic Development Strategy (2010)</p>	<p>Contains five objectives to strengthen London's economy and address weaknesses</p> <p>Objective 1: to promote London as the world capital of business, the world's top international visitor destination, and the world's leading international centre of learning and creativity.</p> <p>Objective 2: to ensure that London has the most competitive business environment in the world.</p>	<p>Need to have regard to these objectives in setting out policies for economic development and skills</p> <p>The SA objectives will need to take the strategy into account.</p>

	<p>Objective 3: to make London one of the world’s leading low carbon capitals by 2025 and a global leader in carbon finance.</p> <p>Objective 4: to give all Londoners the opportunity to take part in London’s economic success, access sustainable employment and progress in their careers.</p> <p>Objective 5: to attract the investment in infrastructure and regeneration which London needs, to maximise the benefits</p>	
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<p>London Enterprise Panel’s Jobs and Growth Plan 2013</p>	<p>Focuses on four key priorities</p> <ul style="list-style-type: none"> • skills & employment: to ensure Londoners have the skills to compete for and sustain London’s jobs; • small & medium sized enterprises: to support and grow London’s businesses; • science & technology: for the capital to be recognised globally as world leading hub; for science, technology and innovation - creating new jobs and growth; and • infrastructure: to keep London moving and functioning. 	<p>The Local Plan will need to have regard to these priorities in setting out policies for economic development and skills and the infrastructure required to support this</p> <p>The SA objectives will need to take account of this Plan.</p>
<p>Mayor’s Biodiversity Strategy 2002</p>	<p>Aims to take responsibility to conserve London’s wildlife and its habitats and involve Londoners in a greater understanding, enjoyment and participation in nature. Identifies five priority areas:</p> <ul style="list-style-type: none"> • Biodiversity for people • Nature for its own sake • Economic benefits • Functional benefits • Sustainable development 	<p>The Local Plan will need to address these priority areas in order to contribute to achieving the aim of the Mayor’s Biodiversity Strategy.</p> <p>SA objectives need for consider these five priority areas.</p>
<p>London Biodiversity Action Plan</p>	<p>11 habitat types are identified, each with its own Habitat Action Plan.</p>	<p>Local Plan will need to ensure it is based on a sound understand of the borough’s biodiversity,</p> <p>The SA will need to review the significance of these 11 habitat types locally.</p>

<p>Clearing London's Air – Mayor's Air Quality Strategy (2010)</p>	<p>This Air Quality Strategy sets out actions to improving London's air quality and includes measures aimed at reducing emissions from transport, homes, workplaces and new developments. It also sets out how Londoners can reduce their own emissions, and, especially for vulnerable people, reduce their risk of exposure.</p>	<p>Local Plan is a key means of improving air quality</p> <p>SA objectives will need address air quality</p>
<p>Securing London's water future: The Mayor's water strategy 2011</p>	<p>Aims to promote improved water management – both in terms of the water we want (such as drinking water) and the water we don't want (such as sewage and floodwater in the wrong place). This strategy considers all aspects of water management and how they interact.</p>	<p>The Local Plan will need to ensure all new development is water efficient and manages rainwater and the disposal of waste water sustainably.</p> <p>SA objectives will need to address water quality and management of waste water</p>
<p>Managing Risks and Increasing Resilience: The Mayor's climate change adaptation strategy 2011</p>	<p>The aim of the London Climate Change Adaptation Strategy is to assess the consequences of climate change on London and to prepare for the impacts of climate change and extreme weather to protect and enhance the quality of life of Londoners.</p> <p>The strategy sits alongside other Mayoral and national strategies to prepare for climate risks and opportunities and to reduce greenhouse gas emissions, especially the London Climate Change Mitigation and Energy Strategy.</p>	<p>The Local Plan will need to promote and facilitate new development and infrastructure that is located, designed and constructed for the climate it will experience over its design life</p> <p>The SA objectives will need to address climate change adaptation</p>
<p>Delivering London's Energy Future: the Mayor's climate change mitigation</p>	<p>This strategy has been developed with four objectives: to reduce CO2 emissions to mitigate climate change; to maximise economic opportunities from the transition to a low carbon capital; to ensure a secure and reliable energy supply for London; and to meet, and where possible exceed,</p>	<p>The Local Plan will need to promote local carbon lifestyles and economies and ensure the energy needs of new and existing development are provided for securely.</p>

<p>and energy strategy 2011</p>	<p>national climate change and energy objectives.</p>	<p>The SA objectives will need to take into account climate change mitigation.</p>
<p>Mayor’s Cultural Strategy: Cultural Metropolis (2014 update)</p>	<p>This update to 2010’s Cultural Metropolis, the Mayor’s Culture Strategy, summarises recent achievements, assesses progress against objectives, updates with new evidence and also outlines further actions. It recognises that challenges still remain, and that hard work is needed to maintain London’s position as a global leader for culture.</p>	<p>Barking has the potential to be an important cultural hub in East London building on the emerging Cultural Industries Quarter, the Broadway Theatre and the new leisure centre. The Local Plan will need to ensure that the central importance of culture is captured in future plans for Barking Town Centre and other regeneration areas including underused buildings and vacant land.</p> <p>The SA objectives will need to address culture both as an economic driver and a social benefit</p>
<p>Equal life chances for all 2014</p>	<p>Highlights the Mayor’s commitment to tackling inequality; improving life chances, and removing barriers that prevent people from reaching their full potential. Aims to ensure that equality is mainstreamed into everything the organisation does, including how it obtains goods and services.</p>	<p>The Local Plan will need to ensure that it helps increase social mobility and creates environments and opportunities which allow local residents to achieve their full potential. Local labour and skills policies will be particularly important in this regard.</p> <p>The SA objectives will need to promote equality.</p>

<p>Mayor’s Transport Strategy 2010</p>	<p>Six goals set out how the overarching vision should be implemented. The transport strategy should:</p> <ul style="list-style-type: none"> • Support economic development and population growth • Enhance the quality of life for all Londoners • Improve the safety and security of all Londoners • Improve transport opportunities for all Londoners • Reduce transport’s contribution to climate change and improve its resilience • Support delivery of the London 2012 Olympic and Paralympic Games and its legacy 	<p>The Local Plan will have regard to the principles and aspirations set out in the strategy.</p> <p>The SA objectives will need to address the issue of creating a sustainable transport system.</p>
<p>London’s Wasted Resource: The Mayor’s Municipal Waste Management Strategy 2011</p>	<p>Has the following key objectives:</p> <ul style="list-style-type: none"> • Provide Londoners with the knowledge, infrastructure and incentives to change the way they manage municipal waste: • to reduce the amount of waste generated, encourage the reuse of items that are currently thrown away, and to recycle or compost as much material as possible. • Minimise the impact of municipal waste management on our environment and reduce the carbon footprint of London’s municipal waste. • Unlock the massive economic value of London’s municipal waste through increased levels of reuse, recycling, composting and the generation of low carbon energy from waste. • Manage the bulk of London’s municipal waste within London’s boundary, through investment in new waste infrastructure. 	<p>The Local Plan will need to ensure that the design of new development helps minimise waste and in conjunction with the joint waste plan that the London Plan apportionment is planned for.</p> <p>The SA objectives will need to take this strategy into account.</p>

<p>Making Business Sense of Waste: The Mayor's Business Waste Management Strategy</p>	<p>Set the overall direction for the management of business waste in London for the period 2010 to 2031</p> <ul style="list-style-type: none"> • focus on waste reduction and the more efficient management of resources to reduce the financial and environmental impact of waste • manage as much of London's waste within its boundaries as practicable, by taking a strategic approach to developing new capacity • boost recycling performance and energy generation to deliver environmental and economic benefits to London 	<p>The Local Plan will need to ensure that the design of new development helps minimise waste and in conjunction with the joint waste plan that the London Plan apportionment is planned for.</p> <p>The SA objectives will need to take this strategy into account.</p>
<p>Mayor's Ambient Noise Strategy</p>	<p>Champions more active management of 'ambient' or 'environmental noise' - long term noise, mainly from transport sources. Focuses on better management of transport systems, better town planning, and better design of buildings.</p>	<p>The Local Plan will need to address the issue of ambient noise.</p> <p>The SA objectives will need to include consideration of the impact of new development on ambient noise levels.</p>
<p>Better Environment Better Health a GLA guide for London's Boroughs Barking and Dagenham</p>	<p>Focuses on seven environmental issues and their relationship to health:</p> <ul style="list-style-type: none"> • Green spaces • Active travel & transport • Surface water flood risk • Air quality • Healthy food • Fuel poverty • Overheating 	<p>The Local Plan will need to consider how environments can be created which improve health and wellbeing outcomes</p> <p>The SA objectives will need to address health and wellbeing and the role the environment plays in this.</p>

<p>Thames Estuary 2100 Plan</p>	<p>Sets out recommendations for flood risk management for London and the Thames estuary through to the end of the century and beyond.</p>	<p>Barking and Dagenham is with Action Zone 4 and the Local Plan will need to address the relevant recommendations contained in this section.</p> <p>SA objectives will need to address flood risk and its impacts.</p>
<p>The Thames River Basin Management Plan 2009</p>	<p>Prepared under the Water Framework Directive. It is the first of a series of six-year planning cycles. The plan describes the river basin district, the pressures the water environment faces and what actions will be taken to address the pressures. It sets out what improvements are possible by 2015. The plan highlights the programme of investigations to be undertaken. This will identify more actions, particularly those associated with diffuse pollution, for delivery during the first cycle.</p>	<p>The Local Plan will need to take account of actions identified to improve the water environment in the current and emerging Thames River Basin Management Plans.</p> <p>SA objectives will need to address potential impacts on the water environment.</p>
<p>Mayor of London Housing SPG 2012</p>	<p>Provides guidance on how to implement the housing policies in the 2011 London Plan (LP). In particular, it provides detail on how to carry forward the Mayor’s view that “providing good homes for Londoners is not just about numbers. The quality and design of homes, and the facilities provided for those living in them, are vital to ensuring good liveable neighborhoods”</p>	<p>Local Plan will need to deliver the Mayor’s ambition for high quality and spacious new homes.</p> <p>The SA objectives should reflect the aspiration for provide the good quality new homes in liveable neighbourhoods</p>
<p>Land for Industry and Transport SPG 2012</p>	<p>The SPG provides guidance on industrial land requirements as well as on possibilities, appropriate processes and suitable locations for release of any surplus industrial land. The SPG further discusses how the requirements of different sectors can be addressed to enhance their competitiveness,</p>	<p>The Local Plan will need to have regard to the classification of SIL in the SPG and also the industrial land release benchmarks in review current designations. Following the guidance will</p>

	<p>and to carrying forward the Mayor's broader concerns for improvements to the overall quality of London's environment by emphasising the importance of good design for industrial development. The SPG also provides guidance to identify and protect land for transport functions including sites and routes which could be critical in developing infrastructure to widen transport choice.</p>	<p>help ensure the Local Plan is in general conformity with the London Plan.</p> <p>The SA objectives will need to consider the impact of releasing industrial land on the local economy.</p>
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<p>All London Green Grid SPG 2012</p>	<p>The All London Green Grid (ALGG) is a policy framework to promote the design and delivery of green infrastructure across London. It has been developed to support London Plan policies on green infrastructure and urban greening, and those relating to open spaces, biodiversity, trees & woodland, and river corridors</p>	<p>Local Plan will need to maximise opportunities to increase access to green infrastructure.</p> <p>SA objectives will need to address the importance of the All London Green Grid.</p>
<p>London's Foundations SPG 2012</p>	<p>Explaining the process for identifying sites of national, regional and local geological importance, identifying important geological sites for protection and advising boroughs on how to promote as well as protect geodiversity.</p>	<p>Local Plan will need to protect the areas of geological importance identified in the borough.</p> <p>SA objectives will need to address geodiversity.</p>
<p>Accessible London: Achieving an Inclusive Environment. Mayor's Supplementary Planning Guidance (2014)</p>	<p>Provides guidance on the implementation of London Plan Policy 7.2 An inclusive environment and of other policies in the Plan with specific reference to inclusive design. It also provides guidance on Lifetime Neighbourhoods to support London Plan Policy 7.1 Building London's neighbourhoods and communities. The Accessible London SPG provides advice to boroughs, developers, designers and planning applicants on implementing inclusive design principles effectively and on creating an accessible environment in London, with particular emphasis on the access needs of disabled and older people.</p>	<p>Addressing the advice in the SPG will help the Local Plan achieve general conformity with the London Plan.</p> <p>The SA objectives will need to address the issue of creating inclusive environments.</p>
<p>Planning for Equality and Diversity in London. Mayor's Supplementary</p>	<p>This SPG:</p> <ul style="list-style-type: none"> provides guidance to boroughs, partners and developers on the implementation of policies in the London Plan which relate to equalities issues and addressing the needs of London's diverse 	<p>Barking and Dagenham is becoming an increasingly diverse borough and therefore it is essential that the Local Plan is based on a thorough understanding of the needs of the different communities</p>

<p>Planning Guidance (2007)</p>	<p>communities;</p> <ul style="list-style-type: none"> • sets out some of the tools for promoting equality and diversity in planning processes; • highlights the spatial impacts of wider socio-economic issues such as poverty and discrimination in the planning context; • sets out overarching principles and the key spatial issues for planning for equality; and • examines in greater detail the spatial needs of London's diverse communities and identifies how spatial planning can be used to try and address these. 	<p>which comprises the borough and plans accordingly. This will help build pride, respect and cohesion across the borough.</p> <p>The SA objectives will need to promote equality and diversity.</p>
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<p>The Control of Dust and Emissions during Construction and Demolition SPG 2014</p>	<p>This SPG seeks to reduce emissions of dust, PM10 and PM2.5 from construction and demolition activities in London. It also aims to manage emissions of nitrogen oxides (NOx) from construction and demolition machinery by means of a new non-road mobile machinery Ultra Low Emissions Zone (ULEZ).</p>	<p>The Local Plan will need to consider how to minimise and control dust emissions during construction.</p> <p>The SA objectives will need to address minimisation of pollution</p>
<p>Shaping Neighbourhoods Character and Context SPG 2014</p>	<p>This guidance sets out an approach and process to help understand the character and context of a place so that its results can inform the planning and design process, and guide change in way which is responsive to individual places and locations.</p>	<p>The Local Plan will need to be based on an understanding of the character and context of Barking and Dagenham as a place.</p> <p>The SA objectives will need to address the issue of how development can reinforce local character.</p>
<p>Sustainable Design and Construction SPG 2014</p>	<p>This SPG provides guidance on the implementation of London Plan policy 5.3 Sustainable Design and Construction as well as policies relating to environmental sustainability.</p>	<p>The Local Plan will need to consider how the principles of sustainable design and construction will be achieved.</p> <p>The SA objectives will need to assess the issues of sustainable design and construction, optimising land use, energy and carbon emissions, renewable energy, water efficiency, materials and waste, biodiversity, climate change adaptation, greening the city and pollution</p>

		management.
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Local		
<p>LBBD Vision and Priorities</p>	<p>The vision for the borough is: One borough; One community; London’s growth opportunity</p> <p>The three corporate priorities that support the vision are:</p> <ul style="list-style-type: none"> • Encouraging civic pride • Enabling social responsibility • Growing the borough 	<p>The Local Plan will implement the spatial dimensions of the Council’s vision and priorities. The SA under the economic and social spheres will take into account these three priorities</p>
<p>LBBD Housing Strategy 2012-2017</p>	<p>Contains four key objectives</p> <ul style="list-style-type: none"> • Delivering social and economic regeneration through building high quality homes and thriving communities • Investing in new Council housing and establishing new ways to deliver affordable housing • Good quality services • Sustainable communities 	<p>The Local Plan will need to take account of these four objectives.</p> <p>The SA objectives will need to reflect the importance of creating sustainable communities.</p>
<p>LBBD Growth Strategy 2013-2023</p>	<p>Sets out how over 17,000 new homes and 10,000 new jobs will be delivered by 2023.</p> <p>The strategy objectives are:</p> <ul style="list-style-type: none"> • Attracting investment • Creating a higher skilled workforce • Building businesses • Widening the housing choice <p>The strategy sets out the vision for Barking and Dagenham, explains why growth is essential and what it aims to deliver,</p>	<p>A key Council priority is Growing the Borough and therefore the Local Plan will need to ensure is delivers the four objectives set out in the Growth Strategy and the new homes and jobs targets.</p> <p>The SA will need to test whether the Local Plan policies increase employment opportunities for local people and tackles barriers to inward investment for businesses.</p>

	sets out the key growth sectors before going into detail about how the above four objectives will be delivered.	The SA will need to address the impact of meeting these targets for new homes and jobs and devise appropriate objectives to test this.
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<p>Barking and Dagenham LBAP for 2010-2015.</p>	<p>Contains three objectives</p> <ul style="list-style-type: none"> • To make biodiversity a central part of regeneration programmes and the planning process. • To improve access to the natural environment and raise awareness of the borough's natural assets. • To protect and manage the biodiversity in parks and green spaces. 	<p>Need to address the opportunities for protecting and enhancing biodiversity set out in the plan. Not only designated sites and nature reserves but also initiatives such as SUDs and Green Roofs.</p> <p>SA objectives will need to address biodiversity and access to it.</p>
<p>Barking and Dagenham Air Quality Action Plan June 2004</p>	<p>Details the steps the Council will take to reduce levels of nitrogen oxide and fine particulate matter primarily within the Air Quality Management Area</p>	<p>The Local Plan will need to ensure new development helps improve air quality and the achievement of EU targets</p> <p>SA objectives will need to address air quality particularly in hotspot locations</p>
<p>Barking and Dagenham Strategic Flood Risk Assessment 2008</p>	<p>Contains a number of recommendations for managing flood risk through the development control, Local Plan preparation and emergency planning processes. It provides detail flood risk mapping for the major regeneration sites in the borough which enabled these to be sequentially tested and the exceptions test to be carried out.</p> <p>The SFRA is currently being updated and is due to be complete in May 2015 and will be a key evidence base for the Local Plan.</p>	<p>The SFRA is an important study in ensuring that National and Regional policy requirements in managing flood risk are met and in particular ensuring new sites satisfy the sequential and exception tests.</p> <p>SA objectives will need to address flood risk and its impacts.</p>
<p>Conservation Area Appraisals for</p>	<p>These four appraisals review the overall extent of each conservation area and contain proposals for the</p>	<p>The Local Plan will need to address the management proposals of each appraisal</p>

<p>Dagenham Village, Chadwell Heath Anti-Aircraft Gun Site, Abbey Road Riverside and Abbey and Barking Town Centre</p>	<p>preservation and enhancement of each including management proposals</p>	<p>to ensure that new development preserves or enhances the conservation areas they are within</p> <p>The SA objectives will need to consider the protection and enhancement of the borough’s heritage.</p>
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<p>Celebrating our past, looking forward with pride: A Heritage Strategy for Barking and Dagenham 2013 – 2016</p>	<p>This strategy is provides a framework to focus work over three years to use Barking and Dagenham’s heritage to improve the quality of life of local people.</p>	<p>The Local Plan will need to consider how access to heritage in the borough can be protected and enhanced.</p> <p>The SA objectives will need to consider the protection and enhancement of the borough’s heritage.</p>
<p>Barking and Dagenham Local Implementation Plan 2011/12-2013/14</p>	<p>Outlines the Council’s continuing strategy to achieve a safe, sustainable and accessible transport system for the benefit of all those living and working in Barking and Dagenham. It includes ten objectives:</p> <p>There are ten objectives for the second LIP:</p> <ul style="list-style-type: none"> A. Improving public transport connectivity to facilitate economic development/regeneration; B. Tackling congestion to limit delays and lessen the impact on the economy/environment; C. Increasing accessibility for all to key local services and facilities; D. Securing improvements for people with poor access to public or private transport; E. Improving safety and security on the local transport system; F. Improving road safety conditions; G. Reducing the need to travel and promoting more sustainable patterns of development; H. Promoting sustainable/healthy travel to enhance the environment/improve quality of life; I. Improving management and maintenance of our transport 	<p>The Local Plan is a key means for delivering these objectives by integrating decisions about land use with transport. This is particularly the case for the key regeneration areas in London Riverside which are reliant on the provision of new public transport and road links to unlock their potential.</p> <p>At a more detailed level the design of new development can help encourage people lead healthy lifestyles by making it easier to walk and cycle and reduce reliance on more polluting forms of transport.</p> <p>The SA objectives will need to address the issue of creating a sustainable transport system.</p>

	infrastructure; J. Maintaining and improving the public realm to create distinctive public places.	
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<p>Joint Waste Plan 2012</p>	<p>Sets out the strategy, policies and sites for managing the London Plan waste apportionment for Barking and Dagenham, Havering, Redbridge and Newham. Aims for self sufficiency.</p>	<p>The Local Plan will need to consider whether to update the Plan and incorporate it.</p> <p>The SA objectives will need to address sustainable waste management.</p>
<p>Barking and Dagenham Municipal Waste Strategy 2005-2020</p>	<p>This strategy recognises waste as a key environmental concern and outlines the Council's commitment to dealing with it in accordance with the waste hierarchy. This document, together with the joint Waste Development Plan highlights the Council's determination to contribute to self-sufficiency in sustainable waste management in the east London sub-region.</p> <p>This strategy also highlights the efforts the Council has made, and continues to make, to achieve the standards for sustainable waste management set by the Mayor on his Municipal Waste Management Strategy.</p>	<p>The Local Plan will need to address this strategy</p> <p>The SA objectives will need to take this strategy into account.</p>
<p>Local Economic Assessment</p>	<p>Provide a sound understanding of the economic conditions in the area and how they affect the well-being of residents and businesses. It reflects the economic character of the area and takes into account the wider or geographical economic forces affecting the area.</p>	<p>Provides an important evidence base for the Local Plan</p> <p>The SA objectives will need to address economic development</p>
<p>Children and Young People's Plan</p>	<p>Sets put five priorities:</p> <ul style="list-style-type: none"> • Ensure children and young people in our borough are safe Narrowing the gap - raise attainment and realise aspiration for every child • Improve health and wellbeing, with a particular focus 	<p>The Local Plan will need to address child poverty and consider how to create environments where children can fulfil their potential</p>

	<p>on tackling obesity and poor sexual health</p> <ul style="list-style-type: none">• Improve support and fully integrate services for vulnerable children, young people and families (particularly children in care and children with disabilities)• Challenging child poverty - preventing poor children becoming poor adults	
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<p>Health and Wellbeing Strategy 2012-2015</p>	<p>Sets out a vision for improving the health and wellbeing of residents and reducing inequalities at every stage of people's lives by 2015. It aims to help residents improve their health by identifying the key priorities based on the evidence in our Joint Strategic Needs Assessment (JSNA), what can be done to address them and what outcomes are intended to be achieved.</p>	<p>The Local Plan will need to ensure the location and design of new development enables people to lead healthy lifestyles, maximise access to employment opportunities, improves living standards and creates healthy environments where children can reach their maximum potential.</p> <p>The SA objectives will need to address health and wellbeing and spatial health inequalities.</p>
<p>Joint Strategic Needs Assessment</p>	<p>Under the priority areas of the Marmot Review examine the health and wellbeing priorities for the borough. Under these six sections it examines the key aspects of inequalities and the key themes that need addressing in Barking and Dagenham. It also examines the position on the majority of the Public Health Outcome Framework indicators.</p>	<p>The Local Plan will need to ensure the location and design of new development enables people to lead healthy lifestyles, maximise access to employment opportunities, improves living standards and creates healthy environments where children can reach their maximum potential.</p> <p>The SA objectives will need to address health and wellbeing and spatial health inequalities.</p>
<p>Barking and Dagenham Economic Development Study 2014</p>	<p>Identifies potential release of industrial land up to 132 hectares and by 2032 up to 19,131 square metres of convenience and comparison floorspace focused in Barking Town Centre, Dagenham and Chadwell Heath.</p>	<p>The Local Plan will need to review existing industrial land allocations and town centre boundaries in addressing the conclusion of the study.</p>

		The SA objectives will need to be enable the impact of these suggested changes on the social, environmental and economic spheres to be tested.
Barking and Dagenham Surface Water Management Plan	<p>Recommends that a policy on SuDS and existing policies on local flood risk are reviewed in light of the findings of the SWMP</p> <p>Identifies across the borough the homes and businesses at risk of surface water flooding and measures to mitigate this risk</p>	<p>The Local Plan will need be based on a through understanding of all sources of flood risk and the location and design of development will need to minimise flood risk.</p> <p>The SA objectives will need to address all sources of flooding</p>
Barking and Dagenham Community Safety Strategy 2014-2017	<p>Sets out five priorities</p> <ul style="list-style-type: none"> • Prevent and reduce crime and anti-social behaviour • Prevent and reduce domestic violence and sexual violence • Reduce gangs and youth violence • Reducing reoffending by addressing drivers for offending, and particularly substance misuse (including alcohol) • Prevent and reduce hate crime and its impact 	<p>The Local Plan will need to create safer environments by ensuring new development maximises natural surveillance, active frontages and other similar measures.</p> <p>The SA objectives will need to address these priorities and the framework will need to consider whether of the success measures can be used as indicators in the SA framework</p>

Appendix B Baseline Information

1. Characteristics of the borough

- LBBB covers 3778.2 hectares and is in east London on the North bank of the River Thames and within the M25 London. Although it is an Outer London Borough it displays many of the socio-economic characteristics of an inner London Borough.
- The neighbouring London boroughs are Newham, to the West, Redbridge, to the North and Havering, to the East. Bexley and Greenwich are situated south of the River Thames, directly opposite LBBB. The figure below shows the location of Barking and Dagenham within the wider area.

Position of the London Borough of Barking and Dagenham within Greater London



- LBBB is largely urban in character with significant areas of industrial land. The majority of new development will involve the reuse of brownfield sites for housing or mixed use development. 33% of the borough is green space and this contains some impressive areas of wildlife habitat, including Eastbrookend Country Park and The Chase, Beam Parklands and the River Thames.

2. Demographic analysis

- In 2011 the population of the borough was 185,900, 2.27% of London's total population (8.2 million). This is an increase in population of 20,200 or 10.9% between 2001 and 2011 (ONS July 2012).
- The borough's population is forecast to increase to 250,500 by 2031 and 274,900 by 2041. ([GLA 2013 Round SHLAA Based Capped Population Projections \(March 2014\)](#)).
- Abbey ward has the largest population of all LBBD wards at 12,786 residents whilst Parsloes ward has the lowest at 9,839 (2011 Census Barking and Dagenham Ward Level Analysis)
- Gascoigne has the largest proportion of 0-4 year olds at 13.2%. Eastbrook ward as the lowest percentage of 0-4 year olds at 7.2%. in Gascoigne this drops to 7.2% in Eastbrook. The borough average is 10.0%. 2011 Census Barking and Dagenham Ward Level Analysis
- Gascoigne also has the largest proportion of 0-9 year olds at 22.8% of the population, dropping to 13.3% in Eastbrook. The average for the borough is 17.8%, much higher than the average for London.
- Abbey has the lowest proportion of residents aged 65 plus representing 5.0% of the ward population. Chadwell Heath has the highest proportion at 15.6%. The average for the borough is 10.4%, which is much lower than the average for London.
- The wards with the greatest population growth between 2001 and 2011 were Gascoigne with 31.5%, Longbridge with 28.1%, Thames with 24.3% and Abbey with 23.9%. The wards with the lowest population growth were Becontree with 0.16%, Eastbrook with 3.26% and River with 5.5%.
- Between 2001 and 2011 the 0 – 15 years age group increased by 25.9%. (Census 2001, Census 2011).
- Between 2001 and 2011 the 0 - 4 years age group grew by 48.9%. (Census 2001, Census 2011). This age group is projected to increase by 4.7% from the 2011 baseline by 2016, 7% by 2021, 6.9% by 2026, 7.8% by 2031 and 14.6% by 2041 (GLA 2013 Trend based Population Projections).

Population growth from 2001 to 2011 in Barking and Dagenham

Ward	Population 2001	Population 2011	% Change 2001 - 2011
Gascoigne	9471	12452	31.5
Longbridge	8954	11478	28.2
Thames	8627	10728	24.3
Abbey	10320	12786	23.9
Eastbury	10186	11624	14.1
Valence	8850	9867	11.5
Heath	9719	10786	11.0
Alibon	9359	10385	11.0
Mayesbrook	9385	10342	10.2
Village	9794	10787	10.1
Whalebone	9677	10575	9.3
Goresbrook	10410	11267	8.2
Parsloes	9104	9839	8.1
Chadwell Heath	9369	10021	7.0
River	10350	10923	5.5
Eastbrook	10175	10506	3.3
Becontree	11527	11545	0.2

Sources: Population 2001: 2009 Round of Demographic Projections - SHLAA (revised) (27/09/2010). Population 2011: ONS Census 2011;

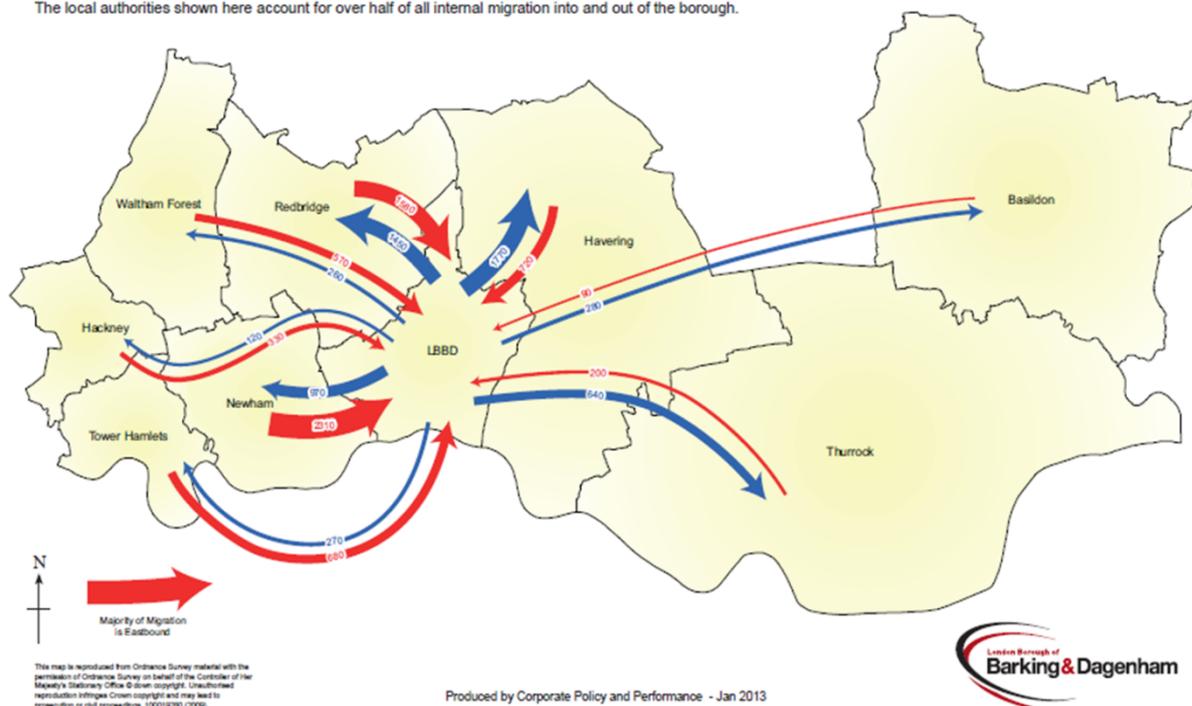
- Between 2001 and 2011 the 5 – 9 age group increased by 15%. (Census 2001, Census 2011). This age group is projected to increase by 25% from the 2011 baseline by 2016, 31.1% by 2021, 33.3% by 2026, 32.7% by 2031 and 36.5% by 2041 (GLA 2013 Trend based Population Projections).
- Between 2001 and 2011 the 10 – 14 age group increased by 14.9%. This age group is projected to increase by 10% from the 2011 baseline by 2016, 34.7% by 2021, 41.5% by 2026, 43.6% by 2031 and 43% by 2041 (GLA 2013 Trend based Population Projections).
- Between 2001 and 2011 the number of people aged 65 and over, decreased from 24,400 to 19,300, equal to 10.3 % of the population. The number of people in this age group is projected to increase to 27,500 by 2031, representing 10.8% of the population. ([GLA 2013 Round SHLAA Based Capped Population Projections \(March 2014\)](#))
- The working age population (16 – 65 years) is projected to increase by 12% from the 2011 baseline by 2016, 20% by 2021, 30% by 2026, 36% by 2031 and 48% by 2041. (GLA 2013 Trend based Population Projections).

Internal Migration to and from Barking and Dagenham to 2010 to 2011

Key movement of people between Barking and Dagenham and other local authorities.

2011: (Figures fed into 2011 Mid Year Estimates) derived from Patient Register Database.

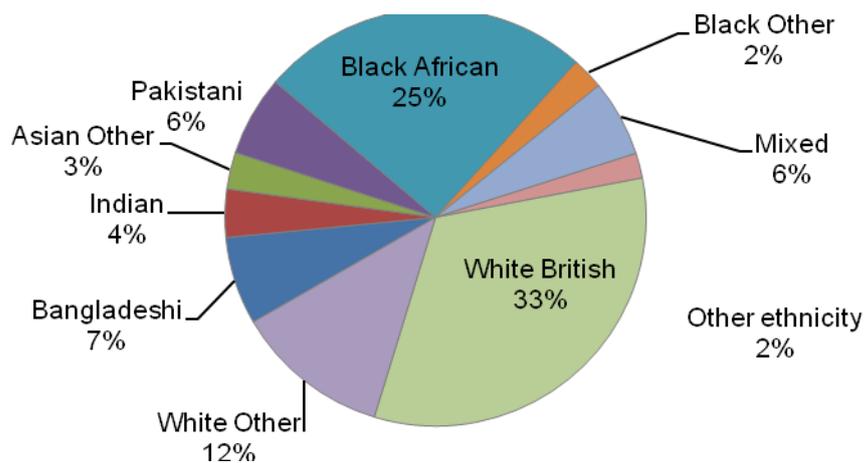
The local authorities shown here account for over half of all internal migration into and out of the borough.



- Nearly half of the borough's population is White (49.5%) which is slightly higher than the average for London (44.9%) (Census 2011).

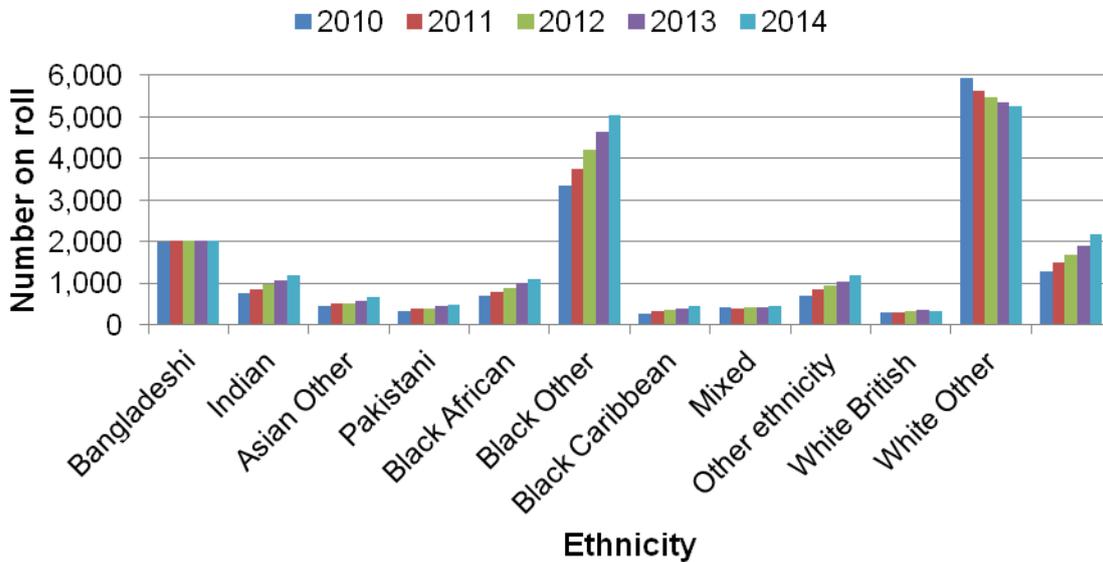
- The school census (Spring, 2014) reported that 33% of pupils in local schools are White and 25% are Black African. 67% of pupils were classified as BME, including white other, compared with 45% in 2007. The increase in the number of Black Other children has been the most significant ethnic shift since 2013 at 13.2%, with both White British and Other ethnicity children seeing a reduction of 2% and 8.4%, respectively, in the last three years.

**Percentage of children on school roll by ethnic group
(2014 Spring School Census)**

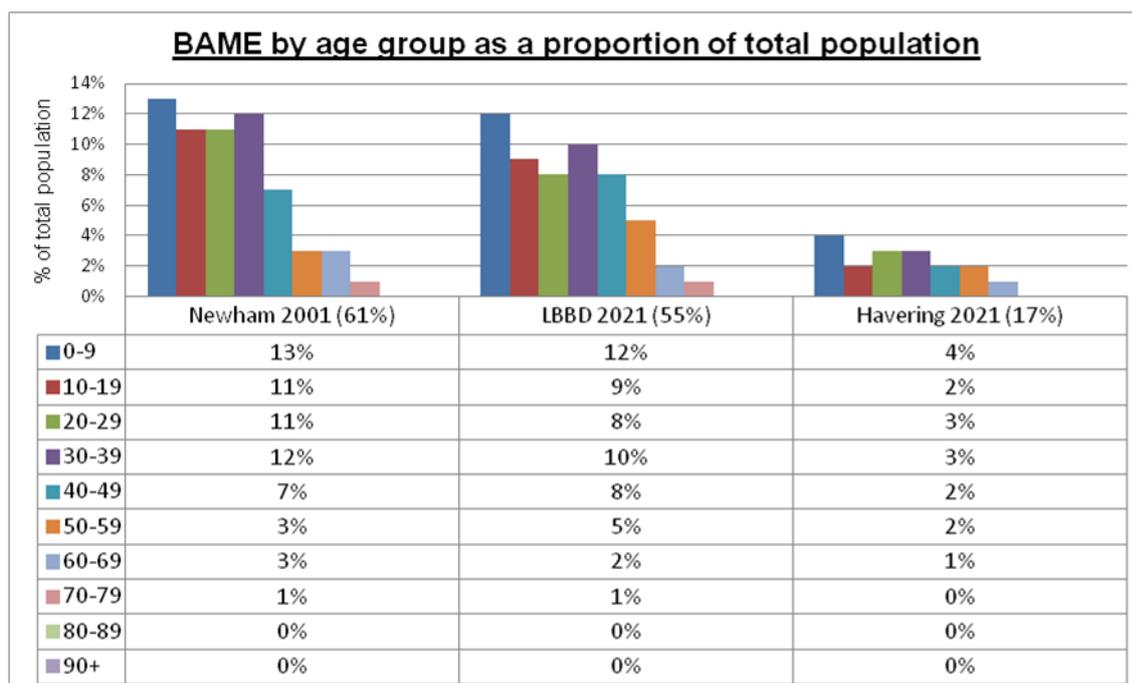


- The primary school population has seen the biggest changes in ethnicity and these changes are expected to flow through secondary schools in the coming years.

Number of children aged 5 to 10 years on school roll by ethnic group (2014 Spring School Census)



- The proportion of the White: British Ethnic Group varies from 69.0% of the population in Eastbrook to 15.8% in Abbey. The White: Other Ethnic Group varies from 13.0% of the population in Gascoigne to 4.8% in Eastbrook. The borough average is 7.8%, which is lower than the average for London. The proportion of Mixed White and black African ethnic groups varies from 2.2% of the population in Gascoigne to 1.5% in Abbey, Chadwell Heath and Thames wards. The borough average is 1.1%, which is slightly higher than the London average.



GLA ethnic group projections 2012 round, Trend-based - final

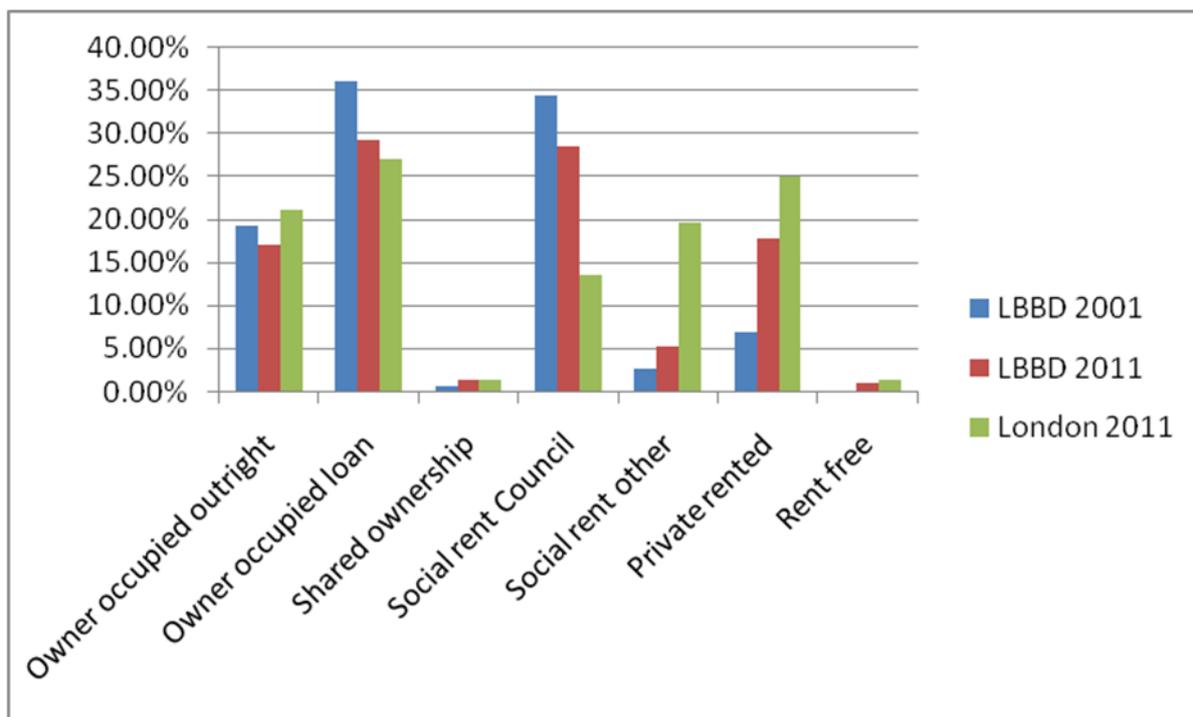
- In the 2011 Census 56% of people in the borough states they are Christian and 18.9% stated they had no religion. 13.7% of the population stated they are Muslim. Other religions in the borough are: Hindu (2.4%); Sikh (1.6%); Bhudist (0.5%); Jewish (0.2%) and Other (0.3%). 6.4% of the population did not state their religion.
- The Christian religion was the most prevalent religion in every ward. The wards with the highest proportion of Christians were Eastbrook (64%), River (63.1%), Village (62.5%) and Heath (62.3%). The wards with the lowest proportion of Christians were: Abbey (36.8%) and Gasgoigne (47.2%).
- Abbey ward had the highest proportion of residents who are Muslims at 34.5% compared to all other wards. This was closely followed by Longbridge ward at 32.0%. The ward with the lowest percentage of Muslim residents is Eastbrook ward at 5.3%.
- The highest percentage of residents with no religion is in Alibon and Parsloes wards, both with 23.7%. This drops to 9.2% in Abbey ward. Mayesbrook has the largest proportion of residents choosing to not state a religion at 7.5%. This drops to 5.3% in Abbey. The borough average is 6.4%, which is lower than the average for London.

3. Housing

- The number of households in Barking and Dagenham is expected to increase from 70,107 (in 2011) to a projected 100,501 (in 2031) (GLA Demographics – 2013 Round Household Projections). In percentage terms this equates to over 43 percent growth to the year 2031, an annual growth of over 1,519 new households each year over the twenty year period (2011 to 2031).

- The total number of households at the 2011 census stood at 71,079 (ONS 2011). 46.4 percent own their own home, 33.7 percent socially rent (local authority, housing association or other), private rented 16.6 percent, shared ownership at 1.3 percent with 2.1 percent live rent free.

Housing tenures 2001-2011



- The housing stock owned by the Council stood at 18,434 dwellings in 2014 (DCLG 2014) a reduction of 3 percent on year before (2013), a reduction of over 31 percent over a twenty year period (1994 – 2014) and a reduction of over 12 percent over a ten year period (2004 – 2014). Reductions are mostly due to selling properties through right to buy as well as demolition and renewal programmes. Decrease in home ownership and Council social rent offset by increase in housing association rent and two fold increase in private rented between 2001-2011.
- The LBBD Housing Strategy 2012 – 2017 established that 33.6% of rented homes in the public sector are non decent. The Private Sector House Condition Survey (2009) established that 37.9%, of the private sector stock (owner occupied and rented) in the borough is non decent (LBBD Housing Strategy 2012 – 2017).
- The mean average house price in Barking and Dagenham has recovered since the beginning of the recession. In April 2008 house prices stood at £254,556 (April 2008 price level), by December 2014 prices increased to £265,912 (December 2014 price level), an increase of over 4 percent although the data is not adjusted for inflation (Land Registry). Sales (transactions) of the Boroughs homes have fallen since the economic downturn (Q2 2008). The ten years since the start of the recession average monthly transactions in the Borough stood at 261 (April 1998 to April 2008)

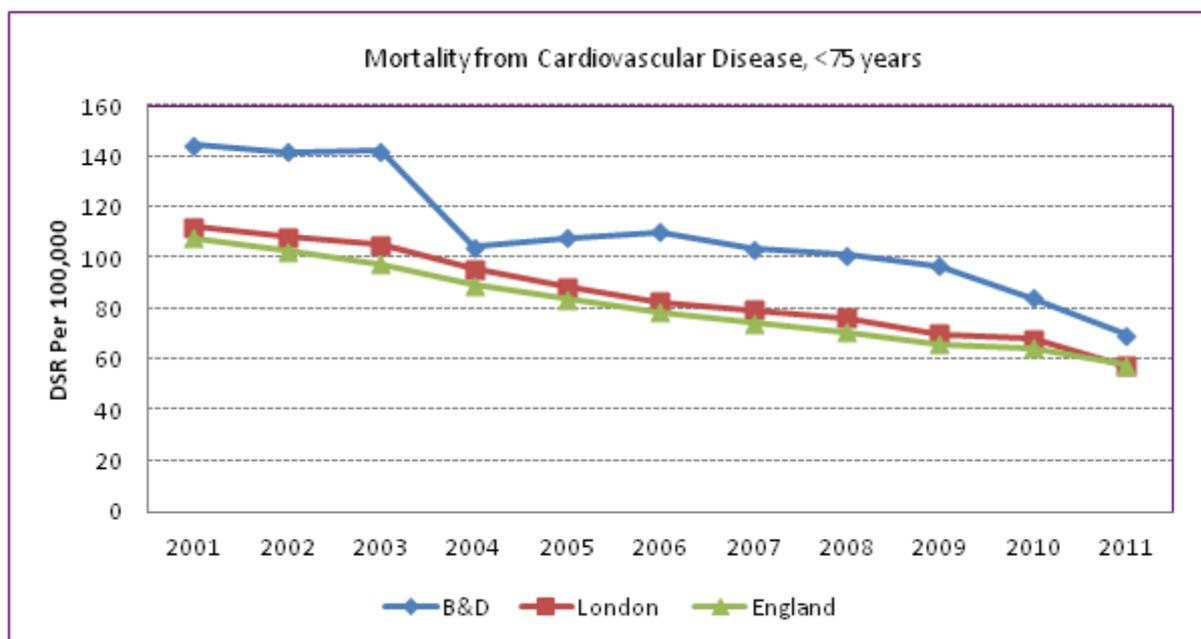
whereas since the beginning of the recovery (the UK was officially in recession from Q2 of 2008 to Q3 of 2009) (October 2009) to December 2014 monthly transactions have stood at only 134. Earnings have also fallen since the recession in the Borough. In 2009 weekly earnings for residents of the Borough stood at £523.70 however by 2014 earnings reduced to £517.80 (ONS 2014) (figures not adjusted for inflation).

- The number of people in temporary accommodation was 17.69 per 1,000 households (CLG 2014).
- Applicants on the household register increased greatly in the previous decade. In 2001 there were some 2,157 on the housing register by 2010 this increased to 11,375 (SHMA 2011). This was the equivalent to 17 percent of all households in the Borough, higher than the London average of 11 percent (SHMA 2011).
- The Barking and Dagenham Housing Needs Survey 2011 indicates a priority need for family-sized affordable housing, three and four bedroom properties, including social and intermediate housing. (LBBB Housing Strategy 2012 – 2017).
- According to VOA (2014), average renting in the Borough is £864, the lowest in London. When considering property size, studios were priced on average £613, one bedroom £709, two bedroom £872, three bedroom £1,144 and four bedroom £1311.
- According to the Strategic Housing Market Assessment (SHMA 2011) the Borough is characterised by a significantly higher rate of population churn relative to London as a whole. In 2007 the rate of internal migration turnover (the sum of in and out migration) was 128 per 1,000 over double London's figure of 57. Most in migration into the Borough came from Newham, Redbridge, Tower Hamlets, Havering and Waltham Forest.
- The average household size in the Borough was 2.7 people per household. This is higher than Havering with 2.4 people per household but lower than Redbridge with 2.8 people per household and Newham with 3.0 people per household. In terms of the type of accommodation households live in, 19,214 of the Borough's households live in one bedroom households, 18,641 live in two bedroom households, 12,641 live in three bedroom households, 10,516 live in four bedroom households and 8,693 live in a household with five people are more (ONS 2011).

4. Human Health

- The general health of the population in Barking and Dagenham improved very slightly between 2001 (79.2% recorded as in “good health” and 20.8% in “not good health”) and 2011 (81% recorded as in “good health” and 19% in “not good health”). (ONS 2013 <http://www.ons.gov.uk/ons/guide-method/census/2011/census-data/index.html> 2001 – 2011 Census Comparator Tool)
- The infant mortality rate per 1000 live births was 4.0 between 2010 and 2012, slightly higher than London and England ((both 4.1) (PHOF, ONS 2013 <http://www.phoutcomes.info/search/infant%20mortality#gid//pat/6/ati/102/page/4/par/E12000007/are/E09000002> _
- Cardiovascular Disease (CVD) is the biggest preventable cause of death in the UK, with particularly high levels of mortality in Barking and Dagenham. Collectively, all circulatory diseases represent the greatest cause of premature (age under 75 years) death in the borough. The locality needs assessment found Valence ward has almost double the number of coronary heart disease and circulatory disease deaths compared to the other wards (JSNA 2014).

Figure 7.62: Mortality from Cardiovascular Disease (2001 to 2011)



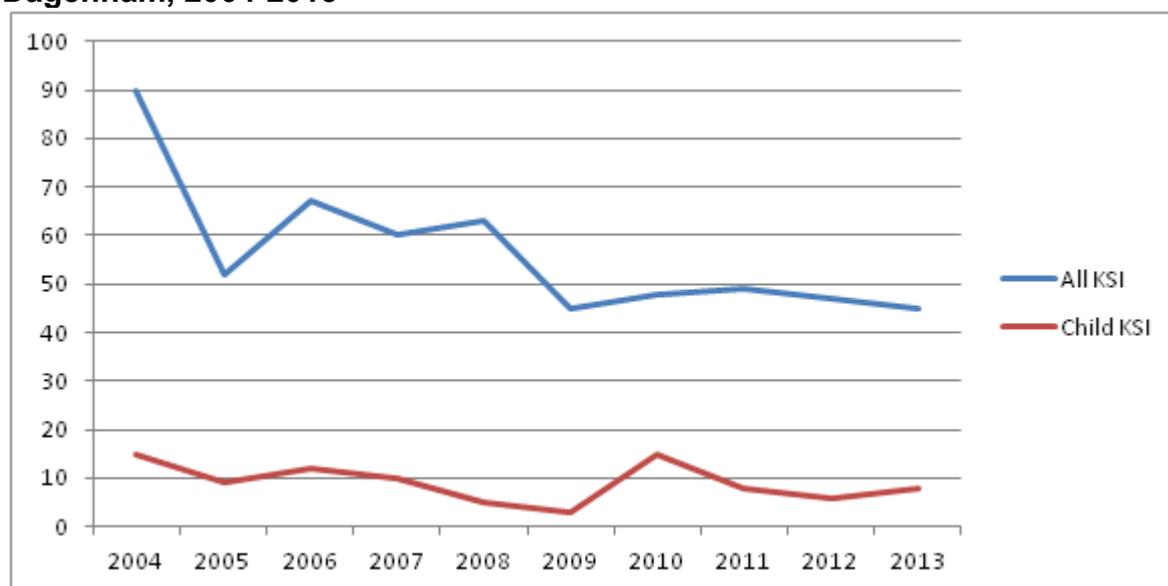
Source: National clinical and health outcome knowledge base <https://indicators.ic.nhs.uk/>

- About 20% of the gap in average life expectancy between Barking and Dagenham and England is attributable to deaths from cancer and cancer accounts for an additional 28 deaths per 10,000 people when compared with England. There was an average of about 368 deaths each year between 2010

and 2012. Nearly 100 of these deaths every year are of people below the age of 65 years (JSNA 2014).

- There are 40 GPs in the borough covering 204,795 patients. The average patient list is 5119.9 patients per GP. (AMR 2013/14).
- There are few fatal accidents within the borough and serious and slight accidents have reduced in recent years, although the rate of reduction has slowed and there has been little change since 2009 (JSNA 2014).
- Available figures show that between 2005 and 2013 locally there was a reduction in Killed or Seriously Injured (KSI) of 50% compared to the London Average of 44.3%. For children the KSI had reduced by 46.66%, a slightly lower reduction than the London Average of 49.69% due to a rise of two incidents in 2013. (JSNA 2014).

Killed and Seriously Injured (KSI) on roads in London Borough of Barking and Dagenham, 2004-2013



Source : <http://data.london.gov.uk/dataset/road-casualties-severity-borough/resource/a883bd65-c504-43bd-9032-efd71349385e>

- The percentage of people whose day-to-day activities are limited decreased from 19.9% to 16.4% between 2001 and 2011 (ONS, 2013 <http://www.ons.gov.uk/ons/guide-method/census/2011/census-data/index.html> 2001 – 2011 Census Comparator Tool).
- In 2014, 8,442 adults (aged 18-64 years) in Barking and Dagenham were estimated to be living with a moderate physical disability and an estimated further 2,334 adults with a serious physical disability. By 2020, it is estimated that there will be an additional 1,154 people aged 18-64 years with moderate physical disability and an additional 360 with serious physical disability in the borough. (JSNA 2014).

- Data from the Mental Health Minimum Dataset (MHMDS) provided by the Health and Social Care Information Centre (HSCIC) showed that 4,247 (2,830 per 100,000 population) borough residents accessed care for mental health services in 2011/12. (JSNA 2014)
- It is expected that there will be an increase in the numbers of people needing to access mental health services in the coming years. Locally modelled estimates predict that the number will increase by 19.5% by 2025. (JSNA 2014)

Projected number of clients accessing mental health services, Barking and Dagenham, 2014-2025

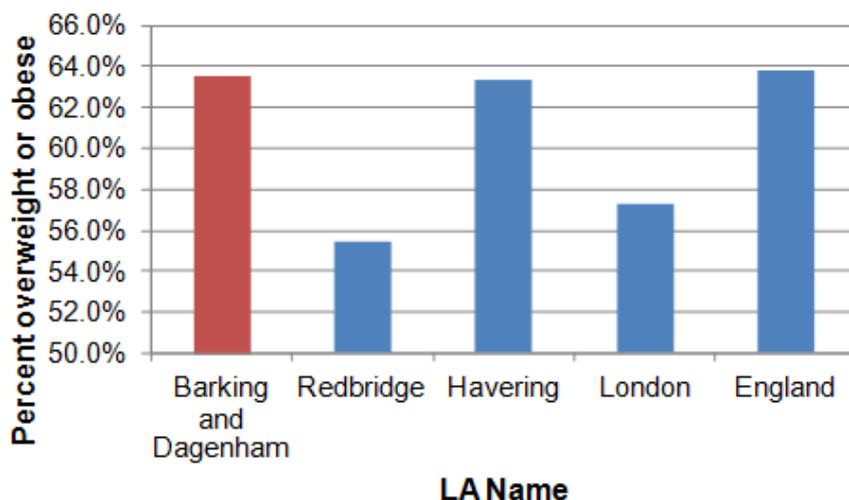
Year	Projected population	Projected number of people accessing mental health services [1]	Projected number of patients on Mental Health Register [2]
2014	199,990	4,445	1,480
2015	204,335	4,542	1,512
2016	208,576	4,636	1,543
2017	212,709	4,728	1,574
2018	216,365	4,809	1,601
2019	219,916	4,888	1,627
2020	223,361	4,964	1,653
2021	226,707	5,039	1,678
2022	229,952	5,111	1,702
2023	233,095	5,181	1,725
2024	236,112	5,248	1,747
2025	239,028	5,313	1,769

Source: GLA SHLAA 2013 population estimates. [1] Projected from number of clients accessing services (2.2% of the resident population) [2] Based on Quality and Outcomes Framework (QOF) GPs Register, with a borough

prevalence of 0.74% of the population in 2013.

- 40.6% of people aged 16-64 years with disabilities in Barking and Dagenham are in employment, compared to 48.3% in London and 50.2% in England. In each case this is well below (over 20% lower in each case) the employment rate for working age people (JSNA 2014).
- 8,720 people resident in the borough claimed Employment and Support Allowance (ESA) and Incapacity Benefits in February 2014, with the 7.1% rate being the third highest in London. About 42% of these claimants were claiming sickness benefits for mental and behavioural disorders, and form the largest subgroup among people claiming these benefits. The second largest subgroup is those with 'diseases of the musculoskeletal system and connective tissue', at 18% (JSNA 2014)
- General practices report the overall prevalence of adults over the age of 16 years who have a BMI of over 30 (obese) through the QOF framework. This recorded 13.6% of adults in the borough as obese. The overall QOF prevalence trend is higher than the average in other outer north-east London boroughs and compared to London.

Prevalence of overweight and obese adults in Barking and Dagenham and neighbouring boroughs, 2012



Source: National Obesity Observatory

- According to the National Child Measurement Programme (NCMP), in 2012 /13 Barking and Dagenham had the fifth highest proportion of overweight and obese children in Reception class (25.9%) and the fourth highest proportion in Year 6 classes in Primary School (40.1%) in England. There is variation across the borough but every ward is above the national average in both Reception and Year 6.

Obesity: Three year rolling averages LBBB wards 2009/10-11

Ward	2009/10-11/12 % Obese in Reception	2009/10-11/12 % Obese in Year Six
Abbey	14.7%	25.4%
Alibon	10.3%	23.9%
Becontree	13.1%	26.0%
Chadwell Heath	15.5%	21.7%
Eastbrook	10.4%	24.9%
Eastbury	15.3%	27.5%
Gascoigne	15.2%	24.1%
Goresbrook	18.2%	23.7%
Heath	13.3%	24.0%
Longbridge	14.5%	25.8%
Mayesbrook	12.2%	22.0%
Parsloes	15.1%	23.1%
River	13.4%	29.9%
Thames	12.8%	23.8%
Valence	14.8%	27.6%
Village	12.7%	22.2%
Whalebone	12.9%	26.1%

Source: Health and Social Care Information Centre – National Child Measurement Programme

- The level of participation of the borough’s residents in physical activity on at least 3 days a week in moderate intensity sport and active recreation in 2014 was 13.1%, a 4% reduction from the level recorded in the October 2008 Active People Survey (Sport England).
- Participation in at least 30 minutes sport at moderate intensity at least once a week London boroughs, 2012/13 shows Barking and Dagenham has the least participation. Only 24.5% of adults in Barking and Dagenham participate in physical activity, the lowest rate of all London boroughs and lower than the national and regional averages (36.0% and 35.3% respectively. The parts of the borough with the lowest uptake of exercise are the north of Barking, Thames View and River wards (JSNA 2014).
- Children in the borough have a statistically significant lower uptake of physical activity than national and London averages. Only 54% of children in Barking and Dagenham participate in at least 3 hours of sport which is 4% less than the national and London average (JSNA 2014).

Percentage of school children who participate in at least 3 hours of high quality PE and school sport within and beyond the curriculum, outer north east London boroughs, London and England, 2009/10

• Area Name	• Indicator value	• Lower 95% CI	• Upper 95% CI	• Significance
• England	• 55.13	• 55.09	• 55.16	•
• London	• 55.24	• 55.14	• 55.34	• Higher
• Barking and Dagenham LB	• 54.27	• 53.69	• 54.85	• Lower
• Havering LB	• 50.64	• 50.10	• 51.18	• Lower
• Redbridge LB	• 49.99	• 49.51	• 50.47	• Lower
• Waltham Forest LB	• 61.26	• 60.73	• 61.79	• Higher

Source: Annual Survey of School Sport Partnerships, 2009/10 via APHO health profiles

- Analysis of Cycling Potential (TfL 2010) between 2005 and 2008 found that only 4% of potential cycle trips by borough residents were realised.

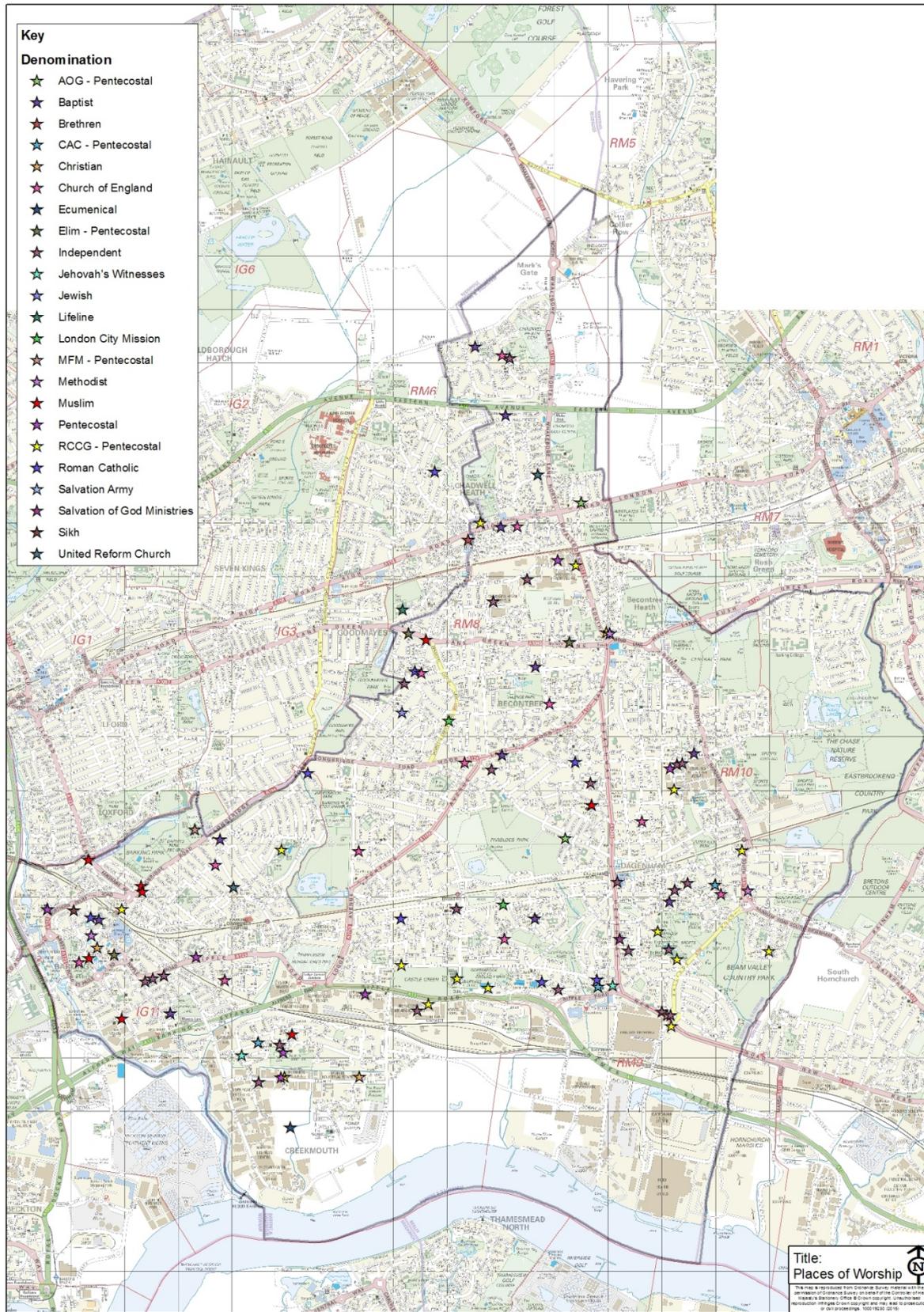
Current cycle trips 2005-8	Potential cycle trips	Proportion of potential realised
3,100	68,800	4%

- Access to nature and open spaces have important benefits for mental and physical health. Nearly 50 percent of wards in the borough have 10% or more homes with deficient access to nature. Nearly 30 per cent of wards have 50% or more homes with deficient access to nature.
- Access to Local, small or pocket parks is significantly lower for Barking and Dagenham residents when compared to the average percentage for London. Nearly 65 per cent of wards have 50% or more homes with deficient access to local parks.

5. Culture and Community

- Barking Town Centre is the cultural centre of the Borough with important cultural assets such as the seventh century Barking Abbey. It is also the principal entertainment centre of the Borough, with many pubs and restaurants. The Town Centre also includes a Theatre (the Broadway Theatre).
- The Borough is served by two main leisure centres; The Abbey Leisure Centre and Becontree Heath Leisure Centre. The Borough is home to numerous community and social clubs. The Valance House Museum is an important local resource, for local history and the Eastbury Manor House is also open to the public and provides a wealth of information on Elizabethan Architecture and Design. Both venues have recently received funding from the Heritage Lottery Fund and the Council to improve both venues.
- There are 25 parks and open spaces within the Borough, the majority of which are located in the eastern side of the borough, in the boroughs green belt.
- There were 1,406 million visits to the Boroughs library last year with 684,957 items issued. Usage of the Boroughs museums has increased. Since reopening in 2010, total usage of Valance House has increased from 34,610 in 2010/11 to 67,396 in 2011/12 and there has been further strong growth in visits.
- There are numerous places of worship in the Borough this includes; Churches, Mosques, Gurdwaras and other religious buildings. There locations are set out on a map on the next page.

Places of Worship in Barking and Dagenham



Community Centres and Leisure Centres in Barking and Dagenham



6. Education, Skills and Training

- The Borough has 2,856 nursery places which are located in schools across Barking and Dagenham. Additionally, the Borough also includes a range of other early year care. Ofsted reported that 56% of Childminders in the Borough were good or outstanding in 2011.
- There are eighteen children centres in the Borough. Additionally, Valance Library, Dagenham Library and Barking Learning Centre also provide resources from children.
- An additional need for 2065 places for 2 year olds by September 2014 was identified by the council. There is a significant shortage of places for 2 year olds in Heath and Village Wards. (LBBB Cabinet Report June 2014).
- There are 48 schools in the Borough which cater for primary schools in the Borough. Additionally, there are nine secondary schools in the borough (Infrastructure Study 2011). A total of 18,643 children (reception to year six) attended the borough's primary schools in 2010/11 (PLASC data). In total these schools catered for 10,920 in 2010/11 (PLASC data) school children for Years 7 – 11 (not including 6th Form).
- Since the academic year 2007/08 to June 2014, 4,500 additional primary aged pupils were accommodated. This is equivalent to 150 new classes across all year groups in the primary phase. (LBBB Cabinet Report June 2014).
- There has been an increase in secondary school demand over the period 2007 to 2013 of 640 pupils, equivalent to 21 classes, which has largely been accommodated through existing provision. (LBBB Cabinet Report June 2014).
- The secondary school population across the Borough is forecast to increase from its present levels of 14,900 to 21,189 by the school year starting September 2020. The primary School population across the Borough is forecast to increase from its present levels of 22,549 to 29,550. (LBBB Review of School Places and Capital Investment – Update March 2015).

- In looking specifically at how increases will enter schools at secondary age YR7 the following is relevant:

Year	YR7 Capacity 2014	YR7 Number Forecast	Increase
2014-15	2610	2754[actual Oct 14 2385]	144
2015-16		2910	156
2016-17		3041	131
2017-18		3207	166
2018-19		3562	355
2019-20		3615	53
2020-21		3585	-30

The council plans to address this increase in demand through the following expansion projects:

- Sydney Russell - +60 places previously expanded.
- All Saints - +60 places effective September 2014.
- Jo Richardson - +60 places effective September 2015.
- Robert Clack - +60 places effective September 2015.
- Riverside - +120 places effective September 2016.
- Robert Clack - +120 places effective September 2016.
- UL Goresbrook Free School - +120 places effective September 2017.
- Eastbrook - +60 places effective September 2017.
- Riverside - +60 places effective September 2017.
- New School Barking Gascoigne - +240 places effective September 2017.
- Dagenham Park - +30 places effective September 2017.
- New School Barking Gascoigne - +60 places effective September 2018.
- New School East Dagenham - +120 places effective September 2018.
- The Warren - +60 places effective September 2018.
- New School East Dagenham - +120 places effective September 2019.
- New School East Dagenham - +60 places effective September 2020.

- The primary population growth to 2020 is expected to increase by 7000 pupils based on current housing development plans, but does not include any element of future planned expansion beyond current published figures. This has been analysed further by reception place demand as follows:

Year	Yr R Number Forecast	Increase
2014-15	3958	358
2015-16	3993	36
2016-17	4126	133
2017-18	4225	98
2018-19	4325	101
2019-20	4382	56
2020-21	4403	22

- This extra demand of at least 804 places is equivalent to 26/27 forms of entry at YrR (Reception), it is planned to meet this need through the following projects:
 - United Learning Free School at Goresbrook – 630 primary places (3fe)
 - Sydney Russell at Fanshawe - 630 primary places (3fe)
 - Eastbury Secondary Primary provision – 420 primary places (2fe)
 - Eastbrook Secondary Primary Provision - 630 primary places (3fe)
 - Robert Clack Primary Provision at Lymington - 630 primary places (3fe)
 - Gascoigne Primary – Shaftesburys - 630 primary places (3fe) facility net increase 420 places
 - Thames Road – City Farm Primary - 630 primary places (3fe)
 - Barking Riverside Free School Primary Provision - 630 primary places (3fe)
 - New Primary Free School – Dagenham - 420 primary places (2fe)
 - New Primary School – Barking Retail - 630 primary places (3fe)
 - New Primary School Gascoigne Estate Renewal [3rd primary] - 630 primary places (3fe)
- Although the Borough retains a statutory duty to ensure that there are enough school places available in the borough to accommodate all children who live here and might require one, it no longer has the powers to open new maintained schools. Thus, all new schools will need to be academies/free schools. Where the requirement for a new school in order to meet basic need

is identified, the Local Authority will have to fund the purchase of any site and construction of a building to accommodate a free school.

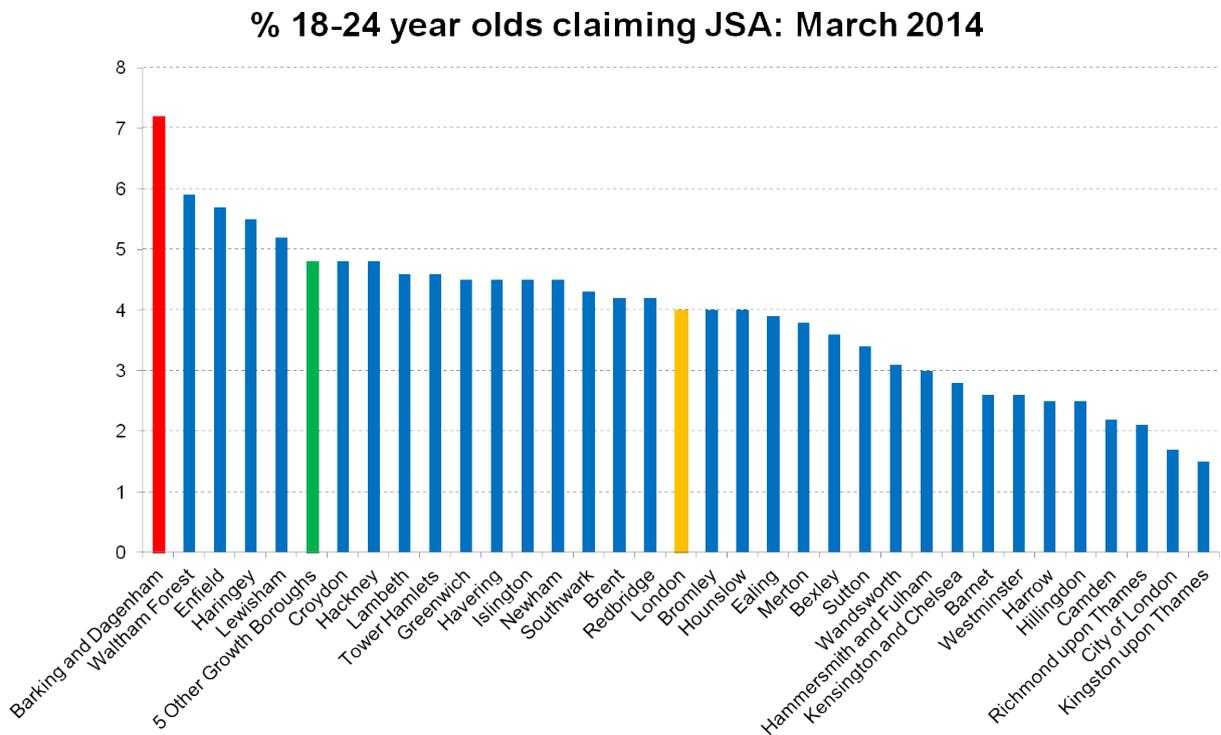
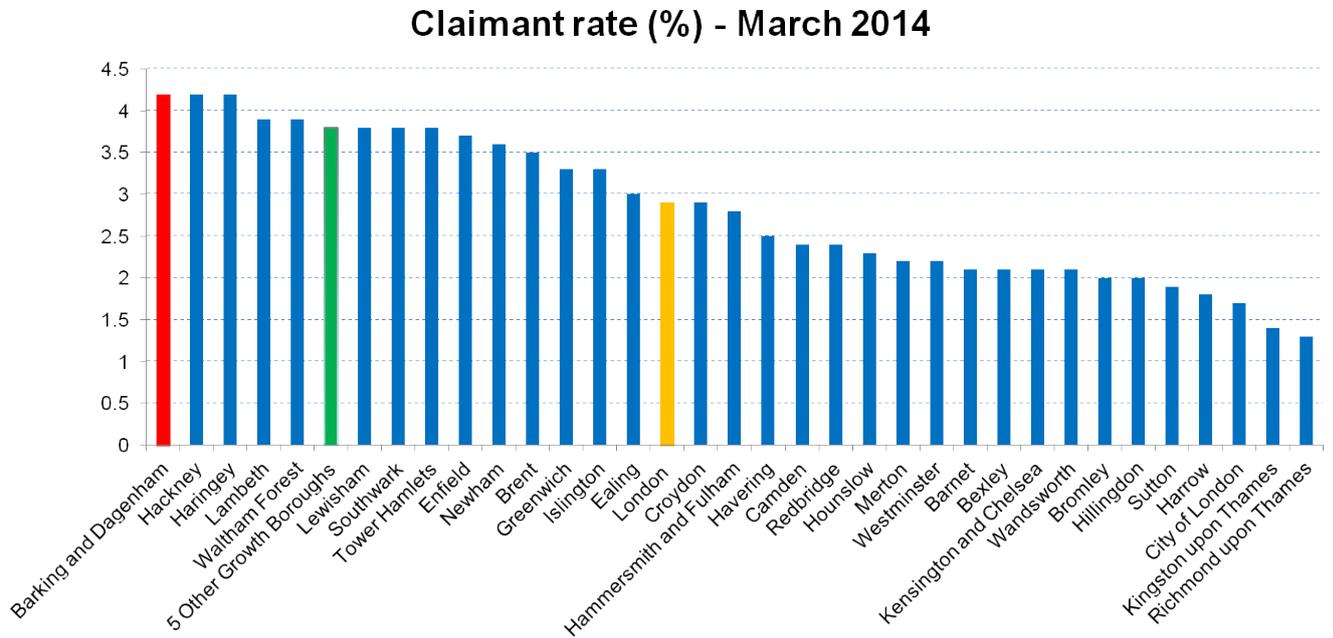
- 65.5% of pupils in Barking and Dagenham achieved five or more A* - C at GCSE at the end of Key Stage Four in 2013/14. This is below the Outer London average of 71.3%.
- NVQ level two and above qualifications were attained by 56.9% of the Boroughs residents aged between ages 16 – 64 in 2013(NOMIS, 2014).
- 15.7% of the Boroughs residents have no qualifications in 2013 (NOMIS, 2014).

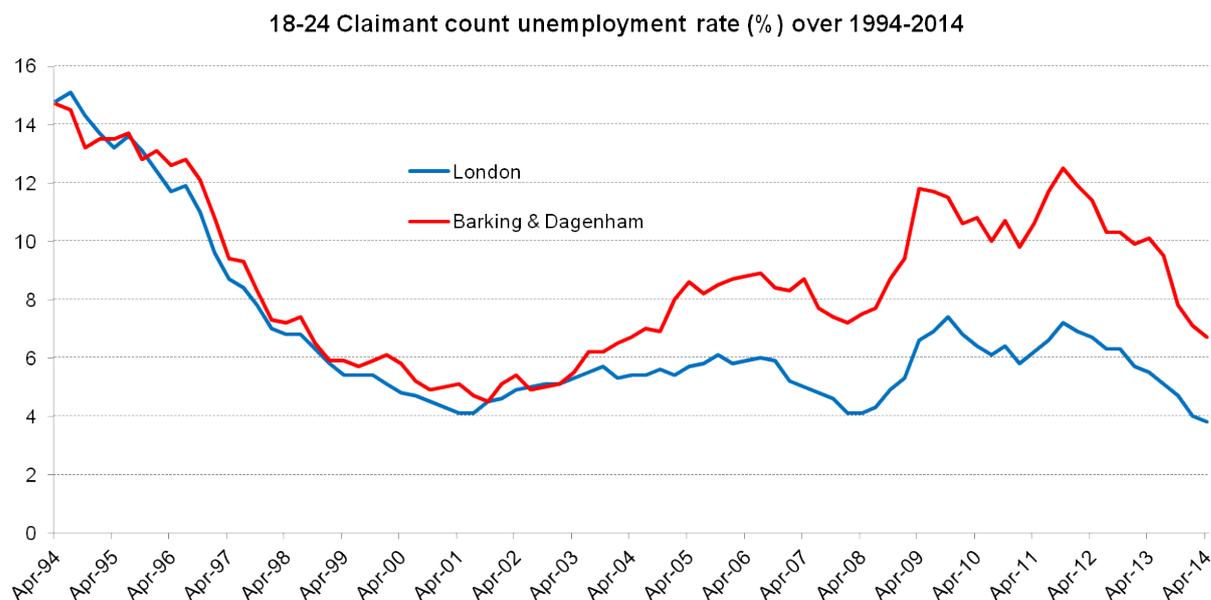
7. Deprivation, Poverty and Crime

- Barking and Dagenham is ranked as the eighth most deprived Local Authority in England, according to the Index of Multiple Deprivation (2010), with areas within the wards of Gascoigne, Heath, Chadwell Heath, Thames and Abbey being within the 10% most deprived Lower Super Output Areas (LSOA) in England.
- In November 2013, 4.3 % of the working aged population claimed Income Support.
- In 2012, 20.2% of those in employment earned less than £7 per hour (Annual Population Survey, 2014).
- Number of working age persons (16 to 64) claiming benefits has decreased from 2010, from 8.3 % in May 2010 to 3.8 %in May 2014 (DWP, 2014).
- 22.9% of nursery and primary school children claimed free school meals and 24.6% of secondary school children claimed for free school meals.
- The rate of new personal insolvencies 25 per 1,000 people in 2013; this was increased significantly since 2001, when the rate was 5 per 1,000 people. However, the rate has decreased since 2010, when it reached a peak of 31.6 per 1,000 people.
- Ambulance service incidents recorded in 2014 and 2012 showed a decrease in all types of assault from 893 in 2012 to 716 in 2014, this equates to a 19.8% decline. However, binge drinking has increased from 473 incidents 2012 to 560 incident in 2014 (London Ambulance Service, 2014).
- 26.3% of the Boroughs households were workless in 2012, meaning they did not have an economically active person. This has been a growing trend over the years since the financial crises began in 2008. In 2007, the figure stood at 22% and this has increased to the year 2010, in 2011 it decreased slightly prior to reaching seven year high in 2012 (ONS).
- 24% of children in Barking and Dagenham were living in workless households in 2013. This is significantly down on recent years, in 2007 this figure stood at

27.1%. In 2010 the figure was 33.6% before falling to 24% in 20132 (ONS 2013).

Claimant count unemployment





- The crime rate in the Borough in 2013/14 was 82.6 crimes per thousand. Crime has decreased significantly over the last ten years with the crime in the Borough at 133.2 per thousand in 2003/04 (Metropolitan Police, 2014).
- The wards which had the highest number of notable offences in the twelve months to January 2015 were; Abbey, Gascoigne, River and Thames. Mayesbrook had the lowest number of notable incidents (Metropolitan Police, 2015).

8. Economic Profile and Trends

- In 2013 there were 5,055 active businesses within the Borough. The Borough has seen good growth in the number of businesses. In 2009 they were 3,895 active businesses (ONS, 2013) at 23% growth, in the four year period.
- The Borough has a slightly higher proportion of small firms compared to the national average, 90% of businesses in the Borough employed nine or less (NLP, 2014).
- Barking and Dagenham recorded 55,180 workforce jobs in 2013, representing a decrease of 2% from its 1997 level. This compares with a positive job growth of 26.7% and 13.6% across Greater London and the UK over this period (NLP, 2014). However, job growth in the Borough is expected to grow over the coming decades. 10,640 jobs are expected to over the nineteen year period to 2031, equivalent to 560 jobs per year (NLP, 2014).
- The main sectors in within the Borough are; education, administration/ support services, manufacturing and wholesale. In terms of sector growth, utilities,

recreation, business services and health are the sectors which have seen the most growth, in percentage terms and in terms of workforce job change between 1997 and 2013. Manufacturing and transport both had a declining work force over the sixteen year period between 1997 and 2013 (NLP, 2014).

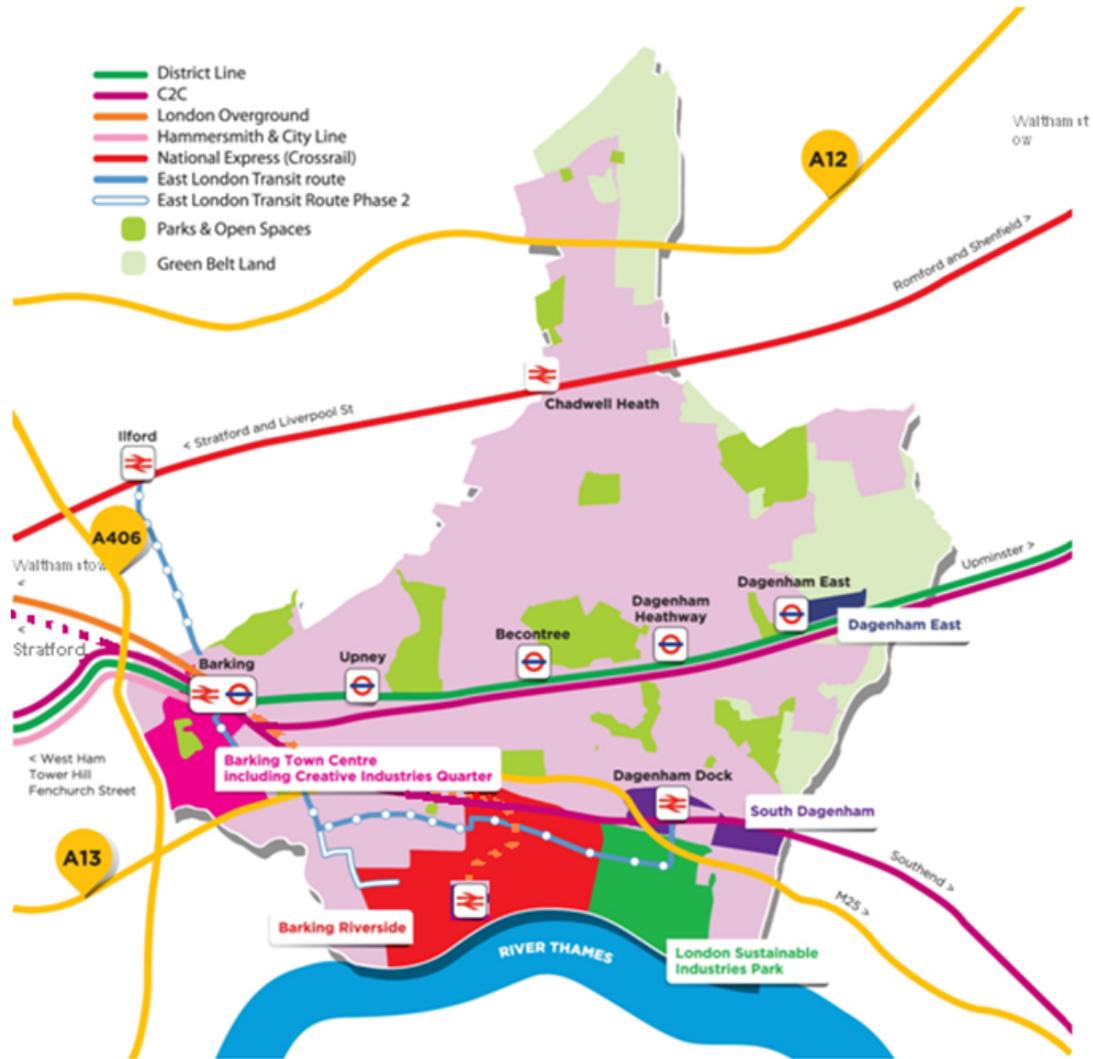
- The employment rate of in the Borough 64.7 (NOMIS, 2014) with a further 7.1% are economically active in some other form (though not in employment) therefore 28.17% are economically inactive (NOMIS, 2014).
- 26.7% of the economically inactive are retired, with 23% looking after house or family, 23% were students and 15.6% were long term sick or disabled (NOMIS, 2014).
- Long term unemployed in the Borough stands at 3.1% higher than the Outer London average of 1.9%. (ONS, 2011). In Financial Year 2013/14 the youth unemployment rate was 25.5% significantly higher than the national average of 19.3% (ONS, 2014).
- Young people (16 to 18 year olds) not in employment, education or training was 5.8% in 2013 (DfE, 2013).
- Median weekly earnings of the Boroughs residents stand at £517.80, which is 19.3% below the London average. Additionally, earnings of the residents are substantially lower than that of the Boroughs workforce. Median workforce earnings stood at £626.70 (NOMIS, 2014).
- The majority of businesses (890) of businesses in the borough turnover between £50,000 and £99,000. Over 850 turnover £100,000 to £249,000. Despite this, the Business Survey 2009 found that more than a quarter (28%) of Barking & Dagenham businesses are not registered for VAT with 5% of all businesses not VAT registered but having a turnover of £50,000 or more (Local Economic Assessment, 2011).
- In Barking & Dagenham, 25.5% of workforce had a skills gap in 2009, compared to London where employees reported a skills gap of 16.8% and nationally 19%

9. Accessibility and Transport

- In 2001, some 63% of Barking and Dagenham's working residents worked outside the Borough indicating a very high rate of out-commuting. In total, just over 41,400 residents worked elsewhere, predominantly in the London Boroughs of Havering (15%), Redbridge (14%), Newham (11%) and Tower Hamlets (10%) as well as the more central Boroughs of the City of London (9%) and Westminster (8%) (NLP, 2014).
- Since 2001, out commuting has increased with the Annual Population Survey (2011) indicating that out commuting stood at 52,474 in 2011. The structure of out commuting also appears to have changed over the ten year period , with

the majority of residents working in the City of London (15%) followed by Havering (14%), Newham (13%) Redbridge (10%) (NOMIS, 2014).

- In 2001, approximately 27,800 workers commuted into Barking and Dagenham (NLP, 2014) by 2011, this increased, albeit modestly, to 28,705. The vast majority of in commuters came from Havering (41%), Redbridge (8%) and Newham (3%) (NOMIS, 2014).
- 39.6% of households have access to a car or van. This level of car and van ownership is significantly under the Outer London Average of 78% of households having access to a car or van (ONS, 2011).
- The Borough has seven stations, seven form part of the London Underground System (Barking, Upney, Becontree, Dagenham Heathway and Dagenham East. Three stations form part of the National Rail system. Barking Station and Dagenham Dock are located on the Fenchurch Street to South Essex Line and Chadwell Heath is located on the Great Eastern Line which will also soon be part of the Crossrail System.
- The majority of the borough has a PTAL of 1a, 1b and 2. Barking Station has a PTAL of 6a and other stations in the borough have PTALS of 3 or 4. In general there are poor north-south transport links in the borough. TfL 2012: <http://www.tfl.gov.uk/cdn/static/cms/documents/barking-dagenham-2012-ptals.pdf>
- The Borough is served by the A12 and A13 which link the Borough with central London, South Essex and the rest of East England.



10. Town Centres

- Barking is considered a 'Major Centre' in the London Plan. Additionally, the Borough contains three district centres; defined within the London Plan, Green Lane, Dagenham Heathway and Chadwell Heath. The Borough also includes 36 neighbourhood centres.
- The current Local Plan also classifies Barking Riverside to include a new district and neighbourhood centre future years.
- The Borough only retains 26% of its comparison goods expenditure. The Borough leaks comparison expenditure to the following locations Romford, Lakeside, Beckton, Ilford, Stratford and Central London (NLP, 2014).
- The Borough's Town Centres serve an important role in providing leisure and retail needs. Barking is the largest town centre which had 266 units in 2013 (NLP, 2014).

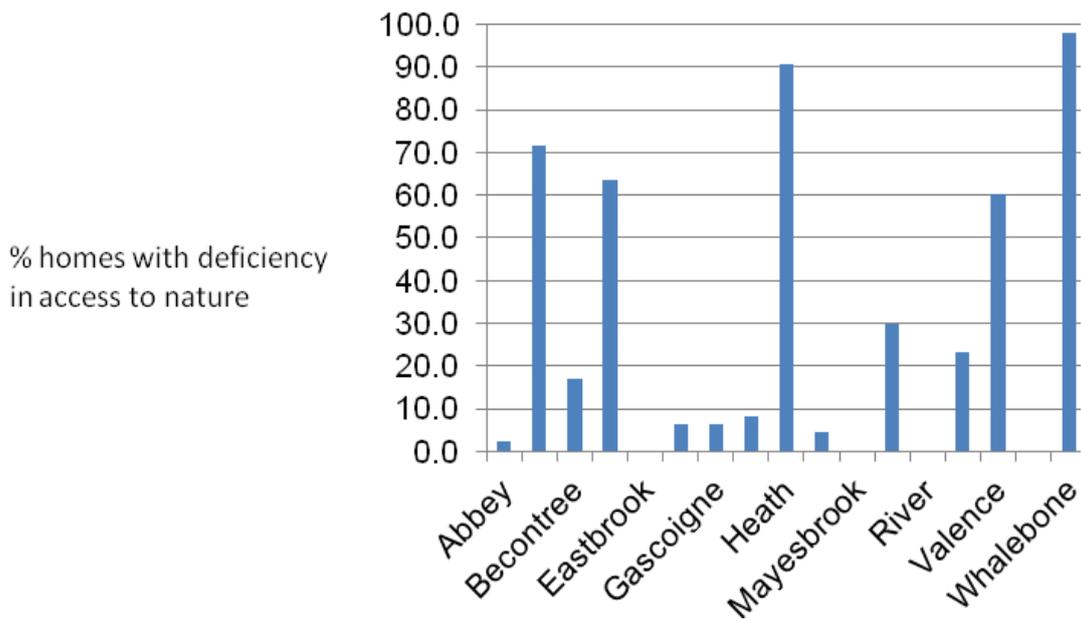
11. Biodiversity, flora and fauna geodiversity and landscape

- Barking and Dagenham has 25 Sites of Importance for Nature Conservation, including three Sites of Metropolitan Importance for Nature Conservation: the River Thames and tidal tributaries; the Chase and Eastbrookend Country Park; and the Ripple Nature Reserve (Greenspace Information for Greater London, 2014).
- Green belt protects 531 hectares or 14% of the borough.
- The Beam River defines a large extent of the borough's eastern boundary and the River Roding (known in its lower reaches as the Barking Creek) defines the south-west boundary. Other watercourses that flow through Barking and Dagenham or adjoin watercourses in the borough Barking & Dagenham, or adjoin watercourses within the borough, are: Loxford Water, Gores Brook, Mayes Brook & The Ship and Shovel Sewer.
- There are eight Local Nature Reserves in the borough, all of which are Sites of Importance for Nature Conservation:
 - Beam Valley
 - Dagenham Village Churchyard
 - Eastbrookend Country Park
 - Mayesbrook Park, South
 - Parsloes Park Squatts
 - Ripple Nature Reserve
 - Scrattons Ecopark and extension
 - The Chase – Dagenham
- There is one Potential Regionally Important Geological/Geomorphological Site in the borough - GLA 37: Mark's Warren Farm Quarry Complex (for

Pleistocene Black Park Gravel). RIGS are non-statutory designated sites for geology and geomorphology and are the geological equivalent of Sites of Metropolitan Importance for Nature Conservation.

- Areas of deficiency in access to nature are defined as built-up areas more than one kilometre actual walking distance from an accessible Metropolitan or Borough Site of Interest for Nature Conservation (SINC). The chart below shows that wards with the least access to nature are Whalebone (98%), Heath (90.5%), Alibon (71.7%), Chadwell Heath (63.6%) and Valence (60.3%). The wards with the most access to nature are Eastbrook, River, Village and Abbey.

% homes with deficiency in access to nature



Ward	% homes with deficiency in access to nature
Abbey	2.2
Alibon	71.7
Becontree	17.2
Chadwell Heath	63.6
Eastbrook	0.0
Eastbury	6.4
Gascoigne	6.3
Goresbrook	8.3
Heath	90.5
Longbridge	4.4
Mayesbrook	0.0
Parsloes	29.8
River	0.0
Thames	23.2
Valence	60.3
Village	0.0
Whalebone	98.0

- The London Plan sets regional BAP Habitat Targets for 2020 to enhance and increase the areas of priority habitats. In Barking and Dagenham these habitats include: Floodplain grazing marsh; Acid grassland; Reedbeds; Woodland; Orchards; Meadows and pastures; Tidal Thames; Rivers and streams; Standing water; Fen, marsh and swamp; and Open Mosaic habitats on previously developed land.

- Geographic information for designated sites and priority habitats is available on the MAGIC web site (<http://www.natureonthemap.naturalengland.org.uk/>) It is presented as an interactive map which can be explored using various mapping tools.
- Protected species that can be found in the borough include:

Bats	Brown long-eared; Common pipistrelle; Daubenton's; Leisler's; Nathusius'; Natterer's; Noctule; Serotine; Soprano; Whiskered/Brandt's
Badger	
Brown Hare	
Harvest Mouse	
Hedgehog	
Shrew	Common; Pygmy; Water
Water Vole	
Birds	Black redstart; Bullfinch; Corn bunting; Cuckoo; Dunnock; Grasshopper warbler; Grey partridge; Hawfinch; Herring gull; House sparrow; Lapwing; Lesser redpoll; Lesser spotted woodpecker; Linnet; Marsh tit; Marsh warbler; Peregrine; Reed bunting; Sand martin; Skylark; Song thrush; Spotted flycatcher; Starling; Swift; Tree pipit; Tree sparrow; Turtle dove; Wood warbler; Yellow wagtail; Yellowhammer; Avocet; Barn owl; Bearded tit; Cetti's warbler; Common tern; Firecrest; Garganey; Hobby; Kingfisher; Little ringed plover; Pintail;
Reptiles	Adder; Common lizard; Grass snake; Slow worm
Amphibians	Common frog; Common toad; Great Crested Newt; Smooth newt
Fish	Atlantic salmon; River lamprey; Sea lamprey; Twait shad; Bullhead
Stag Beetle	

- The London Regional Landscape Framework (May 2009) has been developed by Natural England and sets out the main landscape character

types for London. There are four landscape character types within Barking and Dagenham:

- Essex Plateau – Mosaics of ancient woodland, wood pasture and acid grassland within the former royal hunting forests" at Epping Forest and Havering.
- North Thames Terraces – Flat, open grassland, stepping up from the Thames, with narrow sinuous strips of woodland marking the alignment of tributary creeks. Examples include Mayesbrook Park, Romford Line railsides and The Chase.
- Lower Thames Floodplain – A vast, flat riverside zone of grazed saltmarshes grading to reedswamp, mudflats and the wide tidal Thames - the most striking and immediately visible natural element in London. Examples include the Goresbrook, the Ripple Nature Reserve and Barking Creek.
- Roding River Valley – The narrow, sinuous course of the upper Roding where the riverbanks are lined with willows.

- **National Character Area Profiles:**

Natural England has published 159 National Character Area profiles for England. Each profile describes the topography, geology, soils, rivers, coastal features, habitats, agricultural uses, species, built environment and history of that NCA. They also provide an assessment of provisioning, regulating and cultural ecosystem services. Statements of environmental opportunity provide suggested actions that can protect and enhance the natural environment.

NCA Profile:111 Northern Thames Basin (NE466) and NCA Profile 81 Greater Thames Estuary (NE473) cover Barking and Dagenham.

12. Open and green space

- There are 25 parks and open spaces in the borough covering 485 hectares. This corresponds to 2.80 hectares per 1000 population.
- There are 4 Metropolitan parks: Barking Park, Mayesbrook Park, Parsloes Park and Beam Parklands. There is one country park - Eastbrookend Country Park.
- There are 10 district parks – Valence Park, St. Chad's Park, Central Park, Goresbrook Park, Castle Green, Rippleside Cemetery, Ripple Nature Reserve, Greatfields Park and Old Dagenham Park.
- In 2014, 5 parks were awarded a Green Flag: St. Chad's Park, Barking Park, Mayesbrook Park, Abbey Green, and Beam Parklands. One park, Padnell

Green, was awarded a Green Pennant. Valence House and Garden was also awarded a Green Flag.

- The wards with the least access to a Metropolitan Park are Abbey, Gascoigne and Chadwell Heath. The analysis of public open space is based on access to designated green/public open space and therefore excludes farmland, and other types of green space outside of the public open space category definitions within the London Plan.

Percentage of homes deficient in access to parks:

Ward	Metropolitan Park	District Park	Local, Small or Pocket Park
Abbey	97.6	0.3	15.7
Alibon	0.0	17.8	84.3
Becontree	0.0	36.4	57.5
Chadwell Heath	50.8	100.0	25.9
Eastbrook	0.0	0.0	60.7
Eastbury	3.8	46.8	89.5
Gascoigne	91.4	86.5	46.9
Goresbrook	0.0	22.3	42.4
Heath	0.1	9.9	59.3
Longbridge	5.3	0.6	74.1
Mayesbrook	0.0	0.0	57.7
Parsloes	0.0	3.3	52.8
River	0.0	14.1	39.6
Thames	30.2	98.0	72.9
Valence	0.0	82.3	71.8
Village	0.0	0.0	23.4

Whalebone	25.8	73.8	92.5
London Borough of Barking and Dagenham	17.9	34.8	56.9
London (average)	19.4	43.3	45.5

- Access to Local, small or pocket parks is significantly lower for Barking and Dagenham residents when compared to the average for London.
- There are 15 allotment sites in Barking and Dagenham, covering approximately 13 hectares.
- The percentage of the population of the borough utilising outdoor space for exercise/health reasons was 7.8% in 2013/14 and 11.3% in 2012/13. This compares with the London average of 11.8% in 2013/14 and 10.5 in 2012/13.

13. Heritage

- Barking and Dagenham has 44 listed buildings and structures on the statutory list. These are categorised as follows:
 - 3 Grade I listed buildings
 - 4 Grade II* listed buildings
 - 37 Grade II listed buildings
- The borough has 123 buildings on its Local List and was last updated in December 2013. The list includes residential and commercial properties, schools, churches, public houses, underground stations, stench posts and an Edward VIII Pillar box, all considered to be of special architectural or historic interest.
- The 2011/2012 and, 2012/2013 AMR reported no loss of listed or locally listed buildings (Indicator reference 35).

- The borough has 4 conservation areas each with their own Conservation Area Appraisal
 - Abbey and Barking Town Centre
 - Abbey Road Riverside
 - Chadwell Heath Anti-aircraft Gun Site
 - Dagenham Village
- The Barking Abbey Ancient Monument Site- parts of Abbey Green and the remains of Barking Abbey are designated a Scheduled Ancient Monument.
- There are eight statutorily listed Heritage Assets on Historic England's Heritage At Risk Register (October 2014) (, a reduction from nine in 2013 (Heritage At Risk Register October 2013). Repairs to the **Remains of Barking Abbey and Old Churchyard Walls, Broadway, Barking** (List entry Number: 1064406) have removed it from the at risk register. The eight statutorily listed Heritage Assets at risk are:
 - **Chadwell Heath Anti-Aircraft Gun Site, Marks Gate**
Designation: Conservation Area, LB grade II
Condition: Very bad
Vulnerability: Medium
 - **Church of St Peter and St Paul, Crown Street, Dagenham**
Listed Place of Worship grade II*, CA
Condition: Very bad
Priority Category: C - Slow decay; no solution agreed
 - **Barking Abbey**
Scheduled Monument, LB grade II, CA
Condition: Generally satisfactory but with significant localised problems
Principal Vulnerability: Vandalism
 - **The Warren Stone, Whalebone Lane North, Chadwell Heath**
Listed Building grade II
Condition: Poor
Priority Category: D - Slow decay; solution agreed but not yet implemented
 - **The Old Vicarage, Crown Street, Dagenham**
Listed Building grade II, CA
Condition: Poor
Priority Category: F - Repair scheme in progress and (where applicable) end use or user identified; functionally redundant buildings with new use agreed but not yet implemented.
 - **Chadwell Heath anti-aircraft gun site, Whalebone Lane North (off), Chadwell Heath**
Listed Building grade II, CA
Condition: Poor
Priority Category: C - Slow decay; no solution agreed

- **The Marks Stones, Whalebone Lane North, Chadwell Heath**
Listed Building grade II
Condition: Very bad
Priority Category: D - Slow decay; solution agreed but not yet implemented
- **Magistrates Court, East Street, Barking**
Listed Building grade II, CA
Condition: Good
Priority Category: F - Repair scheme in progress and (where applicable) end use or user identified; functionally redundant buildings with new use agreed but not yet implemented

(<http://risk.historicengland.org.uk/register.aspx?rs=1&rt=0&pn=1&st=a&di=Barking+and+Dagenham&ctype=all&crit=> accessed 04/06/2015)

- Comparison of the Heritage At Risk Register between 2012 and 2014 indicates there has been little change in the condition or priority categories of the above assets during this time. However, **The Old Vicarage** and the **Magistrates Court** are being brought back into use and both properties have planning permission for residential conversions into flats. The **Chadwell Heath Anti-Aircraft Gun Site** is situated within a quarry site which is in the process of being restored. The Marks Gate Local Agenda 21 community group are working with council and Historic England to improve the protection of this heritage asset. **The Marks Stones** and **The Warren Stone** are required to be reinstated once the quarry restoration is complete.
- The borough has a number of historic parks including:
 - Barking Park opened in April 1898 and is designated as Metropolitan Open Land. Its area is almost 30 hectares and includes a 910 metre long lake, ornamental areas, tree lined avenues, playing fields and facilities for boating, bowls and football. A Heritage Lottery grant in March 2011 was awarded to establish an oral history and photographic library, create a heritage trail throughout the park and conserve and display a historic rowing boat found during the restoration project.
 - Mayesbrook Park was opened in 1934 to provide open space for the Becontree Housing Estate. The park is designated as Metropolitan Open Land and now features one of the largest river restoration projects in London. This was a flagship project for the London Rivers Action Plan and the UK's first climate change park.
 - Parsloes Park is designated as Metropolitan Open Land and covers approximately 43 hectares. It derives its name from the Passelewe family, who owned the land in the 13th century. From the 17th century to the early 20th century the land was owned by the Fanshawe family, one of the leading families of the district. The estate was acquired by the London County Council; 107 acres became a public park and the remainder was developed to become part of the Becontree Estate. Parsloes Park was officially opened in July 1935.

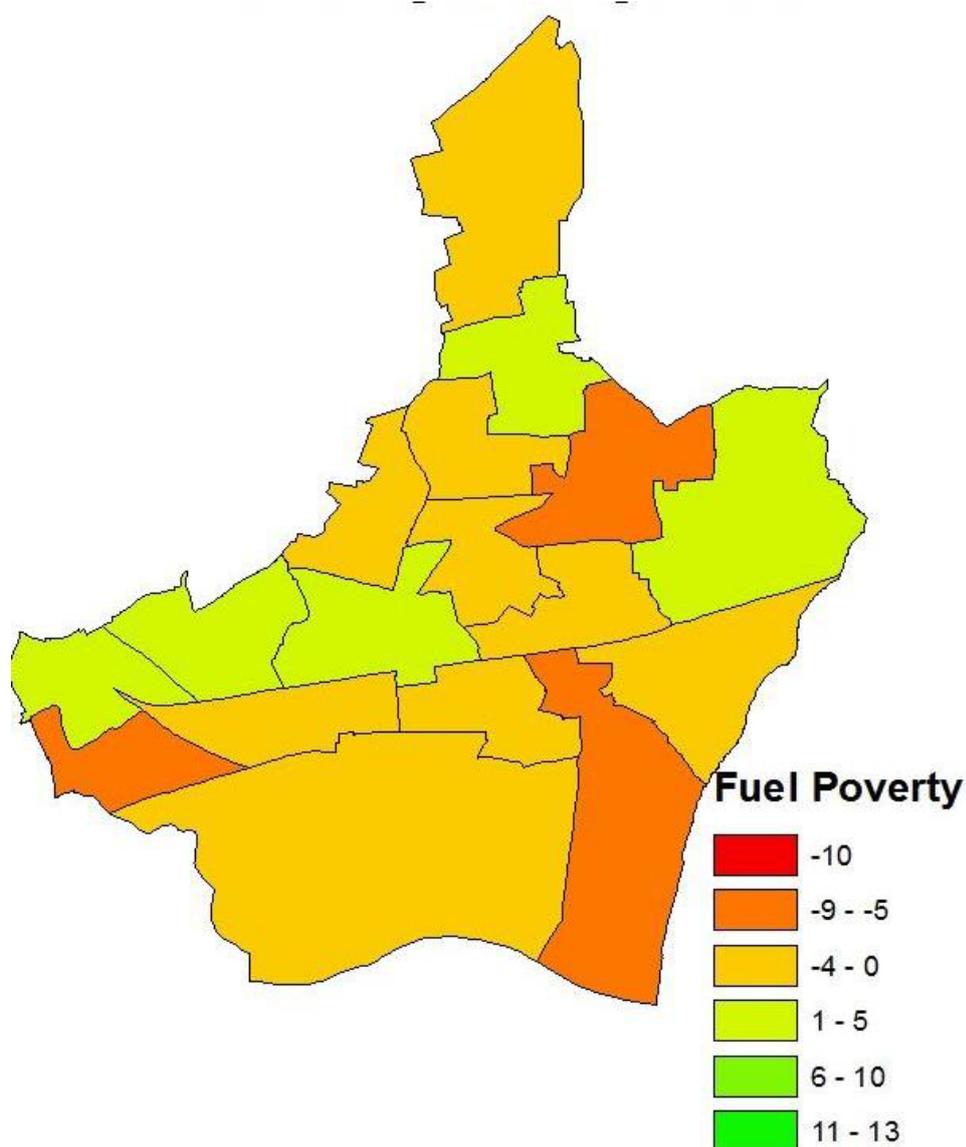
- St Chad's Park originated in 1831 and was gradually expanded until 1928 when the the Council added 34 acres by purchasing part of Blackbush Farm. Part of the park is a registered common. Abbey Green provides a park setting for Barking Abbey and St Margaret's Church close to Barking Town Centre. The Abbey Playing Fields were proposed by the Council in 1943 and in 1944 were included in Sir Patrick Abercrombie's Greater London Plan as part of a green wedge between Barking and East Ham. The park was largely completed by 1974.
- Quaker Gardens was a Quaker Burial Ground created in 1672 by the Barking Meeting of the Society of Friends. Elizabeth Fry (1780 – 1845), prison reformer and Quaker Minister, was originally buried here. In 1980 remaining headstones and monuments were removed and the burial ground became a small public garden.
- Rippleside Cemetery was opened in 1886 by the Barking Parish Burial Board. It has retained the original Lodge, chapel, gates and some original railings.
- St Peter and St Paul's parish church, set in the heart of Dagenham Village, was built in the early 13th century. The church was largely rebuilt from 1800 – 1805 and only the Chancel and the north chapel date from the middle ages. The churchyard features a number of tombs, some dating from the 17th century, and is managed today as a Local Nature Reserve.
- Valence Park has an area of 24 acres and is adjacent to Valence House, an early 17th century manor house, now a museum. The gardens of the house feature a moat, a period style Herb Garden, and an apiary. There are a number of significant trees, including the Holm Oak, a veteran tree, recognised as one of the Great Trees of London.
-
- The borough has 97 Tree Preservation Orders.

14. Climatic factor including flooding

- CO2 emissions for the borough were estimated to be 4.3 kt per capita for Barking and Dagenham (DECC 2014). This is significantly lower than the average for London (5.2 kt per capita) and for England (7.0kt per capita). Of the 828.1kt CO2 emitted in 2012, 780.8 kt or 94% was within the scope of influence of the local authority (DECC, 2014).
- The biggest source of CO2 in 2012 was from Industry and Commercial Electricity (27.5%). Domestic Electricity (18.6%), Domestic Gas (18.5%) and Transport (18.1%) were the next highest contributors.
- Between 2008 and January 2015 a total of 41,564 Energy Performance Certificates were lodged for Barking and Dagenham, amounting to a total of 3830285 m2 floor area. 97 per cent (40,317) of these lodgements were

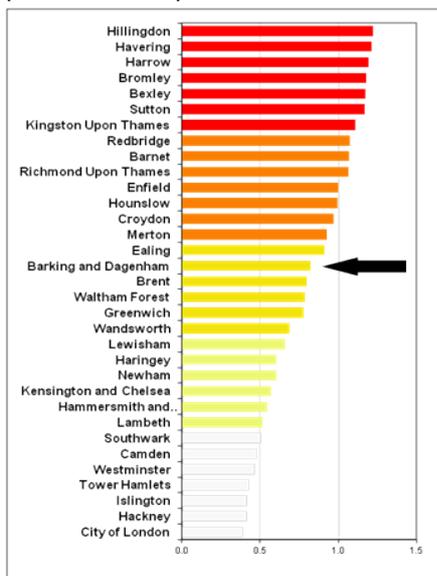
dwelling certificates, accounting for 2836032 m2 floor area (74 per cent of total floor area). (Live tables on Energy Performance of Buildings Certificates, DCLG – <https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates> accessed 06/03/2015)

- Between 2008 and January 2015 the largest proportion of EPC certificates for dwellings were issued for energy efficiency rating D (44%), followed by C (24%), E (15%), B (13%), F (2.5%), G (0.8%) and A (0.3%). (Live tables on Energy Performance of Buildings Certificates, DCLG – <https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates> accessed 06/03/2015)
- Households in Barking and Dagenham spending more than 10% of their income on energy bills fell from almost 9,000 households in 2009 to 6,985 by 2012 moving the borough from having the highest fuel poverty in the capital to joint seventh (JSNA).
- A Fuel Poverty Risk score has been developed by the GLA using data based on twelve indicators (2013): Housing (dwellings without central heating, un-insulated cavity walls, lofts with less than 150mm insulation); Health (Health Deprivation & Disability domain (ID2010), Standardised Mortality Ratio, incapacity benefit claimant rate); Older people (people aged 60 and over, older people claiming pension credit); Worklessness (unemployment); and Poverty (income support claimant rate).
- None of the wards in the borough are at low risk of fuel poverty. There are no stark disparities between wards but Gascoigne ward is 606 out of 625 wards in London and at significantly greater risk. However, redevelopment of the Gascoigne estate has begun and will see 1,575 homes built by 2024 which should help address this issue.
- Six Barking and Dagenham wards are at a high risk of fuel poverty and the ward of Village, in particular, shows a significant downward trend.

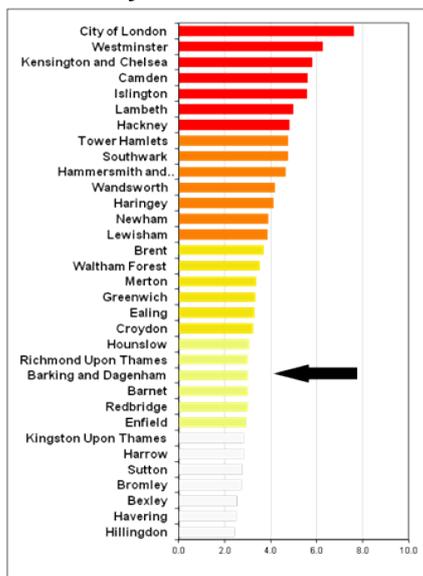


- The Average Public Transport Accessibility score for the borough in 2012 was 3.0. the same as the average for outer London (London Borough Profiles, London Datastore).
- Car ownership in the borough equates to 0.8 cars per household (Census 2011) which is lower than the average for outer London (1.0 cars per household) and lower than the average for England (1.1 cars per household). (London Borough Profiles, London Datastore)
- The percentage of adults in the borough who cycle at least once per month was 9.3, lower than the average for London (14.3%) (2012/13)

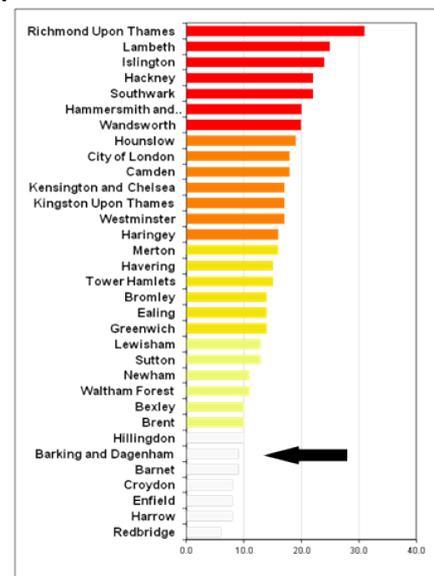
Number of cars per household (Census 2011)



Average Public Transport Accessibility score 2012



% of adults who cycle at least once per month 2011/2012

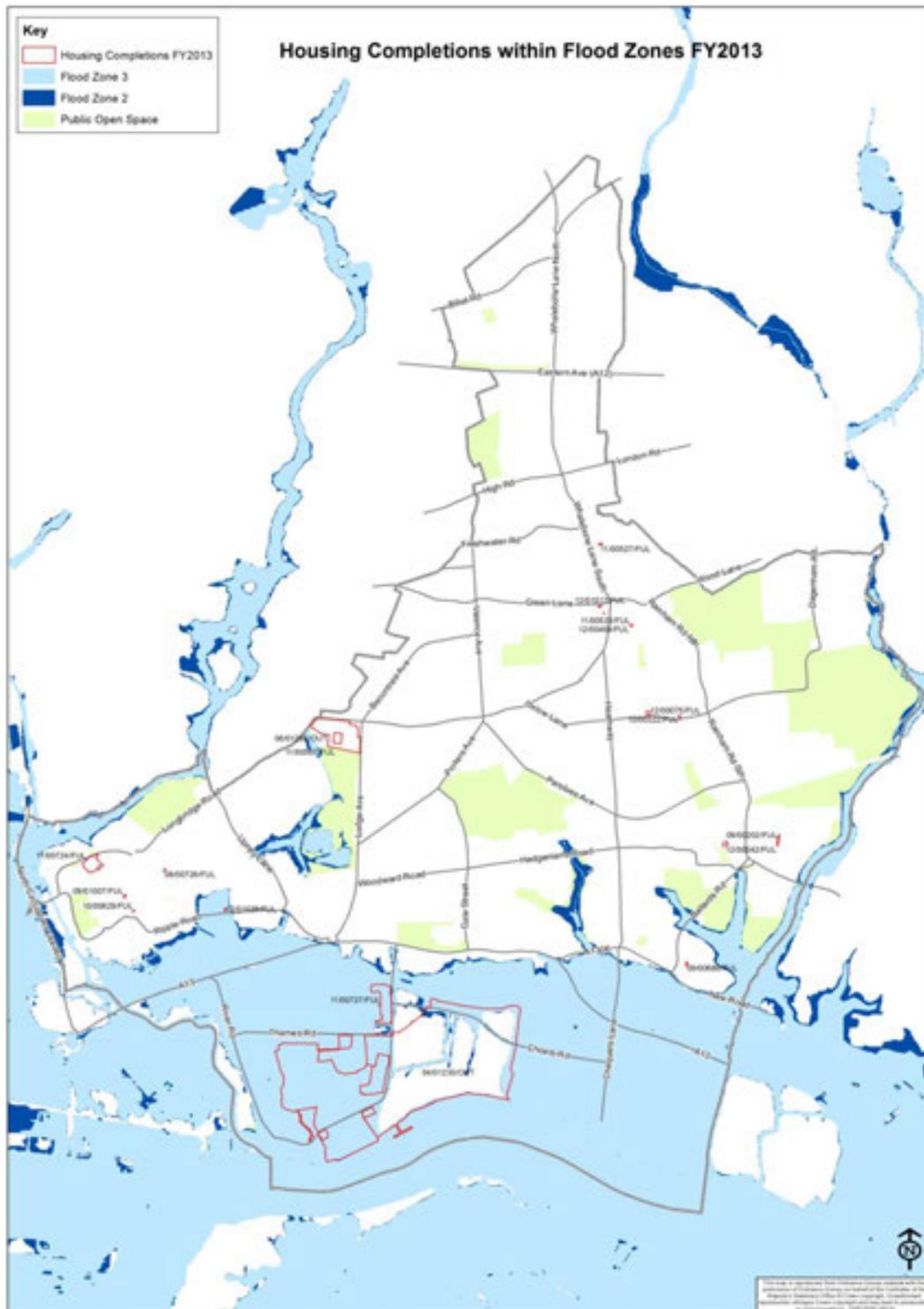


Source: London Borough Profiles, London Datastore

- One of the objectives of the All London Green Grid is adapting to climate change by using the network of open spaces to minimize flood risk and reduce the impact of the “heat island effect”. This can be achieved by increasing flood storage capacity, reducing rates of water-run-off, increasing vegetative cover, including street trees and using flood defences structures to create paths.
- The River Roding, Beam River and River Thames form the Borough’s westerly, easterly and southern boundaries respectively. Other watercourses that flow within Barking & Dagenham, or adjoin watercourses within the borough, are: Loxford Water, Gores Brook, Mayes Brook & The Ship and Shovel Sewer.
- The number of new homes approved or completed in flood risk areas in 2013/2014 is shown below (AMR 2013/14):

	Number of new homes approved/completed in flood risk areas 1, 2 and 3		
Outcome Units	Flood Zone 3	Flood Zone 2	Flood Zone 1
Completions	229	0	642
Percentage	26%	0%	74%
Approvals	110	0	681
Percentage	14%	0%	86%

Housing completions within Flood Zones



Source: Environment Agency 2014

Housing Approvals within Flood Zones



Source: Environment Agency 2014

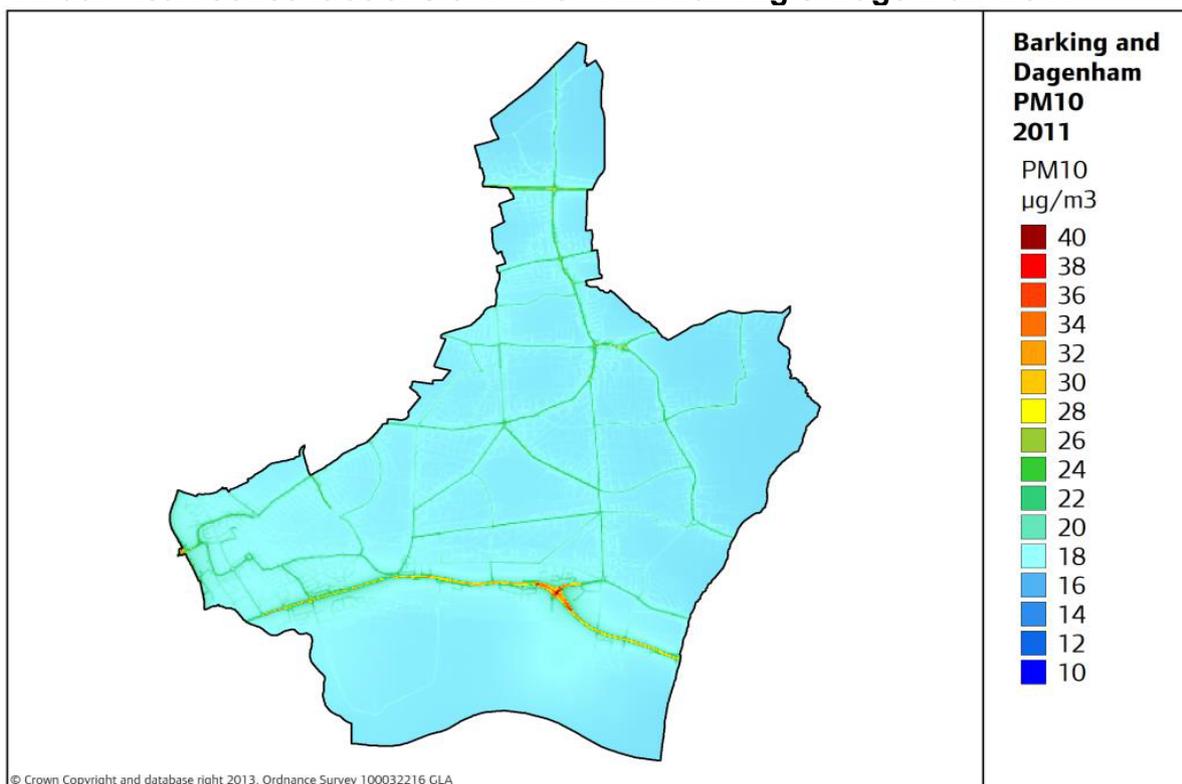
population increase until 2021. (<http://www.thameswater.co.uk/about-us/10098.htm> accessed 05/03/2015)

- In 2008, the whole borough was designated an Air Quality Management Area (AQMA) for both NO₂ and PM₁₀. The 2012 Updating and Screening Assessment report concluded that the Council should maintain its AQMA.
- The main sources of atmospheric pollutants are from road transport, although there are important industrial sources in the south of the Borough and close to its boundaries. The principal roads include sections of the A13, A12, and A406 trunk roads; plus the Borough Principal Roads: A124, A118, A1153, A123, A1112 and A1083.
- The other major sources of emissions in the Borough include those from residential and commercial premises, which mainly relate to gas boilers used for space and water heating; and construction sites, including dust and machinery emissions.
- Air quality is monitored at two automatic monitoring sites in the borough. Both sites are located close to residential areas and therefore represent relevant public exposure. However neither location represents worst-case exposure. The 2011 concentrations at these sites are shown in the table below. The annual mean limit value for NO₂ and for PM₁₀ is 40 micrograms per meter cubed (g/m³). Concentrations of both PM₁₀ and NO₂ are all below limit. (Air Quality In Barking & Dagenham A Guide For Public Health Professionals GLA September 2013)

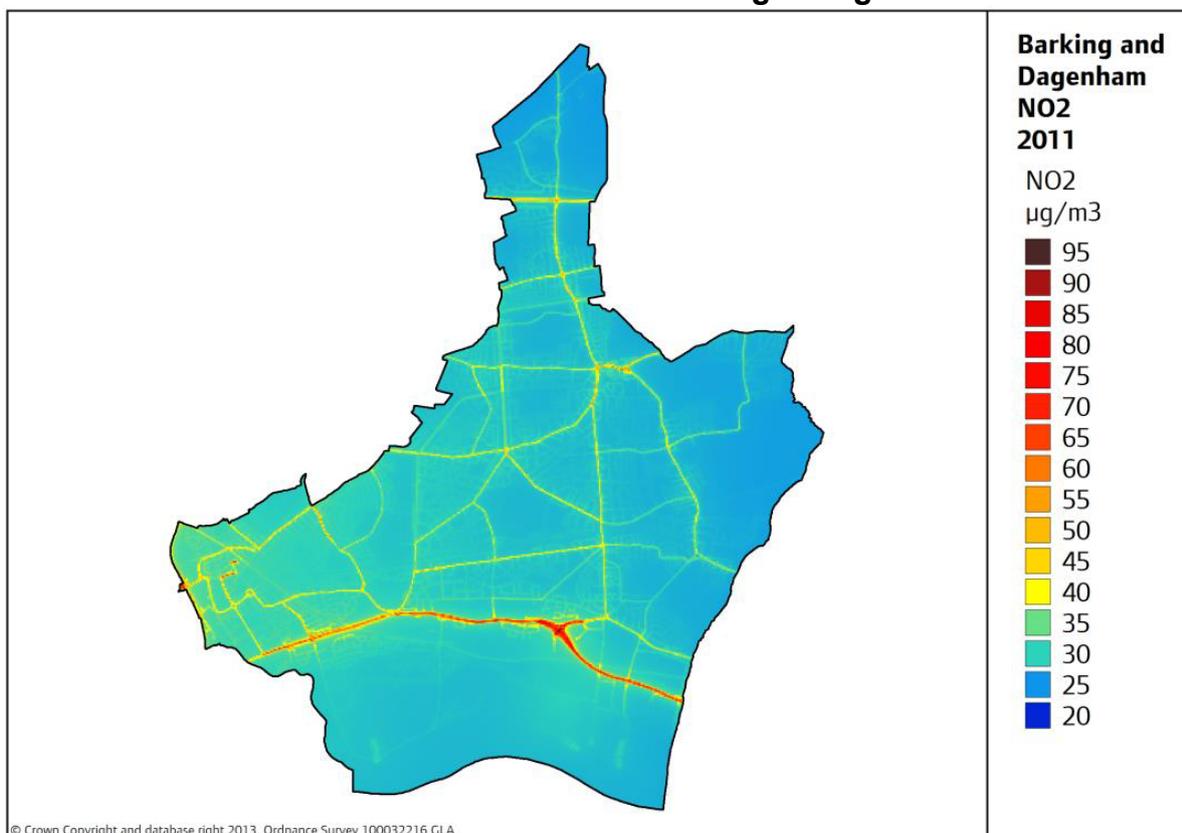
Location	Pollutants	Annual mean NO₂ concentration 3 2011	Annual mean PM₁₀ concentration 3 2011
Rush Green	NO₂	25	
Scrattons Farm	NO₂, PM₁₀	37	24

Source: www.londonair.org.uk

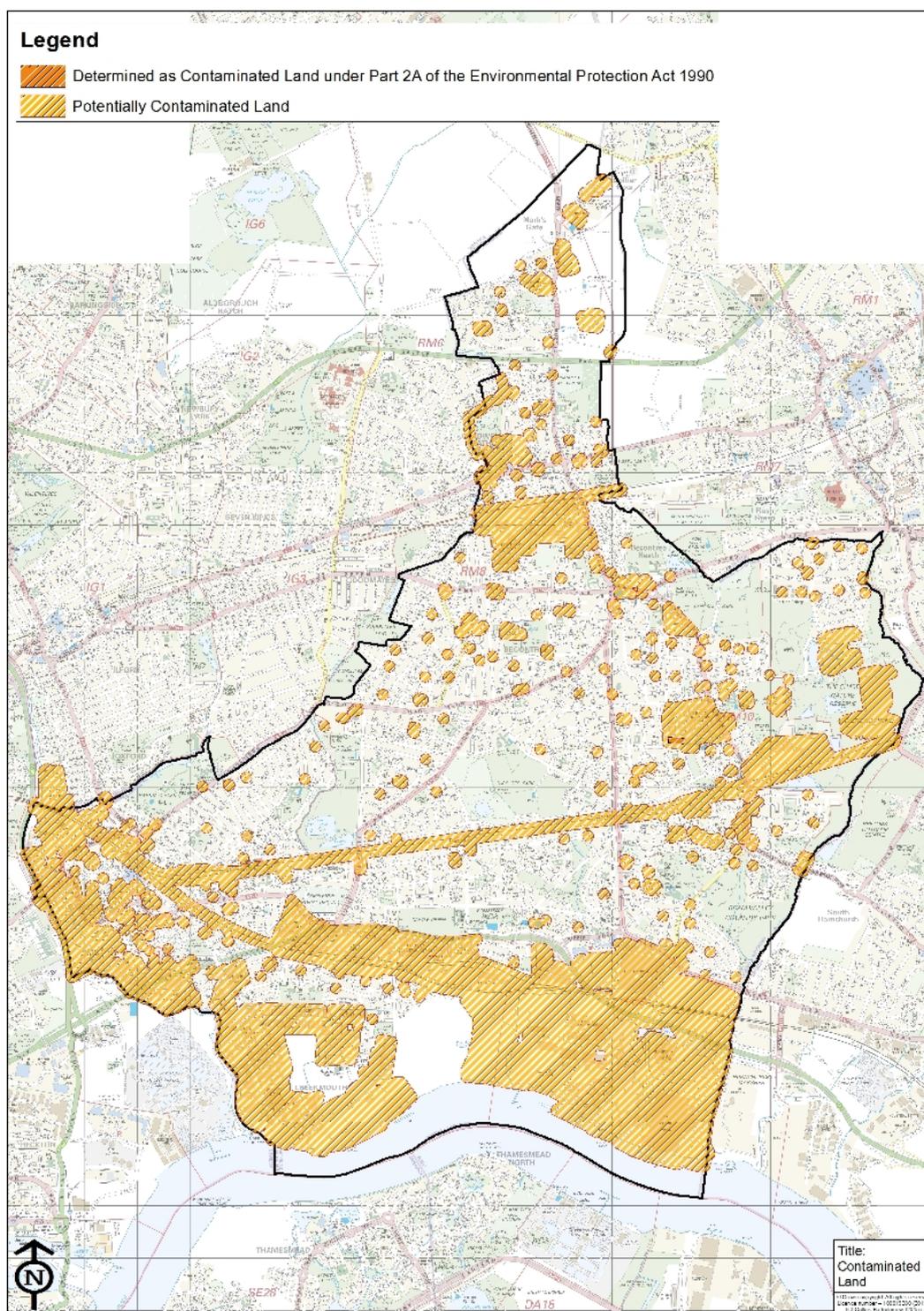
Annual mean concentrations of PM10 in LB Barking & Dagenham 2011



Annual mean concentrations of NO2 in LB Barking & Dagenham 2011



- Barking and Dagenham has a long history of industrial land use. As the map below demonstrates, the majority of potential contaminated land is associated with past and current industrial uses (2010).



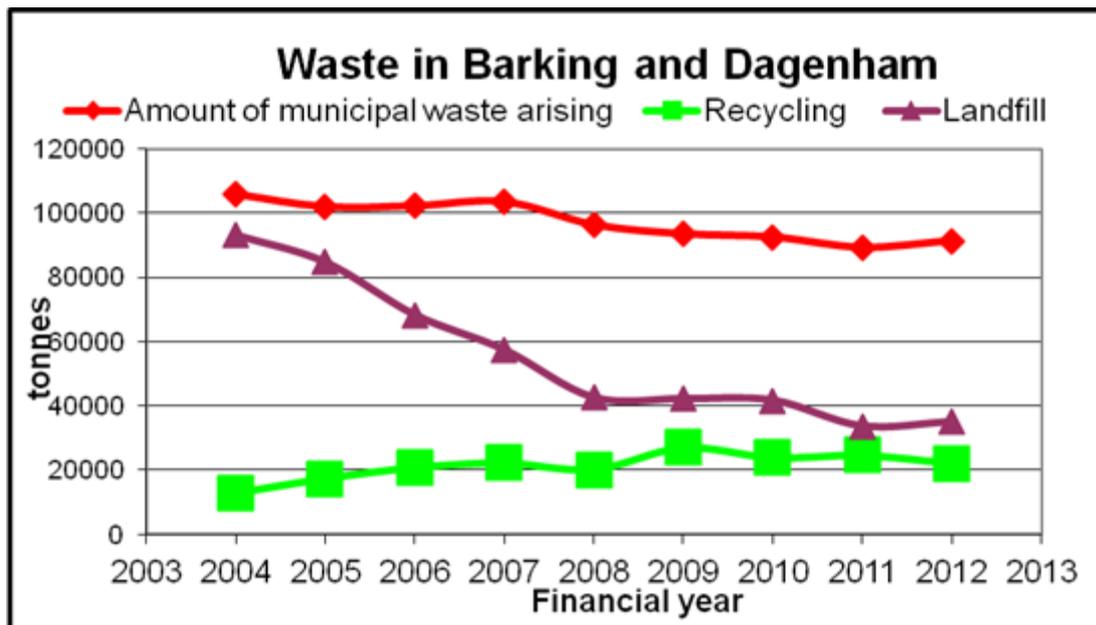
- In 2012/13 the percentage of the population in Barking and Dagenham that made complaints about noise disturbance was 26.6%. This was significantly higher than the average for London (17.6%) and neighbouring boroughs

Havering (5.2%) and Redbridge (16.6%) but similar to Newham (23.2%). (Public Health Outcomes Framework Indicators).

- The percentage of the population of the borough exposed to road, rail and air transport noise of 55 dB(A) or more during the night-time was 11.2% in 2011 and 11.6% in 2006. This was significantly lower than the average for London, 15.3% in 2011 and 18.9% in 2006.
- The percentage of the population of the borough exposed to road, rail and air transport noise of 65dB(A) or more, during the daytime was 7.8% in 2011 and 7.7% in 2006. This was significantly lower than the average for London, 11.5% in 2011 and 12.5% in 2006.

16. Waste and recycling

- Barking and Dagenham produced 96,605 tonnes of municipal waste in 2013/14. 23% of this waste was recycled but the 2010 target of recycling 27% of waste was not achieved. The amount of waste going to landfill reduced from 38% in 2011/12 to 32% in 2012/13. (AMR)



- The borough’s main disposal site for household waste and recycling is the Frizlands Lane Reuse and Recycling Centre. There are over 70 public access recycling banks in Barking and Dagenham where foil, glass, paper, cardboard, plastic bottles, textiles and toner cartridges can be recycled. There are five sites that recycle beverage cartons and 12 battery recycling boxes in public buildings.

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CABINET**21 July 2015**

Title: Proposed Youth Zone Development – Parsloes Park	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All (and directly Alibon; Mayesbrook and Parsloes)	Key Decision: Yes
Report Author: Peter Appleton, Commissioning Lead – Arts, Leisure and Culture	Contact Details: Tel: 020 8227 3339 E-mail: peter.appleton2@lbbd.gov.uk
Accountable Director: Anne Bristow, Corporate Director of Adult and Community Services	
<p>Summary</p> <p>The Cabinet will be asked to approve proposals for the development of a Youth Zone providing programmed activities for young people in Parsloes Park in partnership with OnSide Youth Zones; and provide a £3m capital grant towards the estimated development costs of c. £6m.</p> <p>The proposal contributes to the wider vision to improve and encourage greater use for formal and informal recreation. The Youth Zone will provide a fully accessible facility for young people based on the successful Youth Zone model elsewhere in the country.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree, in principle, the development of a Youth Zone in Parsloes Park subject to planning approval; (ii) Agree the provision of £3,000,000 capital grant funding to the Barking and Dagenham Youth Zone as the Council's contribution to the overall capital development costs of the project; (iii) Delegate authority to the Corporate Director of Adult and Community Services, in consultation with the Corporate Director of Children's Services, the Chief Finance Officer and the Head of Legal and Democratic Services, to approve the final details of the project in respect of the grant funding agreement, lease, facility mix, connection to other Parsloes Park refurbishment proposals and operational detail; (iv) Agree ongoing strategic support through representation on the Barking and Dagenham Youth Zone Board of Trustees; and (v) Note that whilst there is a guaranteed nil revenue funding requirement for three 	

years there is a potential future revenue risk if the Barking and Dagenham Youth Zone fails to attract sufficient future funding support.

Reason(s)

The proposed Youth Zone development can make a significant contribution to making the Borough a better place to live and offers a potentially good fit with the themed Corporate Priorities of: Encouraging Civic Pride; Enabling Social Responsibility and Growing the Borough.

1. Introduction and Background

- 1.1 The Council has proactively positioned and promoted itself as London's Growth Opportunity and has a clear message that 'Barking and Dagenham is open for business'. In response to this call, the Council has been approached by OnSide Youth Zones with an investment opportunity to develop London's first Youth Zone in Parsloes Park. Onside's submission document 'Barking and Dagenham Youth Zone -Proposal for Support' is contained as Appendix 1.
- 1.2 OnSide Youth Zone is a registered charity established in 2008 (Registered Charity No. 1125893). Its mission is to build state-of-the-art youth centres, modelled on the success of the nationally-recognised Bolton Lads and Girls Club. To date, OnSide has funded, built and established five Youth Zones in the north-west of England (Carlisle, Manchester, Oldham, Blackburn and Wigan). A number of other projects are at various stages of development, with Youth Zones in Wirral and Wolverhampton scheduled to open in 2016. Other pipeline projects include Newcastle, Preston and Sunderland.
- 1.3 OnSide have met with the Leader of the Council and Officers on a number of occasions to discuss the outline of proposed development, its potential benefits, opportunities and risks. However, in order to confirm pledged external support for Barking and Dagenham, the Council needs to determine if it will support the project or not.

2. Proposal Overview

- 2.1 Onside have a positive track record of delivering Youth Zones and making a positive impact on young people and the wider community. Parsloes Park has been identified by OnSide as a preferred location as it is: reasonably central to both Barking and Dagenham town centres; can be considered a 'neutral' venue by young people; has good public transport accessibility and can make a positive contribution to the longer term ambition to refurbish and re-vitalise the park.
- 2.2 Parsloes Park is designated as Metropolitan Open Space, therefore any proposed development and planning application must fully consider the impact and overall benefit to the open space; design should also be sympathetic to its surroundings. The proposed facility would be over two floors with a footprint of c. 1,700sqm.
- 2.3 The indicative location of the Youth Zone is shown in Appendix 2. This location includes the redevelopment of a children's play area, disused compound and dilapidated pavilion. This proposal would not involve intrusion into green open areas of the park and indeed would bring some areas back into use; it would also not alter

existing entrances or paths and retain much of the existing boundary planting. Careful configuration of the development would also ensure a buffer between the Youth Zone building and residential properties by creating a new, improved play area for the benefit of local families and an 'off-highway' drop-off zone.

- 2.4 If Cabinet agree 'in principle' support for the project, subject to final detail and planning approval, Barking and Dagenham would be announced as the first Youth Zone in London. It should be noted that OnSide have an ambition to establish 20 Youth Zones including no fewer than three in London by 2020.
- 2.5 Each Youth Zone has its own locally established charitable organisation, OnSide will facilitate the recruitment of a private sector led Board of Trustees who in turn can contribute to the sustainability of the project. The Council will have representation on the Board as a strategic partner. It is envisaged that up to two places on the Board will be available for Council representation.
- 2.6 OnSide have projected that a minimum of 1,500 young people will visit the facility each week, based on the local demographic and experience elsewhere. The scheme will create up to 15 full time and c. 40 part time employment opportunities for local people and generate a minimum of 100 volunteering opportunities. As it has done elsewhere, the Youth Zone is committed to working with local partner organisations and stakeholder groups to broaden the offer.
- 2.7 The Council has been approached to provide:
- £3m capital support (50% of scheme cost);
 - A long-term lease;
 - Commitment to ongoing strategic support on the locally established Youth Zone Board of Trustees.
- 2.8 If Cabinet agree to support the project 'in principle' and commit to the £3m capital grant funding contribution, OnSide will commence the local mobilisation process with a target facility opening of spring 2018. OnSide will establish a project office in the borough, providing a local presence from the outset and commence the stakeholder engagement process immediately. Consultation will take place with: young people; local residents; statutory agencies and potential partner organisations. Local businesses will have the opportunity to participate in the design competition; the opportunity broadens considerably at the construction phase if planning consent is secured. In tandem, OnSide will start work on a phased recruitment process by appointing a General Manager of the Barking and Dagenham Youth Zone and set about securing millions of pounds from the private sector for investment in local young people. OnSide would commit to:
- Release the remaining balance of £3m to the capital construction cost;
 - Charles Mindenhall (co-founder of a successful IT and digital business with a presence in the borough) to lead the project as inaugural Chair of the Barking and Dagenham Youth Zone.
 - Source all funding required to operate the Youth Zone for its first 3 years;
 - Proactively fundraise to ensure project sustainability without additional Council support;
 - Full capital build responsibility including planning applications and community consultation;

- Creation of the new operating charity for the Barking and Dagenham Youth Zone;
- Engage local young people to help shape their Youth Zone;
- Work alongside other local voluntary sector groups in support of young people;
- Recruit and train a minimum of 100 volunteers;
- Deliver a comprehensive marketing and communications plan;
- Recruit and support a local Board of Trustees responsible for strategic vision and long-term sustainability of the charity, including Council representation on the Board.

- 2.9 Barking and Dagenham Youth Zone will be open 7 days a week. During term-time, evening session opening hours mirror school timetables, typically opening from 16:00 – 21:00 from Sunday to Thursday, and until 22:00 on Friday and Saturday evenings. At weekends, the Youth Zone will operate family and junior sessions (8-12 year olds) in the morning and afternoon, in advance of the regular evening sessions which begin at 16:00. During school holidays, additional junior sessions will run from 08:00 – 18:00, offering affordable holiday provision for local parents. The Youth Zone may also open on bank holidays, dependent on the local demand for the service and feedback from parents.
- 2.10 The Youth Zone will be open until no later than 22:00. Experience from other Youth Zones indicate that, due to the length of the sessions and programming members tend to disperse at different times throughout the evening and not en masse when the facility closes. Based on experience elsewhere, it is anticipated that there will be little (if any) issues of concern in reality with regard for the potential for groups of young people congregating around the Youth Zone once the session is finished.
- 2.11 The operating model typically includes a small annual membership fee and a small fee per visit. The annual membership fee would be set at £5 and a charge of 50p per visit thereafter. All young people living in Barking and Dagenham aged 8-19 would be eligible for membership. The age range is extended up to the age of 25 for young people with a disability. Family orientated sessions catering for the 5-8 age groups will also be offered in recognition of the local demographic.
- 2.12 Typically a Youth Zone would offer a minimum of 20 different activities each evening in a facility that may typically include the following spaces:
- A 4-court indoor sports hall with climbing wall;
 - A fully equipped fitness gym;
 - Dance studio;
 - Music suites with both instruments and recording equipment;
 - At least one outdoor multi use games area kick-pitch;
 - A specialist arts and crafts area;
 - Break-out rooms to include activities such as employability workshops, general and gender specific health/youth issue topics/projects and youth participation;
 - A large open plan recreation area;
 - A café serving hot nutritious meals for no more than £1;
 - A boxing gym.

- 2.13 In addition to the above the Youth Zone proposal would include the re-provision of an outdoor children's play area; this would be developed in accordance with the Council's Play Strategy and existing design guidance. The mix of facilities is not finalised at this stage and would be negotiated with OnSide as the scheme progresses should Cabinet support the proposal.

3. The Youth Zone Operating Model

- 3.1 Youth Zones elsewhere in the country have created a safe, encouraging and positive environment in which children and young people can spend their leisure time; offering them 'somewhere to go, something to do and someone to talk to'. They are bright, vibrant, iconic buildings that take their inspiration from the original and acclaimed success of the Bolton Lads and Girls Club.
- 3.2 One critical factor in the success of the OnSide Youth Zone model is the voluntary relationship that exists between the Youth Zone and its members. It is important that young people who attend do so because they choose to, not because they are compelled to. This is key to developing positive, healthy relationships between young people, the staff and volunteers; enabling the Youth Zone to deliver high quality, engaging youth work to those that need it most.
- 3.3 It is also vital that the Youth Zone maintains its cover charge of 50p per session. Income from young people only amounts to c.10% of annual turnover; however the fee is important as it creates a sense of value, ownership and equity. Experience from Youth Zones elsewhere have acknowledged that for the most deprived families, even finding the 50p cover charge can be difficult; in these instances the Youth Zone has never turned away young people who genuinely cannot afford the 50p cover charge. OnSide have committed to exploring the most appropriate way of integrating Youth Zone membership with the Council's Splashcard and Streetbase schemes for young people.
- 3.4 Youth Zones are filled with a wide range of activities, catering for all sporting, creative, artistic and social interests. They are youth-led, responding to the needs of its members and driven by a commitment to help all children and young people, with special emphasis on those from the most disadvantaged backgrounds to help increase their confidence and raise aspirations.
- 3.5 The Youth Zone concept offers a high quality facility and the wide range of activities that represent a commitment to delivering best-in-class youth work. OnSide are experienced in working with diverse communities and dealing with cultural and gender specific issues. Youth Zones offer young people the opportunity to try out activities in which they may otherwise never have the opportunity to participate. The Youth Zone model creates the opportunity for young people to meet new people, make new friends and learn new skills. All of this goes towards building the confidence they need to develop into happy, mature, healthy and successful young adults. OnSide are well experienced with ensuring appropriate high standards of Safeguarding practice is put into place in all its Youth Zone developments.
- 3.6 It will be important for the Youth Zone operating model to be sufficiently flexible to ensure it meets specific local youth needs including a balanced programme that addresses any potential gender and disability inequalities. The proposed Youth

Zone must also have the capability to integrate with any other planned or future park improvements as far as possible e.g. park facing toilets, cafe, changing facilities etc.

4. Strategic Fit and Need

- 4.1 The Borough has an increasingly young demographic; the 2011 Census showed a rapidly increasing population between the ages of 0-14, with a higher proportion of this age group in the borough when compared to the London average. The rapid increase in young people particularly the 0-4 age band is amongst the highest in London. More recent population projections put the borough's 0-14 population at 26% in 2015, rising to 27% in 2020. This remains above the London average which is projected to have a 0-14 population at 19% in 2015 and 19.4% in 2020. (GLA 2014 Short Term Trend Based); inevitably this will place increasing pressure on youth provision in the borough.
- 4.2 In common with many other services the budget for Integrated Youth Services has decreased significantly over recent years due to the broader financial pressures across the public sector. The Council's Integrated Youth Service is increasingly geared towards statutory and targeted provision; this accounts for c. 70% of its available funding.
- 4.3 The Council's youth provision is limited to three dedicated youth centres, four street based community youth clubs and a mobile youth club (the youth bus) for 11-19 year olds and up to 25 for those with a disability. However, this has been supplemented with a number of activity programmes for young people funded through the Public Health grants in addition to youth provision delivered through established third party organisations.
- 4.4 Experience from existing Youth Zones indicates that the vast majority of Youth Zone members are 'new' customers, i.e. they do not already access existing local youth provision. For those young people that do attend other local centres, the Youth Zone is seen to them as an additional offer as opposed to a substitute. Currently in Barking and Dagenham, the three existing centres (The Vibe, Gascoigne and Sue Bramley Centres) open for a combined total of 16 open access hours per week; additional hours are provided by community (Streetbase) youth clubs and the youth bus. The Barking and Dagenham Youth Zone alone will be open for c. 48 hours per week, offering specialised tutored activities not available from the Integrated Youth Service; as such the Youth Zone represents a significant increase in choice and availability for local children and young people.
- 4.5 Based on the National General Fund benchmarking (2014), Barking and Dagenham spend per capita was £23, significantly below the London mean and median spend of £48. The significance of the proposed investment in young people through the Youth Zone should not be underestimated as it has the potential over the medium to long-term to reduce youth related anti-social behaviour and offending rates and positively enhance the quality of life not only for young people but for all residents. The Youth Zone can also play a key role in reversing the high rates of teenage pregnancy, young people not in education, employment or training through its engagement and support activities.
- 4.6 In Wigan, local police reported a 77% reduction in anti social behaviour over a 12

month period in the area around the Youth Zone since the facility opened. Recent research undertaken on three established Youth Zones reported a positive impact on young people and the wider community since the establishment of a Youth Zone. Some of its key findings are indicated below:

Users (Young People)

- 76% stated that they were getting on better with family since attending the Youth Zone;
- 72% stated that they are staying out of trouble as a result of attending;
- 60% of respondents believed that the Youth Zone has helped them understand the dangers of smoking, alcohol and drugs;
- 51% said that they were less likely to miss school or college since attending the Youth Zone;
- 89% reported feeling more self-confident as a result of attending the Youth Zone.

Stakeholders Reported:

- reduced crime and anti-social behaviour (including youth offending and arson);
- 75% of local businesses commented that the reduced fear of crime was a positive benefit to the area;
- providing valuable support for troubled families;
- improved health and wellbeing;
- improved community cohesion;

4.7 The proposed Youth Zone would complement and significantly enhance the offer to young people. Not only will the age range of the Council's current youth offer be extended, but Barking and Dagenham will have London's first Youth Zone, bringing 21st century youth provision to the borough within a high quality design, with state-of-the-art equipment and facilities. In addition and most importantly, the Youth Zone brings the capability of significantly enhancing the lives and future prospects of local young people. Young people will be involved in the design and branding of the Youth Zone ensuring that it is relevant to its target users.

4.8 Despite Parsloes Park not being within one of the boroughs identified growth hubs, the Youth Zone has a strong fit with the promotion of Barking and Dagenham as London's Growth Opportunity and that the borough is 'open for business'. The Youth Zone can positively contribute to the borough's strategic priorities:

- Encouraging civic pride
- Enabling social responsibility
- Growing the borough

5. Funding, Opportunity and Risk

5.1 The Council does not currently have sufficient funding to meet the needs of its growing young population through direct delivery. Established third party youth organisations already deliver and make a significant contribution to youth provision in the borough. However given the growth in the number of young people in the borough, this will increasingly put pressure on existing provision that will not be able to meet demand. The Youth Zone is considered to be an exciting 'game changer' in terms of addressing demand for youth provision in the borough.

- 5.2 A match funding capital grant of £3m to develop a Youth Zone with a nil revenue contribution guaranteed for three years is a very attractive proposition. Prior to the approach from OnSide to develop London's first Youth Zone, an investment of this scale was not part of the Council's capital ambition. However, the opportunity for Barking and Dagenham to have London's first Youth Zone based on the financial proposal as described in 2.7 is unique; and it potentially delivers on the Council's strategic vision in a number of ways as highlighted above. It should be noted that the heavily subsidised pricing policy may have an impact on income generation on the Council's leisure centres. However, given the high number of young people in the borough, and experience from other Youth Zones as indicated in 4.4, it is more likely that the Youth Zone will be a complimentary offer to young people as opposed to direct competition.
- 5.3 Subject to Cabinet approval of a £3m capital grant in support of the Youth Zone, this will release £3m of funding that has been secured by OnSide through its own Foundation.
- 5.4 The first of the major supporters is The Queen's Trust. They have pledged a £1.5m capital gift for the first Youth Zone in London, together with an additional £600k donation towards running costs, to be split over the first three years of operation. The Queen's Trust trustees are delighted that Barking and Dagenham is OnSide's preferred first London location, but have asked that all projects that they support in London be fully operational by no later than 2018.
- 5.5 The second major project supporter is The Jack Petchey Foundation. Similar to the Council, The Jack Petchey Foundation is celebrating two milestones in 2015; the Foundation's 15th anniversary, and also the 90th birthday of its founder, Jack Petchey CBE. The organisation has strong roots in East London, and is by far the area's most renowned supporter of voluntary sector-led youth provision. The Foundation has been an admirer of OnSide's Youth Zone model for a number of years and has pledged £1 million towards the costs of developing and constructing a Youth Zone in Barking and Dagenham. The remaining capital funding requirement has been provided through supporter donations to the OnSide Foundation.
- 5.6 It is important to note that as with the Council's proposed grant, the above pledged funds to the OnSide Foundation are in-principle agreements, subject to successful planning application and the formal legal and administrative frameworks being put in place. In order to ensure that the Barking and Dagenham Youth Zone can be operational by spring 2018, Cabinet approval is sought in order to take full advantage of the unique and exciting funding package that is currently available.
- 5.7 If Cabinet agree to support the Youth Zone, then the Council's overall capital ambition should be reviewed in line with the potential funding sources derived from future developments and relevant timelines.
- 5.8 It is proposed that OnSide are offered the £3m as a capital grant, and then OnSide directly lead the development. Officers have considered the issues of issuing a one-off capital grant of this scale to a single entity and whilst it is theoretically possible that another organisation could offer £3m match funding, a guaranteed nil revenue contribution for three years, an established and successful delivery model of 21st century inclusive youth provision, in all likelihood the probability of this is remote.

- 5.9 Given that Barking and Dagenham would be the first Youth Zone in London, OnSide has committed to securing all the revenue funding for the first three years. The operating costs of a Youth Zone are typically c. £1m per annum, the majority of which is attributed to staffing costs.
- 5.10 The operating model that has been successful elsewhere is to secure 3 year funding commitments from multiple locally based private sector sponsors who wish to make a charitable donation and investment in local young people. The Barking and Dagenham Youth Zone Board will be responsible for ensuring project sustainability. Given that this has worked effectively in the north west, the opportunities locally and pan London are potentially equal if not more likely to be delivered, therefore whilst the risk of a revenue gap in year 4 exist, the potential of London's investment capacity mitigates against this risk. The Council will not be committing to any future revenue contribution into the Youth Zone by agreeing the recommendations of this report.
- 5.11 It is important that the proposed Youth Zone contributes to the overall Parsloes Park offer. Separately Officers are developing a potential bid to the Football Foundation for two 3G (artificial all-weather) pitches and associated changing facilities in the park. In addition, a master planning process has recently been commissioned to create a longer term vision and restoration plan for the park, whilst this is some time away from being completed; it will inevitably require substantial external funding in addition to Council resources to be realised. The Youth Zone and the 3G pitches could become cornerstones of a longer term restoration project if progressed.
- 5.12 If Cabinet are supportive of the proposed Youth Zone there is the opportunity for it to be integrated within the redesign of the site and relieve some pressure from the current infrastructure. It will be important for the Council to ensure the established Youth Zone model is sufficiently flexible to meet not only the needs of young people but the wider community.
- 5.13 There are also additional potential positive revenue/service delivery implications for the Council if the Youth Zone was progressed (although these are not quantifiable at this stage):
- Meeting future open access youth provision needs that the Council may not be able to offer directly in the future at nil cost (assuming project sustainability).
 - Revitalise and energise a part of the park that is currently poorly maintained and used.
 - Provide additional passive supervision and positive engagement with young people that can help develop a sense of ownership and civic pride.
 - Potential to manage/oversee other elements of the park e.g. toilets; café; play area etc., subject to detailed discussion with OnSide.
- 5.14 OnSide have a good track record of delivering Youth Zone capital projects to budget and ensuring revenue sustainability elsewhere in the country, although it is noted that the revenue model proposed for Barking and Dagenham is unique.
- 5.15 If in the worst case scenario, the project failed and the Barking and Dagenham

Youth Zone Trust were dissolved the Council would inherit the asset/liability of the building without the resources to operate it or meet enhanced community expectations. However, there would be the opportunity to re-engineer the facility and deliver a viable alternative offer from the facility that would mitigate the impact to some extent.

6. Options Appraisal

- 6.1 The options in this instance are limited. The Council had not considered developing a major purpose built youth facility in the borough before being approached by OnSide; therefore considering the proposal as presented, the options are limited as indicated below.
- 6.2 Option 1 - Do nothing. Reject the proposal and do not offer Council support. The impact of this would result in OnSide withdrawing its £3m investment offer into the borough and looking towards an alternative host authority. The opportunity to create sustainable youth provision in the borough would be lost. **This option is not recommended.**
- 6.3 Option 2 - Full Council led development. This would result in the Council needing to provide 100% capital and revenue funding (less any grant funding it could raise); Council would be required to follow EU Procurement Regulations that would add time and cost in addition to carrying capital overrun project full risk of capital project overrun and revenue liabilities. In this instance the Council investment is likely to be in excess of £7m. **This option is not recommended.**
- 6.4 Option 3 - Support the proposal. This would require a £3m capital grant from the Council to OnSide (50% of the capital build). OnSide have committed to deliver 50% of the capital cost; 100% of revenue costs for the first three years. **This option is recommended.**
- 6.5 It should be noted that there are considered to be three key risks to the recommended option:
- a) OnSide withdraw their capital funding offer to develop the project. This is considered to be a low risk; should this be realised the Council would withdraw its grant offer.
 - b) Revenue shortfall in from Year 4. This is considered to be a moderate risk; however the Barking and Dagenham Youth Zone Board would be charged with securing on-going revenue support exploiting its network of supporters and potential funders.
 - c) Project Failure. If the project failed at some point in the future and the local Trust dissolved the lease would be nullified and the building would become a Council asset/liability. The success of OnSide's Youth Zones elsewhere in the country suggests this is a low risk.

7. Consultation

- 7.1 A Ward Member briefing was held on Tuesday 9th June and Monday 13th July at Barking Town Hall; in addition an informal meeting has taken place with the Metropolitan Police who indicated general support for the proposal. Full statutory agency, young people and community consultation will commence once the project

has 'in principle' Cabinet approval and as part of the statutory planning process.

8. Financial Implications

Implications completed by: Kathy Freeman, Group Manager Corporate Finance

- 8.1 The report is seeking a £3m contribution from the Council to match fund the development of the first ever Youth Zone in London. The project will be delivered by OnSide on behalf of the Council.
- 8.2 The Council's contribution constitutes 50% of the capital construction costs and the rest of the project will be financed by externally sourced income, namely £1.5m from the Queen's Trust, £1m from the Jack Petchey Foundation and OnSide have committed to sourcing the remainder through donations from their supporters.
- 8.3 It is proposed to fund the Council's £3m contribution from £1m of s106 funding held to support the development of leisure facilities and £2m has been identified from previously held unallocated and unspecific capital grants.
- 8.4 The project is expected to complete in 2018 and OnSide have committed to securing the revenue operational costs for three years after following the completion. The Queen's Trust has pledged £0.6m revenue for the first three years to contribute to the sustainability of the project. During the first three years of operation, the Youth Zone Board will be tasked in developing a sustainable model for the future that does not require additional support from the Council.
- 8.5 In terms of risks, OnSide have previously delivered other Youth Zone projects successfully. However, once Cabinet gives the in principle decision to support the project, the legal documents drawn up will be assessed for financial implications ensuring that the Council minimises risks by agreeing payment milestones through contract delivery. The achievement of project milestones and the monitoring of the contract will be undertaken by officers to ensure the project is delivered on time and within budget.
- 8.6 Should Cabinet agree in principle to this proposal, a full financial analysis will be required to assess the business case of the project to ensure the costs are within the agreed funding envelope. The Council's contribution will be capped at £3m and any overspends incurred on the project will be met by OnSide.

9. Legal Implications

Implications completed by: Paul Feild, Senior Governance Lawyer

- 9.1 The development is proposed to be located in Metropolitan Open Land (MOL). Any development would need to be fully justified on the merits of specific development proposals. The Boroughs Local Development Framework makes clear that significant areas of public open space are to be identified and protected from development. In addition, The Mayors 2015 London Plan Policy 7.17 states essential ancillary facilities for appropriate uses will only be acceptable where they maintain the openness of MOL and 7.18 (B) accords that the strongest protection should be given to London's Metropolitan Open Land and inappropriate development refused, except in very special circumstances, giving the same level of

protection as in the Green Belt. This would need to be read in conjunction with the 2012 National Policy Framework which replaces the 1995 Planning Policy Guidance on Green Belt.

10. Other Implications

- 10.1 **Risk Management** – the associated risks at this stage of this proposal are set out in paragraph 6.5 of this report.
- 10.2 **Contractual Issues** – it is proposed that OnSide will lead and be fully responsible for the procurement and subsequent management of the construction project (subject to planning approval) local companies will have the opportunity to tender for the construction related works. The detail of the operational arrangements will be developed pending planning approval as per the recommendations (Recommendation (iii)).
- 10.3 **Staffing Issues** – None. Staff would not be employees of the Council and no existing Council employees will be affected by this proposal if approved.
- 10.4 **Corporate Policy and Customer Impact** - this proposal supports a number of corporate objectives highlighted in this report notably, Encouraging Civic Pride; Enabling Social Responsibility and Growing the Borough.
- 10.4.1 An analysis of the Age equality group has been used to inform the business case. The report clearly recognises the changing demographic profile within the borough, with an increase in young people which is also predicted to continue to increase. It addresses how this proposal could help to mitigate the potential impact of reduced local authority funding for youth provision.
- 10.4.2 If this report is accepted in principle, it will be important for all future work to take account of other protected characteristics (Equality Act 2010); ensuring any provision is fully inclusive to all young people and that an equality analysis / impact assessment is carried out at critical stages of the project.
- 10.5 **Safeguarding Children** – OnSide are an established organisation with considerable experience of Safeguarding policy and practice.
- 10.6 **Health Issues** – Youth Zones are an established model with good examples running across the country in places such as Wigan, Carlisle and Oldham. Most are based on the evolved thinking around community development, inclusion and positive youth work through a range of activities, including sport, fitness, dance, arts, music, media and self improvement. The approach supports the outcomes and priorities of our joint Health and Wellbeing Strategy.
- 10.7 **Crime and Disorder Issues** - In principle this is a development which would be welcomed. Experience elsewhere in the country has shown that Youth Zones have had a positive outcome in terms of crime and disorder levels and also in terms of the impact on young people generally. Consideration would have to be given to the security of the site once operational, dispersal and also general issues around site security during construction. Outline discussions have been held with the Metropolitan Police who were generally also supportive of the proposals. Should the development be agreed in principle clearly there would be need for more

specific discussions around the above issues.

- 10.8 **Planning Issues** - Parsloes Park is designated in the Local Plan as both Metropolitan Open Land and Public Open Space, whilst some parts are designated as Sites of Importance for Nature Conservation. Metropolitan Open Land is afforded the same level of protection from inappropriate development as the Green Belt. The development of an indoor facility such as the Youth Zone would, by definition, be an 'inappropriate' use of the land and would need to be carefully justified by very special circumstances. The need for the facility and the potential for the building to encourage additional use of the outdoor spaces in the park could be put forward as such circumstances. A planning application would need to be referred to both the Mayor of London and the Secretary of State for Communities and Local Government who have the power to call in the application or direct refusal.
- 10.9 **Property / Asset Issues** - The proposal would positively develop an area of the park that is already used for play equipment and an area used by the Council for operational purposes. The area would therefore benefit from a development of this size in retaining suitable access by the public. Capital funding would need to be made available along with clear lease arrangements (including repairing liabilities) in order to protect the Council from future changes. In keeping with the Council's carbon reduction initiatives, the design of the building should explore and incorporate any many energy efficient measures as possible to reduce the buildings carbon footprint.

Public Background Papers Used in the Preparation of the Report:

- A New Manifesto for The Young People of Great Britain
 - Source: Onside Foundation (<http://moderngov.barking-dagenham.gov.uk/ecSDDisplay.aspx?NAME=SD4659&ID=4659&RPID=4448575&sch=doc&cat=14625&path=14625>)
- Executive Summary 'Defining the Impact of a Youth Zone'
 - Source: AMION Consulting (<http://moderngov.barking-dagenham.gov.uk/ecSDDisplay.aspx?NAME=SD4659&ID=4659&RPID=4448575&sch=doc&cat=14625&path=14625>)

List of Appendices:

- **Appendix 1** - Barking and Dagenham Youth Zone – Proposal for Support
 - Source: Onside Foundation
- **Appendix 2** - Indicative Location Plan of proposed Youth Zone Development

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BARKING & DAGENHAM YOUTH ZONE

PROPOSAL FOR SUPPORT



BACKGROUND

In Autumn 2014, representatives from OnSide met the Leader of Barking & Dagenham Council, Cllr Darren Rodwell, to discuss the potential for creating a Youth Zone in the Borough. Following consultation with key figures, we are delighted to submit, as requested, our formal proposal for developing the facility.

Barking & Dagenham Youth Zone will inspire a generation, transforming lives for the better. It will be a fantastic facility of which the entire community can feel proud and a part. It will send a clear message that the young people of Barking & Dagenham are cared for, recognised, supported and valued.

Over 1,500 young people will visit the centre each week. It will attract hundreds of local volunteers, and will unlock millions of pounds from the private sector for investment in local young people.

In order to make Barking & Dagenham Youth Zone a reality, we ask that the Council contributes:

- £3million to capital cost, representing 50%;
- A suitable site on a long-term lease at peppercorn rent;
- A commitment to ongoing strategic support on the Youth Zone Board of Trustees.

In turn, OnSide will:

- Commit the remaining balance of £3m to the capital construction cost;
- Source all funding required to operate the Youth Zone for its first 3 years;
- Undertake all responsibility both for construction of the building and creation of the new operating charity;
- Engage local young people to help shape their Youth Zone;
- Work alongside other local voluntary sector groups in support of young people;
- Recruit and train a minimum of 100 volunteers;
- Deliver a comprehensive marketing and communications plan;
- Recruit and support a local Board of Trustees responsible for strategic vision and long-term sustainability of the charity.





WHAT IS A YOUTH ZONE?

Youth Zones are created to offer children and young people **‘somewhere to go, something to do and someone to talk to’**. They are bright, vibrant, iconic buildings that offer a safe, encouraging and positive environment in which young people can spend their leisure time.

The Youth Zone model is inspired by the success of Bolton Lads & Girls Club. For many years, the Bolton club operated from a substandard building but following significant support from the National Lottery, local council and local businesses, it moved to a brand new, purpose-built centre in 2002.

Its success became a beacon. Soon, other nearby towns wanted to have a similar facility for their young people and so OnSide was developed to meet that need and the Youth Zone network was born.

Youth Zones are packed with a wide range of activities, catering for all sporting, creative, artistic and social interests. They are youth-led, responding to the needs of our members and driven by our commitment to help all children and young people – with special emphasis on those from the most disadvantaged backgrounds - to increase their confidence and raise their aspirations.

THE OPERATING MODEL

Youth Zones are open 7-days a week when schools are closed. Each young person pays a nominal annual membership fee (typically £5) then it’s just 50p per visit after that. Any young person aged 8-19 can become a member.

Our core sessions are split across two different age groups 8-12 (Juniors) and 12-19 (Seniors) years old. In Senior sessions, we also include those aged up to 25 who have a disability or learning difficulty.

Sessions involve a minimum of 20 different activities each night. Our buildings are designed with both visual and acoustic connectivity in mind and typically include spaces such as:

- A 4-court indoor sports hall with climbing wall;
- A fully equipped fitness gym;
- Dance studio;
- Music suites, packed with instruments and recording equipment;
- At least one outdoor MUGA kick-pitch;
- A specialist arts and crafts area;
- Break-out rooms to include activities such as employability workshops, girls’ work, health projects and youth participation;
- A large, open plan recreation area;
- A café, serving hot nutritious meals for no more than £1;
- A boxing gym.

BUILDING RELATIONSHIPS

The quality of the facility and the wide range of activities are central to a Youth Zone’s commitment to delivering best-in-class youth work. Youth Zones offer young people the opportunity to try out activities in which they would otherwise never have been able to engage. Throughout their Youth Zone journey, our members meet new people, make new friends and learn new skills. All of this goes towards building the confidence they need to develop into happy, mature, healthy and successful young adults.



WHY BARKING & DAGENHAM?

One of OnSide's key ambitions is to expand the Youth Zone network into London and it is our hope that the first project in the capital will be for young people in Barking & Dagenham. Youth Zones find success when placed at the heart of a thriving community and so there is no better place in the city in which to start.

OnSide's passion and commitment mirrors the Council's aspiration to make 'every young person feel special.' In 2015, the Borough hosts its 50th anniversary celebrations. The establishment of a Youth Zone will be a key milestone in its continuing history.

A SUITABLE SITE

Based on the successful operation of Bolton Lads & Girls Club and OnSide's established Youth Zone projects (and mindful of the unsuccessful operation of badly sited facilities elsewhere), we strongly recommend three major criteria in terms of location:

- 1) NEUTRALITY 2) ACCESSIBILITY 3) PROMINENCE**

The objective should be an available, safe, affordable site which meets these criteria and which will, with the right building, facilities and staff, support the participation of the largest possible number of young people.

PARSLOES PARK

From an early stage, and following the Leader's suggestion, we have focused on the possibility of development around the Parsloes Park area and we remain confident that this site (to the south side of the park, alongside Ivyhouse Lane) is the best location within the Borough.

It is in a central location but is not seen as being within either Barking or Dagenham town centres. It is in close proximity to thousands of homes, and for those who are not within walking distance, Becontree (5mins) and Dagenham (10mins) tube stations are nearby. The site is also within easy reach of several busy bus routes.

The Council has an ambition to transform Parsloes Park into a destination for all local families. This fits perfectly with our Youth Zone proposal. The potential Youth Zone boundary sits alongside that which is outlined in the masterplan for the park and while the Youth Zone development will remain independent and not reliant on the completion of the rest of the park's transformation, together these projects offer an excellent opportunity for activities that complement each other and add tremendous social value to the entire community.



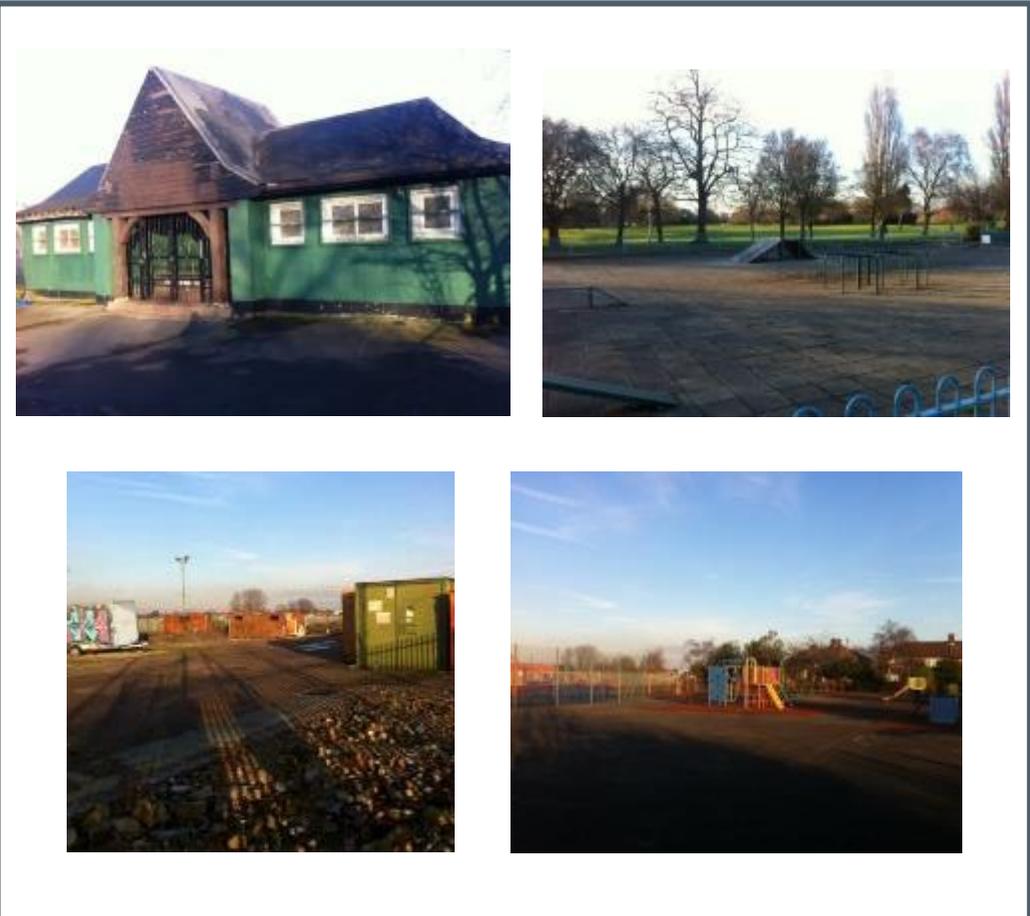


THE SITE: PARSLOES PARK



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VIEWPOINTS





A BRIEF HISTORY

OnSide is a registered charity, established in 2008. Its mission is to build state-of-the-art youth centres, modelled on the success of the nationally-recognised Bolton Lads & Girls Club. We call them Youth Zones.

Youth Zones are created as independent charities. To date OnSide has funded, built and established five Youth Zones (Carlisle, Manchester, Oldham, Blackburn and Wigan), with several more in the pipeline (including Wolverhampton, Wirral, Preston, Newcastle & Sunderland) all scheduled to be open by 2017. Our long-term vision is to have 20 Youth Zones by 2020.

Since 2008, OnSide has created jobs for over 300 people, alongside volunteering opportunities for 600 more. We have raised in excess of £30m of capital funding and over £10m of revenue funding so far and with new funding in place we are currently working to expand the network across the UK.

To date, over 20,000 young people are now engaged in positive, healthy activities through the OnSide Youth Zone network.





BUILDING A SUSTAINABLE YOUTH ZONE – THE ROLE OF ONSIDE

OnSide has developed the skills and expertise to create a sustainable and highly professional Youth Zone operation. With this background, our charity is perfectly placed to undertake all key aspects of delivery.

STEP 1 - RECRUITING A CHAMPION AND BOARD OF TRUSTEES

All OnSide Youth Zones are independent charities, driven by a Board of local Trustees. Typically, the majority of Board members are from the local business community but representatives of the Council and the local voluntary sector will also be members.

The first step in the process will be to appoint a Chair of the Board who in turn will use his or her contacts to recruit fellow Trustees. There are a number of portfolios to fill, including responsibility for legal matters, finance, HR, safeguarding and at least one Board member will oversee fundraising. This is a working Board that takes on full responsibility for the future sustainability and growth of the Youth Zone, with important strategic steering provided by the Council.



Charles Mindenhall has offered his support as the first Chairman of Barking & Dagenham Youth Zone.

Since 1998, Charles and his business partner Manoj Badale have co-founded more than 20 businesses which are managed through their investment company Blenheim Chalcot. Charles has a vast amount of experience across a range of sectors including technology, media, financial services, sport and government.

After having visited some of the North West Youth Zones, Charles agreed to lead the OnSide charge to develop similar facilities in London. Charles's flagship company, Agilisys, employs many local people, and through his network both in the local area and in London as a whole, the Youth Zone will see great benefit and will get off to the best possible start.

Members of the OnSide team will also sit on the Board in an advisory capacity to offer support, especially in the build-up to opening and in the first few months of operation. Following this, OnSide will continue to play an important role by offering training, networking with other Youth Zone Boards and through any other support that the Chair or other Trustees feel is of value.



STEP 2 - A VOICE FOR YOUNG PEOPLE

Young people choose to come to the Youth Zone. It's their place. And so in order for it to succeed and flourish it must be owned by them and represent what they want.

We are committed to involving young people in as much of the development of a new Youth Zone as possible. To achieve this, one of the first tasks is to establish a local young people's development group (YPDG).

The YPDG will consist of a wide range of young people recruited from schools, colleges, community groups and other youth providers. Over time, and with the support of the OnSide Young People's Participation Manager, the group will be able to help the project become the best it can be for all young people in Barking & Dagenham. Meeting regularly, there will be input into and, in some cases, full control over aspects such as:

- The name of the Youth Zone;
- The recruitment of key staff;
- Developing the Youth Zone's brand;
- Helping to understand young people's transport needs to and from the Youth Zone;
- Involving young people in fundraising events;
- Supporting the project management team with input into room layout and furnishings;
- Ensuring that the activities they wish to see (where possible!) take place in the Youth Zone;
- Making sure that the Youth Zone communicates effectively with local young people in the run-up to its launch.



Once the Youth Zone is open, the role of the young people's development group takes on a new dynamic, ensuring that the day-to-day offer accurately reflects what young people want and stays ahead of ever-changing trends. Representatives from the Youth Board are also periodically invited to Trustee meetings, ensuring that they have a continued voice that is heard, listened to and acted upon.

STEP 3 – A YOUTH ZONE RIGHT AT THE HEART OF THE COMMUNITY

Existing provision for young people in Barking & Dagenham is provided in part by the Local Authority, but primarily by the voluntary sector. There are also specific-interest groups around issues such as disability, faith and ethnicity.

In our experience, the news of a new place for young people is not always met with universal approval by other providers! Change is sometimes hard to accept and a new centre creates uncertainty about the impact of that new service on their organisation.

In order to best engage, OnSide will meet with all interest groups to help them understand the opportunities for the young people they represent.

The key messages that we will communicate are:

- The Youth Zone is an additional investment that is modern, relevant and innovative, attracting young people, often in unprecedented numbers;
- Funding of the Youth Zone brings in new money from the private sector that otherwise would not be available;





- The Youth Zone's aim is to work in partnership with all existing provision to enhance what young people can have - to make the sum greater than the individual parts;
- The Youth Zone can be a place where other organisations engage with groups of young people previously unknown to them and by doing so increase their reach;
- The building, modern and fit for purpose, can be used for other organisations to deliver their services.

Of course, should any uncertainty remain, the strongest message can come from young people themselves. Once they have visited an existing fully-operational Youth Zone with all that it has to offer, they become enthusiastic advocates for the need for a similar facility in their community.

STEP 4 – GETTING VOLUNTEERS ONSIDE

Volunteers are a crucial part of a Youth Zone's DNA. They embody the strong community spirit needed for success. Put simply, without volunteers, Youth Zones could not exist.

Many people make the mistake of thinking that volunteers are most useful because they are a free resource. That is not the strength of volunteering. Because Youth Zone volunteers are vital and committed members of the Youth Zone family, Barking & Dagenham Youth Zone will invest significantly in their proper recruitment, training and management.



As well as giving their time and energy, volunteers contribute to a Youth Zone in other specific ways. They provide:

- Extra feet on the ground. Youth work is about building relationships. Volunteers operating alongside paid staff during a Youth Zone session makes this important element of our work much easier. We encourage them to spend their time engaged in activity and positive discussion with our members, not bogged down in paperwork or tidying up sports kit.
- Additional skills. Many volunteers are attracted to Youth Zones because there is the opportunity to share a passion and skill for a particular piece of work. Whether coaching the basketball team in the sports hall or running a weekly flower-arranging session in the arts area, all ideas and innovation are welcome – and the people of Barking & Dagenham have interests and passion in abundance.
- Intergenerational impact: Having a large team of adult volunteers of different ages helps bridge the gap between young people and the older generations. After having worked with young people through the Youth Zone, volunteers become their strong advocates, helping to change negative perceptions and stereotypes.
- Local buy-in. Our volunteers reflect the Youth Zone back to their community, sharing positive experiences about their involvement. Many of them are recruited via the companies that support us, thus helping to develop strong, long-lasting partnerships between the Youth Zone and some of its key funders.
- Opportunities for young people. All volunteers within the senior sessions must be over 18 and subject to the usual DBS checks, but we also encourage some of our best senior members to give up their time to act as Young Leaders. These Young Leaders are our most junior volunteers and take on a range of roles including hosting tours for VIPs, speaking to large audiences about their Youth Zone, and working as trainee youth workers on some of our Junior sessions.

Up-front investment in volunteers is the key to success. From an early stage (typically 6 months before opening), we employ a full-time Volunteer Manager responsible for recruiting and training 100+ volunteers in time for the Youth Zone's opening day.

Just as our volunteers give something to us, we give something back to them. Each is assigned their own supportive line manager and given the option of having a personal development plan. The Youth Zone is committed to supporting their careers and self-development.



STEP 5 – BUILDING THE BEST TEAM IN LONDON SINCE 1966!

When fully operational, Barking & Dagenham Youth Zone will employ over 150 people in a mixture of full-time, part-time and voluntary roles – each one a brand new position. The Youth Zone will also benefit from the close support of a number of OnSide staff in roles such as communication, fundraising and our core business, youth work.



While the building and the facilities will act as a hook for local young people, it will be the team of staff and volunteers within it that makes the real difference. Therefore, a great deal of care and attention is put into

recruitment at all levels, ensuring that the members of Barking & Dagenham Youth Zone are offered the best possible Youth Zone experience, every single time.

Barking & Dagenham Youth Zone will appoint the following key members of staff:

General Manager

The General Manager will be the local figurehead for the charity, with overall responsibility for all aspects of the Youth Zone. Typically recruited 12 months before opening, initially he or she will take ownership of the charity's fundraising strategy, working with OnSide's Development Manager in London to build and secure long-term partnerships with local private sector supporters.

Once the funding is established, the General Manager's focus will move towards ensuring that the rest of the Youth Zone team is recruited and trained, that the volunteers are in place and that the programme of activity for the first two months is planned and ready for delivery.

After the opening, the General Manager will report to the Chair of the Board. This relationship will provide support as well as challenges, enabling the team of two to deliver ongoing success for the Youth Zone. OnSide will continue to remain involved, both as a member of the Board and as a support network for the General Manager and Youth Zone team.

Volunteer & Training Manager

One of the most immediate full-time appointments is that of the person responsible for recruiting, training and developing this important group.

As well as having responsibility for finding 100+ local people who are interested in giving their time at the Youth Zone, the role will be to deliver a detailed training matrix for all staff and volunteers, ensuring that the Youth Zone goes above and beyond all safeguarding requirements and provides opportunities for all members of the team to develop and progress.

Youth Work Manager

In order to keep young people eager to come back, it is important to generate an ever-changing buzz and inspiring atmosphere. The Youth Work Manager has responsibility for making this happen.

Managing a team of 50+ sessional staff, the key to this role is finding a balance between ensuring that the Youth Zone is well attended on each session, but not to the detriment of the relationship-building that is key to successful youth work. The Youth Work Manager will also have responsibility for all safeguarding within the organisation and will be the main point of contact between the Youth Zone and local schools and wider local youth services.



Development Manager

The support of the private sector both in financial terms and in driving innovation and growth are what keep a Youth Zone's engine running. The Development Manager has the responsibility for building a large network of corporate supporters, ranging from small, independent traders to some of the area's largest employers.

Initially, the Development Manager will be responsible for bringing in over £500,000 in support of the Youth Zone and over time he or she will be responsible for ensuring steady and consistent growth for the charity as it embeds itself as a key player in the local community.

STEP 6 – THE HEART OF A CHARITY, THE BRAIN OF A BUSINESS

Barking & Dagenham Youth Zone will be owned and operated by a new, independent charity which will be driven by key representatives of the local private sector with the Council providing strategic support.

It is important to get started quickly on incorporation and registration and OnSide will provide a complete support service throughout the process.

Legal & Administrative framework

It is important to agree the basic terms of the legal relationships as early as possible so that all parties both understand what is expected of them and how their investment in the project will be protected. The finer detail of drafting the necessary documents will inevitably take time but typical structures and essential terms are summarised below:

Lease of the Site

A lease of the Youth Zone development site needs to be granted to the new operating charity. Basic provisions would include:

- A term of 125 years;
- No premium and a peppercorn rent;
- No break clauses;
- Suitably limited user clauses (linked to forfeiture provisions) to ensure there is no material deviation from the original intended charitable use.



Operational Agreement

This agreement will regulate the early years of the project partnership. The principle parties will be the new Youth Zone operating charity, the Council and OnSide Youth Zones. It will cover summaries of:

- The Council's support of the project both in general terms and any agreed financial contributions;
- OnSide's contribution to development of the project and ongoing support;
- The new Youth Zone charity's obligations in relation to the development and future operation of the Youth Zone, including its responsibility in terms of long-term sustainability;
- Branding and publicity methods;
- Normal Freedom of Information, prevention of corruption, confidentiality and dispute resolution provisions;
- Appropriate indemnities and provisions for termination on insolvency or material and persistent default.



STEP 7 – BRICKS AND MORTAR

OnSide leads on all aspects of construction project management. Following site assessment, our team will provide a design brief and undertake the procurement process for the services and building contracts required.

We manage the building project right through to practical completion and snagging, including procurement and fit-out with appropriate equipment and furnishings. This also includes implementation of all IT hardware and software, including the Youth Zone’s membership database system and monitoring and evaluation platforms.



As part of the entire building process, OnSide provides monthly construction status reports to the Council and Youth Zone board of trustees.

Capital Cost summary

The following table shows the breakdown in estimated construction cost for the Youth Zone:

Land & Buildings	£0
Construction cost	£4,503,598.65
Inflation forecast (based on RICS guidance)	£225,179.93
Furniture & Equipment	£303,900
Professional fees (pre and post contract)	£493,366.35
OnSide Fee	£380,000
Contingency	£100,000
Total Cost	£6,006,044.93



ONSIDE FOUNDATION

Following the success of the first 5 Youth Zones, OnSide established its own capital fundraising campaign to help spread the Youth Zone network across the rest of the UK – we call this campaign the OnSide Foundation.

Over the past 2 years, OnSide’s Foundation team have been busy building strong relationships with significant UK philanthropists, and thanks to the success and proven sustainability of the existing Youth Zones, **we have already secured half the capital funding required** to build Barking & Dagenham Youth Zone - £3m.

We are proud to confirm that one of the Barking & Dagenham Youth Zone capital funders is The Queen’s Trust.

Previously known as The Queen’s Silver Jubilee Trust, The Queen’s Trust has been a supporter of the OnSide network for a number of years, and was instrumental in encouraging the charity to expand its reach into London.

As a sign of support, the Trustees have pledged their largest contribution to date to the OnSide network, earmarked specifically for the first Youth Zone in London. Their gift of £1.5million towards capital, and £600,000 towards ongoing running costs has already proved a catalyst to unlocking further philanthropic support for the project.

There can be no better demonstration of support for young people than by having a Royal seal of approval, and we are delighted that HM the Queen is supporting Barking & Dagenham in this way.

HM The Queen visited The Factory Youth Zone (Manchester) in Nov 2013





STEP 8 – A GREAT LOCAL STORY

OnSide's dedicated in-house communication team will be on hand to help create and deliver a detailed and impactful information strategy for the Youth Zone. This will cover all Youth Zone stakeholders, including young people, volunteers, local businesses, voluntary organisations, pan-London youth groups and both local and national press. Among the various functions that the team will deliver are:

- Working with the Youth Board to develop Barking & Dagenham Youth Zone's brand;
- Launching the Youth Zone's website;
- Building relationships with local newspapers and other media;
- Delivering a vibrant, innovative social media strategy;
- Supporting the local team in the build-up to opening.

Through its existing network in London, OnSide has generated significant interest from key London media partners. In particular, The Evening Standard has agreed to run a campaign to publicise the work and impact of the OnSide network in London, with a direct focus on the first Youth Zone to be built – which will be in the heart of Barking & Dagenham.





STEP 9 – FUNDRAISING FOR OUR FUTURE GENERATIONS

OnSide’s North-West Youth Zones have a proven track record in being able to unlock significant financial support from the private sector and we are convinced of the potential for even more support of this kind in Barking & Dagenham.

From an early stage (at least 12 months before opening) we engage with major local employers, creating partnerships of mutual benefit. Businesses respond to the way Youth Zones turn aspiration into reality, how they rapidly gain iconic status in a community. They see how their own staff get involved as volunteers, as parents or through fundraising and of course, they see the incredible impact Youth Zones have on local young people.



In London, there is scope for investment both from privately-owned local companies and major national corporations that can support not only Barking & Dagenham Youth Zone but also the entire OnSide London network. We also already have strong indications of interest from London-based high net worth individuals who are seeking to support an innovative, young-people focused charity such as a Youth Zone.

We have also had positive meetings with David Farnsworth, CEO of the City Bridge Trust. They are hugely excited both by the potential pan-London impact of the Youth Zone network and the development of the first Youth Zone in one of their key target areas, Barking & Dagenham.

Outside the private sector, the OnSide network is successful in fundraising through registered social landlords, through fundraising events and community programmes, and we also have a growing base of trusts and foundations that support the network.

The continued success and growth of OnSide’s existing Youth Zones demonstrates that our model is sustainable. Our funding from the Queen’s Trust - £200,000 per year for the first 3 years of operation, will help kick-start the campaign. OnSide will take on the responsibility for ensuring both that the remaining balance is found for that period, and that the Youth Zone will achieve growth thereafter.

STEP 10 - WORKING ALONGSIDE THE COUNCIL

Whilst the responsibility for day-to-day management of the Youth Zone falls on the shoulders of the Board and the newly recruited Youth Zone team, it is vital that the Council plays a key strategic role, supporting the Youth Zone’s growth and development.

The Youth Zone General Manager and Head of Youth Work will work closely with the Council’s Director of Children’s Services on a variety of topics such as safeguarding, links with local schools, partnerships with the Council’s Youth Service staff and ensuring that the Youth Zone links in with other Council-led programmes such as YOT, Looked After Children & Troubled Families.





A TAILORED OFFER – RESPONDING TO LOCAL NEED

Taking on board the feedback from our initial discussions with the Leader and senior officers from Barking & Dagenham Council, OnSide is committed to adapting our traditional Youth Zone model in order to respond to local need.

Traditionally, Youth Zones are open to young people aged 8-19 or up to 25 for those with a disability. However in Barking & Dagenham we will tailor our offer to meet local need.

Due to the increasing number of children under 10 in the borough, and the number of new resident families who have moved to Barking & Dagenham, we believe that offering additional 'Family sessions' will add great value to the Youth Zone offer. Family sessions will take place on Saturday and Sunday mornings and will be open to all young people from age 5 up to secondary school age, provided that they are accompanied by their parents and/or guardians.

Not only will these sessions add an increased offer for local children, they will also support the Youth Zone by allowing local parents and wider family members to become more involved in the project. We expect that the sessions will help us recruit more volunteers and will also help the Youth Zone establish a great reputation within the community from day one.

Of course, the final detail of the Youth Zone programme in Barking & Dagenham will be decided by the local team (including taking into account the feedback from young people). However an indicative programme of opening times for Youth Zone sessions is detailed in the table below:

Day	Opening hours	Session	Age group	Activity
Monday	5pm – 9pm	Senior	12-19 years old	ALL
Tuesday	5pm – 8.30pm	Junior	8 – 12 years old	ALL
Wednesday	5pm – 9pm	Senior	12-19 years old	ALL
Thursday	5pm – 9pm	Senior	12-19 years old	ALL
Friday	5pm – 10pm	Senior	12 – 19 years old	ALL
Saturday AM	9am – 12noon	Family	5 - 12 years old (including parents)	ALL
Saturday PM	1pm – 4pm	Junior	8 – 12 years old	ALL
Saturday EVE	5pm – 10pm	Senior	12 – 19 years old	ALL
Sunday AM	9am – 12noon	Family	5 - 12 years old (including parents)	ALL
Sunday PM	1pm – 4pm	Junior	8 – 12 years old	ALL
Sunday EVE	5pm – 9pm	Senior	12 – 19 years old	ALL



TRY, TRAIN, TEAM

All Youth Zone sessions are designed to be fun, engaging, exciting and different – just what young people want. It's not easy, but a Youth Zone's mantra is always to make each session that little bit better than last night's - thus giving the team the best chance of ensuring that young people keep attending time and time again.

There is an important underlying structure to each session. We call it 'Try, Train, Team' and it is through this approach that the Youth Zone ensures that there is a clear developmental aspect to each activity. Through this young people will see improvements in their confidence, self-belief and general wellbeing.

The **try** phase is just that – trying! Each night, the Youth Zone offers a minimum of 20 different activities ranging from football to Frisbee, fashion to flamenco. Flooding the sessions with a wide variety of activity ensures that young people have ample opportunity to have a go at something that they may not otherwise have come across. We make sure that all the proper, fit-for-purpose kit is provided, and at only 50p per session, there is no barrier whatsoever to taking part.

When young people find something they enjoy and would like to try and get better at, the Youth Zone will offer more advanced, '**train**' sessions in that particular activity. It may be simple sports coaching or a guitar lesson, or could be a 1-2-1 painting class with a volunteer. In short, whatever the activity, our team of staff and volunteers will support all members to improve. Of course, the Youth Zone cannot provide every activity there is, but if not we will use our links within the community to find a partner organisation that can support the member outside the Youth Zone itself.

Finally, when young people reach a good standard of achievement, or simply when they'd like to test themselves, we offer '**team**' activities aimed at showcasing progress. Teams are not limited to just sports teams – instead, it could be the cast of a pantomime, a newly formed Youth Zone rock band or, for those who have shown an interest in climbing or residentials, a Duke of Edinburgh award group.

Recognising a young person's progress is a crucial part of their development and so all staff and volunteers are trained to praise achievement, whatever that might be. Achievements are formally recognised every year in the Youth Zone's awards night – a celebration of the year's activity and a chance for members, parents, staff, volunteers and sponsors to come together and congratulate young people on their success.





CREATING A LEVEL PLAYING FIELD

Children and young people with disabilities are among some of the most important members of any Youth Zone family. All of our centres are designed with inclusion in mind and we are immensely proud of the history and track record of success in working with this group of young people.

We believe that the secret of this success lies both in detailed consultation with local young people and disability groups, and in providing the best possible training for our staff and volunteers, equipping them with all the skills necessary to provide a fully integrated, vibrant and dynamic programme of activity.

DESIGN SPECIFICATIONS

All OnSide Youth Zones are fully accessible and go beyond the statutory minimum requirements for disabled access. For example, Youth Zone toilet and/or changing facilities must allow for full assistance, usually achieved by providing a separate assisted changing facility (in accordance with *Changing Places* guidance) including a bed, tracking hoist, shower and a toilet.

As part of the design process, we welcome input from local disability groups, to ensure that their opinions and expertise are properly considered. We can't of course promise everything to everyone, but take all aspects of disability provision into account when deciding the building's final designs.

A LEVEL PLAYING FIELD

OnSide's 'A Level Playing Field' project is the network's flagship programme supporting young people with disabilities. Delivered in partnership with the Seashell Trust, its goal is to ensure that positive, encouraging sporting activities are provided for young people with disabilities.

Of course, Youth Zones provide the perfect setting to deliver such activities, but central to the project's success is the network's commitment to properly training staff and volunteers in various aspects of disability awareness and provision.

Although currently limited to the 6 existing Youth Zones, our ambition is to roll out the project across the ever-growing national network of Youth Zones and given that it will be the first facility of its kind in London, Barking & Dagenham will become not simply a facility where disabled young people are welcome, but a hub for disabled and mixed ability youth provision, attracting young people from across the capital.





DAYTIME USAGE

Barking & Dagenham Youth Zone will be an iconic, game-changing facility for the local community. It will be the newest, most attractive building in the Borough and whilst its core provision will always be to provide a 7-day-a-week recreational offer for children and young people, it also provides an excellent opportunity to act as a base for other community-focused programmes outside evening opening hours.

Groups or activities that support young people will always be a preference when it comes to daytime usage of the facility. However it is important that as many members of the community as possible can have some access to the building and so the Youth Zone will remain responsive to all requests and suggestions for how it is used when schools are open.

The list below is by no means exhaustive but indicates the range of activities or programmes that the Youth Zone might accommodate:

- Usage by schools to deliver P.E. lessons or other taster sessions;
- Access for young people aged 16+ who are not in education, employment or training to offer them support and guidance in securing a job or placement;
- Supervised, positive activities for young people currently engaged by the local youth offending teams;
- Space for council meetings and/or conferences;
- Opportunity to develop early-years programmes, in particular supporting young, at-risk parents;
- Physical fitness programmes, delivered in conjunction with local public health teams;
- A hub for other voluntary sector groups to access and take advantage of activities and meeting spaces.



TARGETED SERVICES

Barking & Dagenham Youth Zone will open its doors to provide a core offer of quality, positive, developmental activity for young people, 7 nights a week, 52 weeks a year for just 50p per session.

This fundamental offer will never change. However there will follow several opportunities for an enhanced offer for young people as the organisation grows and funding becomes available. Many existing Youth Zones already deliver some of the below projects as part of their programme for young people, and within a short space of time, Barking & Dagenham can expect to be able to add some of the following (or indeed other projects in response to local need) to its list of available activities.

ENTERPRISE & EMPLOYABILITY

For many young people, making the jump from school to the world of work or higher education is becoming more and more of a challenge. Despite having the qualifications, often young people lack the confidence, resilience and social skills needed to make their first step onto the career ladder a successful one; and so our Youth Zone employability programmes are targeted at helping young people improve those soft skills which will help them land a fantastic job, apprenticeship or place on a college course.



Working alongside volunteers from the local business community (many of those being financial supporters of the Youth Zone), we provide detailed, relevant training programmes that are targeted to young people's needs and that aren't driven by results and statistics. The keys to our success in this area of work lies both with the quality and commitment of the staff and volunteers engaged in the project, but also because of the voluntary relationship that young people have with the Youth Zone; i.e. they are there because they want to be, not because they have to be.

Across the existing network, 84% of all the 16-19 year olds who took part in the project went on to find a job or further education placement. As well as this, many creative, entrepreneurial projects were born, helping to raise money for the Youth Zones – a great example is the recent 'Cookie Mug' project developed by young people at Wigan Youth Zone.

MENTORING

The success of Bolton Lads & Girls Club's award-winning Mentoring project has led to it being replicated across a number of OnSide's Youth Zones. The scheme began when young people accessing the facility began to show signs of needing more 1-2-1 support. Often, although not always, their problems stemmed from the lack of a consistent adult role model in their life. If we see these signs, young people are referred to work alongside a volunteer mentor.

Many young people on the project have their own social workers, or struggle with relationships with their parents or guardians. Mentors make a difference as they aren't seen as being part of 'the system'. They are volunteers who give up their own time to be there, and young people respond to this in a very positive, productive way.

Although it can take time to build up a relationship, young people on the project respond to the fact that their mentor is giving up his or her own time to support them. Over a period of around 12 months, they work together on an action plan, working towards agreed goals to help the young person get over



whatever challenges they may face, better equipping them to face the challenge of transition from young person to young adult with confidence and positivity.

Throughout the project, the Youth Zone coordinates and manages the entire process; recruiting and training the mentors, working with the young people on the project and with their families, and also keeping in touch with schools or any other bodies involved in the referral or safeguarding process.

RESIDENTIALS

Increasingly we have found that more and more young people lack the experience of having ventured outside of the town and city in which they live. Youth Zone residentials will take groups of young people from Barking & Dagenham out of London into the great outdoors to take part in activities such as climbing, canoeing, bouldering, and of course, camping.

'Rezzies' (as members like to call them) are designed to take young people firmly out of their comfort zones. They help boost confidence, improve skills such as teamwork, leadership and communication, and crucially they provide a positive, life-changing experience that they will remember fondly, long after they move on from the Youth Zone.

HEALTH PROJECTS

Similar to employability, health projects delivered from within the Youth Zone are particularly successful because they are delivered on young people's terms. Through regular attendance at the Youth Zone, young people build positive relationships with staff and volunteers and often raise their own issues that our staff can address.

Problems such as obesity, smoking & teenage pregnancy are common across the network, but thanks to the strength of relationships that young people have made with members of the Youth Zone team, young people have also disclosed problems such as eating disorders, sexual exploitation and self-harming.

It is important to note that in many cases, young people have lived with problems such as this for years, without feeling that they have someone to turn to either at home or at school. A Youth Zone environment is different. This is a home away from home for many young people and thanks to this supportive culture, Youth Zones have a proven track record in helping young people find the strength to share their problems, to work with our team to help improve their situation and get their lives back on track.





A LASTING LEGACY

The positive impact that a Youth Zone has on the local community goes way beyond simply keeping young people off the streets. Across the OnSide network, each Youth Zone has resulted in tangible, measurable outcomes for the entire local population, not only its young people.

In Barking & Dagenham, the opportunities are endless. The Youth Zone's operating model will allow not just sustainability, but growth over many years. The following are simple impact projections (based on evidence already gathered at other Youth Zones) that can be expected over the first 20 years of Barking & Dagenham Youth Zone:

- **1,500** young people attending the Youth Zone on average once a week; that's over 2 million visits over 20 years;
- **11,232** hours of volunteering at the Youth Zone each year – the equivalent of over **£2.5MILLION** of paid hours over a 20 year period;
- Over **600** paid jobs, both full-time and part-time;
- Over **£10MILLION** of inward investment unlocked through the support of the local business community;
- A reduction in youth-related anti-social behaviour of as much as **77%**;
- A reduction in childhood obesity and other harmful behaviours;
- **HUNDREDS** of young people successfully moving from school into work or further education thanks to the support and encouragement from the Youth Zone.



Barking & Dagenham Youth Zone will inspire tens of thousands of young people. Its members will be healthier, happier, more successful citizens.

The Youth Zone will be the catalyst for millions of pounds of inward investment, transforming young lives, making a difference. It will support young people to fulfil their talents and ambitions, discovering sporting and creative superstars of the future. Young people will be supported by an army of passionate volunteers who give up their own time to help members get the most out of their Youth Zone experience.

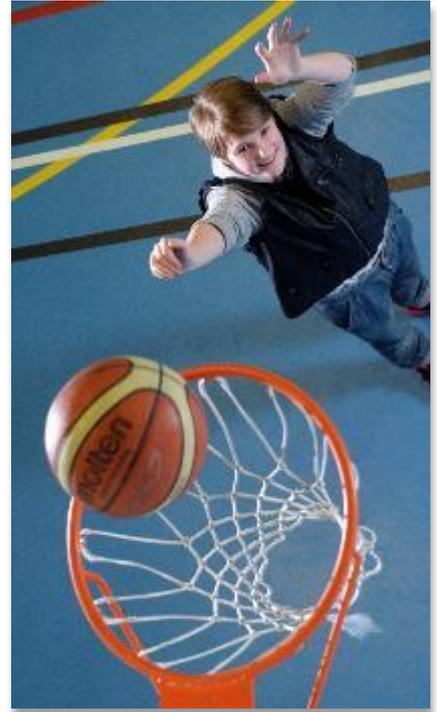
Through the Youth Zone, Barking & Dagenham's young people will have even more of a voice in the local community. They will help shape future provision and will become more active in their local community and local politics.

Over time, and thanks to the Youth Zone, young people will be fitter and healthier. Fewer young people will smoke. Fewer young people will experience problems with drug and alcohol misuse. The number of young people with eating disorders will fall, as will the number of young people who self-harm. Youth-related anti-social behaviour will also fall in Barking & Dagenham, freeing up more time for the local PCSOs to carry out proper, impactful police work.

Together, OnSide and Barking & Dagenham Council will change lives for the better. Every young person in Barking & Dagenham is special – and the Youth Zone will make sure that this is never forgotten.



THANK YOU



PUTTING
MORE
YOUNG
PEOPLE ON
THE MAP

APPENDIX 1

BARKING & DAGENHAM YOUTH ZONE: INDICATIVE OPERATING BUDGET

YEAR 1	Income £	Expenditure £
Private sector sponsorship	500,000	
Fundraising Events	75,000	
Community Fundraising	25,000	
Young people's contributions	41,250	
Trust & Grants / Major donors (includes TQT)	400,000	
Sub-Total	1,041,250	
Core Team		204,634
Support team – Indirect delivery		84,680
Full time delivery staff		246,448
Part-time sessional staff		202,251
Premises cost		96,400
Management costs		67,644
Delivery / consumables		69,266
Holiday Club provision		15,000
Sub-Total		986,323
5% contingency		49,316
Total		1,035,639
Year 1 operating balance		5611



CLLR JIM McMAHON, LEADER OF OLDHAM BOROUGH COUNCIL:

“The thing that makes Mahdlo stand out for me isn’t actually that it’s a youth centre, rather it’s a centre for young people. It covers their emotional wellbeing, their social wellbeing; it gives them confidence, it raises their ambition, it gives them support and it brings together the wider community.”

CHARLES MINDENHALL, LONDON CHAMPION:

“The OnSide message of somewhere to go, something to do & someone to talk to resonates very strongly here in London. The reason for that is that London is a big place with not that many facilities available for young people; so creating these places for young people will have a tremendously positive effect on them.”

PSCO, ROBERT SMITH, HARPURHEY POLICE:

“Since the Youth Zone opened, it’s nothing like it was before. On a normal Friday night I’ll maybe now only encounter two or three groups of young people hanging on the streets, and it’s because they’re at the Youth Zone playing football, climbing the wall, playing pool or just hanging out with their friends rather than out on the street where they’re tempted to get into trouble because they’re bored.”

RICHARD CLAYTON, FORMER COUNCILLOR AT WIGAN COUNCIL:

“As a local councillor, initially I was dead against the Youth Zone in Wigan. I thought that it was a waste of money and that it would cause more trouble than good. I couldn’t have been more wrong. I’m now retired and am a regular volunteer on the sessions. Young people are brilliant, they can push your buttons at times, but we owe it to them to support them through facilities like the Youth Zone.”

WHAT PARENTS AND YOUNG PEOPLE HAVE SAID

“I never thought my kids would ever be able to go to a place like this”

Mum of four children after her first visit to The Factory Youth Zone. Her children all became members of the Youth Zone.

“All we used to do was go out onto the estate and get into trouble. Now I go to Mahdlo (Oldham Youth Zone) and it’s all changed. I’ve met new mates, I do lots and I don’t get in trouble any more.”

Alan, 14, member of Mahdlo

“I love going to the Club. I joined to be part of the disabled group and now I do climbing and dancing. I’ve even won prizes – I can’t believe it!”

Tracey, 16, member of Bolton Lads & Girls Club

The Factory Youth Zone (Manchester) is brilliant for Sean (age 11). He used to have to come with me every night when I went out to clean, and he hated it. Now I drop him at the Factory and he can play football non-stop. We don’t argue as much. I’m really grateful.”

Mum of Sean, member of the Factory Youth Zone

CABINET**21 July 2015**

Title: Discretionary Business Rate Relief Policy	
Report of the Cabinet Member for Finance	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Jonathon Bunt, Chief Finance Officer	Contact Details: Tel: 020 8724 8427 E-mail: jonathan.bunt@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
Summary	
<p>The Council has legislative powers to grant Discretionary Business Rate Relief to Ratepayers within the borough for the following reasons:</p> <ul style="list-style-type: none"> • Where a Ratepayer is a registered charity or is a Community Amateur Sports Club the Council is required to apply 80% relief which is funded by Central Government; • The Council can at its own discretion add up to a further 20% (top up) relief and must fund 30% of this relief; • Where a Ratepayer is a non profit making organisation and the property is solely used for charitable or philanthropic reasons the Council can grant up to 100% relief; • Where the property is partially occupied for a temporary period the council can grant up to 100% relief; • Where the Ratepayer is experiencing financial hardship the council can grant up to 100% relief. <p>At the 16 December 2014 Cabinet meeting it was agreed that the budget supporting this legislative power would be reduced by £50,000. As a result the said budget has been top sliced and reduced by £29,345. In addition the Council policy governing this relief has been reviewed and amended to deliver another £20,655 of savings to ensure the total £50,000 savings can be delivered in 2016/17.</p> <p>In order to meet the new budget, a revised “Discretionary Business Rate Relief to Charities and Not for Profit Organisations” policy has been developed and is set out at Appendix A.</p> <p>The impact of this policy criteria change is that 80 businesses will continue to receive support from the Council, whilst 21 will no longer qualify for this relief. Appendix B shows the breakdown of the types of businesses that will not qualify for relief in 2016/17 (table 1) and the types of businesses that will continue to be supported subject to the criteria stated in the new policy being met (table 2).</p> <p>The Council must give 12 months notice of possible cancellation to those ratepayers</p>	

currently in receipt of these reliefs. A notice was issued in March 2015 informing the ratepayers of cancellation and a possible policy change. Delaying this notice would have jeopardised the 2016/17 savings meaning they may not have been delivered until 2017/18.

Ratepayers will be invited to reapply under the new criteria on an annual basis if they wish to be considered for said relief.

It is proposed that the initial determination of whether or not to award Discretionary Business Rate Relief be delegated to the Chief Finance Officer and that appeals are heard by a panel of three councillors, one of whom shall be the Cabinet Member for Finance.

Recommendation(s)

The Cabinet is recommended to:

- (i) Approve the Discretionary Business Rate Relief to Charities and Not for Profit Organisations Policy as attached at **Appendix A** to the report, which reflects the budget for 2015/16 and beyond;
- (ii) Note the potential impact of the new policy on local ratepayers currently in receipt of Discretionary Business Rate Relief **Appendix B**
- (iii) Agree to the establishment of a Discretionary Business Rate Relief Appeal Panel, consisting of three councillors, one of whom shall be the Cabinet Member for Finance, and authorise the Chief Finance Officer, in consultation with the Cabinet Member for Finance, to finalise the arrangements for the Appeal Panel; and
- (iv) Note that the necessary amendments to the Council's Constitution to reflect the new arrangements will be made by the Monitoring Officer.

Reason(s)

The Council is facing unprecedented financial challenges and has identified significant savings that need to be made over the next three years. The approved savings proposals include a reduction to the Discretionary Business Rate Relief budget of £50,000 prompting the requirement to review and revise this policy.

The revised policy sets more specific guidelines for the factors that should be considered when making decisions to award or refuse Discretionary Business Rate Relief.

1. Introduction and Background

- 1.1 Sections 43, 44A and 47 of the Local Government Finance Act 1988 give billing authorities the discretionary power to grant rate relief for certain ratepayers.
- 1.2 The Council's current policy containing the qualifying criteria for granting these reliefs was last revised in 2006.

- 1.3 Relief has been granted under the 2006 policy for ratepayers that engage in charitable or philanthropic activities where they are able to demonstrate a benefit to the borough and a link to the Council's vision.
- 1.4 In addition relief has been granted to ratepayers that have been suffering financial hardship or if the property was partially occupied for a temporary period of time.
- 1.5 The policy has been revised to allow savings to be realised as agreed at the Cabinet meeting of 16 December 2014.
- 1.6 The previous policy was not specific enough in the criteria that would be used to identify eligibility for the relief. The revised policy clearly states the types of ratepayers that can or cannot be considered for this relief.
- 1.7 The new policy has been aligned with best practice similarly adopted by other Local Authorities.

2. Proposal and Issues

- 2.1 The adoption of this amended policy and the top slicing of the budget will realise savings of £50,000 in 2016/17.
- 2.2 The amended policy (**Appendix A**) will help the Council to more easily focus its powers to grant Discretionary Business Rate Relief to those ratepayers whom it considers to have aligned objectives.
- 2.3 The more specific criteria adopted in the revised policy will exclude the following types of ratepayers:
 - Administration Offices for National Charities;
 - Overseas Aid Organisations;
 - Organisations that are already receiving funding from the London Borough of Barking and Dagenham Council;
 - Housing Associations;
 - Buildings used for worship or promotion of religious belief;
 - Organisations operating a restrictive membership policy.
- 2.4 In addition the following organisations and establishments will not be eligible for Discretionary Business Rate Relief:
 - Profit making organisations;
 - Non profit making organisations who are not Registered Charities or Community Amateur Sports Clubs (CASCS);
 - Empty properties;
 - Car parking spaces;
 - Social Clubs;
 - Organisations that have an audited income of over £500,000 per annum including any reserves.
- 2.5 Set out at **Appendix B** is a schedule of the types of organisations that received Discretionary Business Rate Relief in 2014/15 who would no longer qualify under

the new policy (table 1), as well as the types of organisations that will continue to be supported subject to the criteria stated in the new policy being met (table 2).

- 2.6 The determination of applications will be made by the Chief Finance Officer (CFO) , or his designated officers, in accordance with the policy. Under the arrangements, an Appeal Panel would hear appeals by applicants against determinations by the CFO.

3. Options Appraisal

- 3.1 The revised proposals have been developed in the context of the reduced budget allocation for Discretionary Business Rate Relief.

4. Consultation

- 4.1 Ratepayers were issued with a notice letter of cancellation on 27 March 2015 confirming their entitlement will cease as at 31 March 2016 with details of the new application criteria to follow in 2015 (subject to the agreement of the attached policy). A copy of the notice is included at **Appendix D**.

5. Financial Implications

Implications completed by: Chris Leslie, Group Accountant, Corporate Finance

- 5.1 The changes to the Discretionary Rate Relief Policy would increase the Council's income from business rates by £68,850 a year based on the current level of relief. This assumes a 100% collection rate and that the businesses remain in the premises.
- 5.2 Given there is a 12 month notification period this will assist the businesses in making the financial arrangements to pay the new charge.

6. Legal Implications

Implications completed by: Paul Feild, Senior Governance Solicitor

- 6.1 A local authority is required under the Local Government Finance Act 1992 to produce a 'balanced budget'. The current budget setting takes place in the context of significant and widely known reductions in public funding to local authorities. Where there are reductions or changes in service provision as a result of changes in the financial position the local authority is free to vary its policy and consequent service provision but at the same time must have regard to public law considerations in making any decision lawfully as any decision eventually taken is also subject to judicial review. Members would also wish in any event to ensure adherence as part of good governance. Specific legal advice may be required on the detailed implementation of agreed savings options. Relevant legal considerations are identified below:
- 6.2 Whenever there are proposals for the closure or discontinuance of a service or services, there will be a need for appropriate consultation, so for example if savings proposals will affect staffing then it will require consultation with Unions and staff. In

addition to that Members will need to be satisfied that Equality Impact Assessments have been carried out on policies before the proposals are decided by Cabinet.

- 6.3 In terms of who must be consulted, the demands of fairness are expected to be somewhat higher when an authority contemplates depriving someone of an existing benefit or advantage than when the claimant is a bare applicant for a future benefit. If a person is likely to lose something or be worse off, then they should be specifically identified and consulted. For example all those who are likely to be affected should be written to and preferably the letters hand delivered. This is considered to be sound practice.
- 6.4 If at any point resort to constricting expenditure is required, it is important that due regard is given to statutory duties and responsibilities. In particular the Council must have regard to:
- any existing contractual obligations covering current service provision. Such contractual obligations where they exist must be fulfilled or varied with agreement of current providers;
 - any legitimate expectations that persons already receiving a service (due to be cut) may have to either continue to receive the service or to be consulted directly before the service is withdrawn;
 - any rights which statute may have conferred on individuals and as a result of which the council may be bound to continue its provision. This could be where an assessment has been carried out for example for special educational needs statement of special educational needs in the education context);
 - the impact on different groups affected by any changes to service provision as informed by relevant equality impact assessments;
 - to any responses from stakeholders to consultation undertaken.
- 6.5 In relation to the impact on different groups, it should be noted that the Equality Act 2010 provides that a public authority must in the exercise of its functions have due regard to the need to eliminate discrimination and to advance equality of opportunity between persons who do and those who do not share a relevant 'protected characteristic'. This means an assessment needs to be carried out of the impact and a decision taken in the light of such information.

7. Other Implications

- 7.1 **Risk Management** – There is a risk that these changes to the policy will have an impact upon collection rates. In addition some Ratepayers who have been in receipt of the relief in the past could find that they receive bills that they may have difficulty in paying. To mitigate this, all Ratepayers currently in receipt of the relief have been given 12 months notice allowing them adequate time to prepare for the financial impact.
- 7.2 **Corporate Policy and Customer Impact** - An Equalities Impact Assessment (EIA) was completed as part of the savings proposal and is included at **Appendix C**.

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

List of appendices:

- **Appendix A** – Revised Policy for the award of Discretionary Business Rate Relief to Charities and Not for Profit Organisations
- **Appendix B** – Affected Businesses
- **Appendix C** – EIA for Savings Proposal
- **Appendix D** – Notice of Cancellation Letter

Policy for the award of Discretionary Business Rate Relief to Charities and Not for Profit Organisations

1. Scope of this Policy

This policy relates to the discretionary power London Borough of Barking & Dagenham has to award business rate relief under Section 44A, Section 47 and Section 49 of the Local Government Finance Act 1988.

2. Policy Principles

The Council recognises that the Voluntary and Community Sector makes a major contribution to the local economy and to the health and well being of the residents, who live and work in Barking and Dagenham. Providing discretionary business rate relief is one way the Council can help support this sector.

This policy has been agreed by the Council to ensure that all ratepayers making application for this relief are treated in a fair, consistent and equal manner.

3. This Policy includes:

- The Council's Legal Requirements
- State Aid
- Cost to the Council
- The Application Process
- Reapplications
- Eligibility Criteria & Decision Making Process
- Hardship Relief
- Section 44A Partially Occupied Property
- The Appeals Process
- Museums

4. The Council's Legal Requirements

Section 43 (6) of The Local Government Finance Act 1998 (LGFA) requires Local Authorities to grant 80% mandatory business rate relief to the following categories of rate payer:

- Registered Charities (registered on the Charity Commission) for premises which are wholly or mainly used for charitable purposes.
- Registered Community Amateur Sports Clubs (registered as such under the Corporation Tax Act 2010) for premises which are wholly or mainly used for the purpose of the club itself, or for the purpose of the club and other CASCs

- 4.1 Mandatory Relief provides 80% reduction in business rates, and this is fully funded by Central Government.

- 4.2 Local Authorities may then grant in accordance with Section 47 of the LGFA & at its discretion, further “top up” business rate relief to this category of ratepayer. The maximum relief Charities & CASCs can receive in this respect is an additional 20%.
- 4.3 Local Authorities can also consider granting Discretionary Business Rates relief if the organisation is a non-profit making body **and** the property is used for charitable purposes; concerned with education, social welfare, science, literature or the fine arts; or used wholly or mainly for recreation by a not-for-profit club or society.
- 4.4 Where an application for discretionary business rate relief does not meet the legal requirement (for example if an organisation is established for profit) the application cannot be considered.

5. State Aid

- 5.1 There are European Union (EU) Regulations which restrict the award of State Aid and under certain circumstances the award of discretionary business rate relief could be considered to be State Aid. State Aid is unlawful.
- 5.2 The circumstances in the EU Regulations that need to be considered will be where the organisation engages in commercial activities or competes with commercial bodies because of an activity it carries out. For example a not for profit training organisation that provides training to services or businesses.
- 5.3 If the organisation undertakes any commercial activity it must be commercially insignificant and localised so that there is no potential impact on the inter-community trade, otherwise the regulations governing State Aid will apply.

6. Cost to the Council

- 6.1 Discretionary Business Rate Relief if granted is funded partially by the Council, partially by the Government and partially by the Greater London Authority (GLA). The percentage split is as follows:

Council	GLA	Government
30%	20%	50%

7. The Application Process

- 7.1 Applications must be made by the registered ratepayer. Whilst your application is being considered **you should continue to pay your normal instalments.**

- 7.2 Where the ratepayer is an organisation the application must be made by a person with the authority to act on behalf of said organisation. The Council may ask for evidence that the person making the application is entitled to act in that capacity.
- 7.3 Applications for discretionary business rate relief must be submitted by the 30 September of the previous year for relief to be considered for the following financial year. Applications made during the award year (and after the deadline) will not be considered. Applications for Hardship or Partially Occupied Premises business rate relief will be considered on an ad hoc basis.
- 7.4 All applications must be received using the Council's standard application form (Appendix A) which is also available on the Council website.
- 7.5 In addition to the standard application form, applicants are required to supply supporting information including Audited Accounts and Articles of Association. If any organisation fails to provide the additional information their application will not be considered.

8. Reapplications

Where an application is refused either initially or following an Appeal, further applications will not be considered unless:

- a. The use of the property changes
- b. The objectives of the organisation change
- c. There have been other changes that may affect the Council's decision.

9. Eligibility Criteria & Decision Making Process

- 9.1 Discretionary Business Rate Relief is not a matter of right; the Council is entitled through this policy to determine different levels of relief according to the nature and circumstances of individual organisations and the benefits they deliver to the wider community.
- 9.2 The Council will consider each individual case in accordance with the criteria set out below. This criteria is not restrictive however it should be noted that the Council's ability to grant discretionary business rate relief may be limited to other factors, including available budget.
- 9.3 Any successful award of relief will be for one financial year only with effect from 1st April until the following 31st March.
- 9.4 Recipients of the relief are required to notify the Council of any changes of circumstances which may have an impact upon the award granted.

- 9.5 The Council has limited budget for awarding discretionary business rate relief and seeks to use its limited budget to support the voluntary & community sector in providing much needed services and support for our residents.
- 9.6 Discretionary consideration will be given to applications for relief where the applicant is an excepted charity i.e. voluntary school.
- 9.7 However, not all Registered Charities and CASCs will qualify for discretionary business rate relief. The following businesses will not be considered for relief regardless of their charitable status:
- Administration offices for national charities
 - Overseas aid organisations
 - Organisations that are already receiving funding from the London Borough of Barking and Dagenham
 - Housing Associations
 - Buildings used for worship or promotion of religious belief
 - Organisations operating a restrictive membership policy
- 9.8 In addition the following organisations and establishments are not eligible for discretionary rate relief:
- Profit making organisations
 - Non profit making organisations who are not Registered Charities or CASCs
 - Empty properties
 - Car parking spaces
 - Social Clubs
 - Organisations that have an audited income of over £500,000 per annum including any reserves
- 9.10 Applicants must fulfil all of the following criteria to qualify for any application to be considered (evidence may be required).
- Primary benefit to Barking and Dagenham residents – at least 85% of the organisation’s beneficiaries must be Barking and Dagenham residents.
 - A link must be demonstrated to the Council’s priorities
 - The organisation must adhere to the Equality Act 2010
- 9.11 Applications in the first instance will be assessed by the Chief Finance Officer (CFO) and a response will be issued to the applicant within 60 days of the closing application date (30 September).

9.12 Officers and members who have an interest in any aspect of an application for relief must not participate in the decision making process and must declare their interest to the CFO. Should the CFO have an interest in the application for relief he/she must not participate in the decision making process and must delegate this to the Deputy Chief Finance Officer (DCFO)

10. Hardship Relief

10.1 The Council may award hardship relief to businesses where it feels that such assistance may help a business that is in financial difficulty. The intention of this relief is to temporarily aid the business enabling it to become financially stable.

10.2 Applications for hardship relief can be made at any time during the financial year. All applications must be made in writing detailing the reason for the application and the amount of relief requested. In addition applicants must include two years of Audited Accounts.

10.3 It is recognised that some organisations may not currently keep records of sufficient detail to provide the information that is normally requested to support an application. Where the Council is satisfied that the information is genuinely not available, and that the organisation has co-operated to provide all available information, the Council will consider the application based on the information provided. Only one application will be considered in this way, and future applications must provide all information that is required.

10.4 Hardship relief will not be granted where the applicant has more than one trading business.

10.5 Hardship relief will not be granted where the applicant has failed to adequately insure their business or premises, resulting in the application for hardship.

11. Section 44A Partially Occupied Property

11.1 Where a property has become partially unoccupied for a temporary period of time the Council may consider awarding a discretionary relief. The application process for this relief is the same as previously detailed in this policy. However, the business need not be a registered charity, remaining criteria for eligibility still applies.

11.2 Applications for section 44A can be made at any time during the financial year. All applications must be made in writing detailing the reason for the application and the amount of relief requested. In addition detailed plans must be provided to clearly show the occupied and unoccupied parts of the property in question and an action plan for future reoccupation.

12. Appeals process

- 12.1 Appeals must be received by the Council within 30 working days of the date the refusal letter is sent, appeals after this date will not be considered.
- 12.2 Appeals may be made for decisions regarding discretionary business rate relief, hardship relief and Section 44A (partially occupied) relief.
- 12.3 All appeals must state the reason for the appeal and supply any supporting evidence.
- 12.4 An Appeals Panel will be convened consisting of three Councillors, one of which will be the Finance Portfolio holder. The decision of the appeals panel will be fully documented, is final and no further appeals will be considered.
- 12.5 The decision of the Appeals Panel will be communicated to the Ratepayer within 10 working days of the convened meeting.

13. Museums

- 13.1 The London Borough of Barking and Dagenham has one museum which it considers to be a valued asset of the borough. The Council is committed to continuing to support the Valance House Museum, and especially its free access to residents

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Table 1 below shows the types of business that will no longer receive Discretionary Rate Relief from 2016/17 onwards. Table 2 show the types of businesses that will continue to be supported subject to the criteria stated in the new policy being met.

Table 1

Type of business	Number	Additional Business Rates payable	Saving to Council
Car parking space	3	£59	£18
International Aid Charities	3	£6,540	£1,962
Places of Worship	9	£28,648	£8,594
Sports Clubs	5	£33,204	£9,961
Housing Association	1	£399	£120
Total	21	£68,850	£20,655

Table 2

Type of business	Number	Business Rates relief granted	Cost to Council
Adult Education	1	£39,687	£11,906
Advice Centres	14	£19,096	£5,729
Charity shop	9	£12,217	£3,665
Community Amateur sports club	3	£4,905	£1,472
Community Centre	15	£29,395	£8,819
Community Counselling	1	£631	£189
Day Centres	2	£1,193	£358
Disability support	8	£12,419	£3,726
Domestic violence shelter	1	£947	£284
Community Farm	2	£3,431	£1,029
Financial advice for the elderly	1	£1,405	£422
Food bank	1	£11,043	£3,313
Hostel	2	£2,815	£845
Housing for the elderly	1	£163	£49
Religious Day centre	2	£710	£213
Religious schools	10	£127,864	£38,359
Support Housing projects	3	£2,061	£618
Youth clubs	3	£2,100	£630
Youth Counselling	1	£468	£141
Total	80	£272,550	£81,765

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Budget Savings Proposals

Equality Impact Assessment

Section 1: General information

- 1a) Name of the savings proposal - Discretionary Rate Relief Policy Review
- 1b) Services Area – Revenues & Benefits
- 1c) Divisional Director – Sian Peters
- 1d) Name and role of officer/s completing EIA – Sian Peters/Steve Cooper

Section 2: Information about changes to the services

2a) In brief please explain the savings proposals and the reason for this change

To revise the existing Business Rates Discretionary Rates Relief policy ensuring that eligibility criteria is aligned with the goals of the Local Authority and is targeted at organisations that are directly providing support to residents living in the borough.

2b) What are the equality implications of your proposals

The existing policy will be amended so that it is only awarded to community organisations eligible for mandatory rate relief and are registered charities. This may potentially have an effect upon some organisations that are not currently registered as a charity but are providing a service without profit

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal

<p>Race</p> <p><i>Identify the effect of the policy on different racial groups</i></p>	<p>Will the change in your policy/ service have an adverse impact on specific ethnic groups? Please describe the analysis and interpretation of the evidence to support your conclusion</p> <p>There are some organisations that may potentially give services to specific racial groups that will be affected by the policy change.</p> <p>However, each organisation will be given 1 years notice of</p>
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	cessation of the relief. Each case will be assessed upon its merits and where necessary a visit by the Local Authority will be undertaken.
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<p>Disability</p> <p><i>Identify the effect of the policy on different disability groups</i></p>	<p>Will the change in your policy/ service have an adverse impact on disabled people? Please describe the analysis and interpretation of the evidence to support your conclusion</p> <p>It is estimated that approximately 12 organisations that this change in policy will effect. These are organisations that to the Local Authorities' knowledge provide support to the disabled members of the community. However, each organisation will be given 1 years notice of cessation of the relief. Each case will be assessed upon its merits and where necessary a visit by the Local Authority will be undertaken.</p>
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<p>Gender</p> <p><i>Identify the effect of the policy on different gender(inc Trans) groups</i></p>	<p>Will the change in your policy/ service have an adverse impact on men or women? Please describe the analysis and interpretation of the evidence to support your conclusion</p> <p>There are potentially 4 organisations that may be effected by this change. However, each organisation will be given 1 years notice of cessation of the relief. Each case will be assessed upon its merits and where necessary a visit by the Local Authority will be undertaken.</p>
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<p>Sexual orientation</p> <p><i>Identify the effect of the policy on members of the LGB community</i></p>	<p>Will the change in your policy /service have an adverse impact on gay, lesbian or bisexual people? Please describe the analysis and interpretation of the evidence to support your conclusion</p> <p>There is no evidence to suggest this will affect this group.</p>
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<p>Religion and belief / those of no belief</p> <p><i>Identify the effect of the policy on different religious and faith groups</i></p>	<p>Will the change in your policy /service have an adverse impact on people who practice a religion or belief? Please describe the analysis and interpretation of the evidence to support your conclusion</p> <p>Potentially there are 13 organisations that may be affected by this change in policy. However, each organisation will be given 1 years notice of cessation of the relief. Each case will be assessed upon its merits and where necessary a visit by the Local Authority will be undertaken</p>
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<p>Age</p> <p><i>Identify the effect of the policy on different age groups</i></p>	<p>Will the change in your policy/ service have an adverse impact on specific age groups? Please describe the analysis and interpretation of the evidence to support your conclusion</p> <p>Potentially there are 3 organisations that may be affected by this policy change; however there may be other organisation that cannot be identified by the Local Authority that may indirectly be affected by the change. However, each organisation will be given 1 years notice of cessation of the relief. Each case will be assessed upon its merits and where necessary a visit by the Local Authority will be undertaken.</p>
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<p>Socio- economic</p> <p><i>Identify the effect of the policy in relation to socio economic inequalities</i></p>	<p>Will the change in your policy /service have an adverse impact on people with low incomes? Please describe the analysis and interpretation of the evidence to support your conclusion</p> <p>There is no evidence to suggest this will have an affect upon people on low income.</p>
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<p>Other</p> <p>Identify if there are groups other than those already considered that may be adversely affected by the policy e.g. Carers</p>	<p>Will the change in your policy /service have an adverse impact on any other people (e.g. carers) Please describe the analysis and interpretation of the evidence to support your conclusion</p> <p>N/A</p>
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<p>Staff</p> <p><i>Identify if there are any staff groups that maybe adversely affected by the policy</i></p>	<p>Will the change in your policy /service have a particular adverse impact on staff from any of the equalities categories? Please describe the analysis and interpretation of the evidence to support your conclusion</p> <p>N/A</p>
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Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact. You will be required to provide updates on the actions until they are completed, so it is important they are SMART.

Adverse impact	Please describe the actions that will be taken to mitigate impact	Outcomes
Each organisation identified may suffer an adverse impact based upon this policy change.	Each affected organisation will be contacted 1 year in advance to advise them that their relief will cease. Advice will be dispatched to each group explaining the change.	There is an opportunity for organisations to plan for the change. Organisations can take steps to either ensure they qualify for the relief or seek funding from elsewhere

Section 5: Future Review and Monitoring.

Please explain how and when the impact of these changes will be reviewed

Once a revised policy is agreed by the Council the affected businesses will be notified and given 1 year notice that the discretionary award will be removed. This will provide the opportunity to discuss the changes with businesses and to help them take steps to either ensure they qualify for the relief in the future or seek funding elsewhere.

Business Rates Section
PO Box 48
Dagenham
RM10 7DE

Date:

Dear

Re: Notice of cancellation of Discretionary Rate Relief

In accordance with The National Non-Domestic Rating (Discretionary Relief) Regulations 1989 your current entitlement to Discretionary Rate Relief will be revoked on the 31st March 2016.

Your current rate relief will continue until 31st March 2016, unless your circumstances change to the extent that you no longer meet the criteria and are not entitled to continue to receive the Business Rate relief.

The Council is currently reviewing its policy relating to NNDR Discretionary Rate Relief. You will be advised in due course of any changes to the qualifying criteria and the subsequent application process.

You retain the right to reapply for Discretionary Rate Relief for the period April 2016 to March 2017 and details of how and when to do this will be issued to you later in 2015.

If you need any more information, or if I can be of any further assistance, please contact our office.

Yours sincerely



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CABINET**21 July 2015**

Title: Policy Framework for the Council's Heritage Collection	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Chris Foord, Group Manager, Heritage Services	Contact Details: Tel: 020 8227 5231 E-mail: chris.foord@lbbd.gov.uk
Accountable Divisional Director: Paul Hogan, Divisional Director of Culture and Sport	
Accountable Director: Anne Bristow, Corporate Director of Adult and Community Services	
<p>Summary:</p> <p>Valence House Museum's accreditation with the National Accreditation Scheme for Museums and Galleries in the United Kingdom is due for renewal this year.</p> <p>Accreditation ensures standards of collection care are maintained and the Council fulfils its statutory duty in maintaining borough archives. Accreditation also opens up valuable funding opportunities, which would not otherwise be available to the Council.</p> <p>The Archives and Local Studies Centre is also applying for accreditation for the first time with the new Archive Service Accreditation run by The National Archives.</p> <p>As the governing body for Valence House Museum and the Archives and Local Studies Centre, the Council is required to approve the collections policy documents to be submitted for accreditation.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to:</p> <ul style="list-style-type: none"> (i) Approve the accreditation framework of policies for Valence House Museum and the Archives and Local Studies Centre as set out in the report and Appendices 1 - 9; and (ii) Note that the Council will be making an undertaking not to dispose of any item in the museum collection for primarily financial reasons. 	
<p>Reason(s)</p> <p>Maintaining accreditation for Valence House Museum and achieving archive accreditation for the Archives & Local Studies Centre will enable the Heritage Services to continue to lever in external funding and to ensure that measures are put in place to ensure that the</p>	

collections in our care are looked after effectively so that future generations can enjoy, appreciate and learn from them.

The Council's heritage service generates important benefits for Borough residents: engagement with heritage is associated with increases in wellbeing, improvements in health, improved educational and economic prospects, and higher levels of positive civic participation.

Achieving accreditation will support Heritage services in contributing to the achievement of the following Council priorities:

- **Encouraging civic pride:** Build pride, respect and cohesion across our borough; narrow the gap in attainment and realise high aspirations for every child; Build civic responsibility and help residents shape their quality of life.
- **Enabling social responsibility:** Ensure children and young people are well-educated and realise their potential.
- **Growing the borough:** Support investment in housing, leisure, the creative industries and public spaces to enhance our environment.
- **A well run organisation:** Manage finances efficiently, looking for ways to make savings, generate income and be innovative in service delivery.

1. Introduction and Background

- 1.1 Valence House is a fully accredited museum in the National Accreditation Scheme for Museums and Galleries in the United Kingdom administered by the Arts Council England. Museums taking part in the scheme are periodically required to provide evidence that they continue to comply with the Accreditation Standard through a returns process. Valence House Museum has been asked to make a return by the end of August 2015.
- 1.2 Archive Service Accreditation is a new scheme which replaces the Local Authority Self Assessment Scheme, which the Borough's Archives and Local Studies Centre previously took part in.
- 1.3 Further information on both accreditation schemes is set out below.

Museum Accreditation Scheme

- 1.4 The Accreditation Scheme sets nationally agreed standards for museums in the UK. There are currently about 1,800 museums participating in the scheme, demonstrating their commitment to managing collections effectively for the enjoyment and benefit of users.
- 1.5 The scheme is regarded by the museum sector as one of the most innovative and effective developments in raising museum standards in the UK. It is administered by Arts Council England.
- 1.6 Accreditation has recently been developed to keep pace with the times, to help museums develop their resilience through effective forward planning, to balance aspects of collection management and to encourage all museums to be responsive to user needs and expectations.

1.7 Accreditation enables museums and governing bodies to assess their current performance, and it supports them in planning and developing their services. In particular it helps with:

- **Performance** - It is a quality standard that serves as an authoritative benchmark for assessing performance, rewarding achievement and driving improvement.
- **Profile** - It raises awareness and understanding of museums, building confidence and credibility both within the governing body and among the public.
- **People** - It helps museums to improve their focus on meeting users' needs and interests and developing their workforce.
- **Partnerships** - It helps museums to examine their services and to encourage joint working within and between organisations.
- **Planning** - It helps with forward planning by formalising procedures and policies.
- **Patronage** - It demonstrates that a museum has met a national standard, which strengthens applications for public and private funding and gives investors confidence in the organisation.

Archive Accreditation

1.8 Archive Service Accreditation is the new UK wide standard for the archives sector. Accredited archive services will be able to evidence that they provide a high level of service to their users, preserve their collections in line with national standards and are robust, sustainable services which plan and deliver ongoing improvement.

1.9 Archive Service Accreditation:

- is a UK wide quality standard which offers a benchmark for gauging performance, recognising achievement and driving improvement with the archives sector;
- raises the profile of archive services by building confidence and credibility both within the parent organisations and externally, through increased awareness and understanding;
- helps archive services adapt and respond to user needs and interests, and develop their workforce;
- encourages partnership working within and between organisations, by helping archive services to examine how best to deliver their services;
- provides a robust framework for forward planning to improve procedures and policy and reduce organisational risk;
- is a badge of external recognition which demonstrates quality services;
- encourages professionalism in the archives sector.

2. Proposal and issues

Proposal

2.1 This report recommends that Cabinet approves the adoption of a suite of policy documents that will allow the heritage service to achieve museum and archives accreditation:

- Museum Collections Development Policy

- Museum Documentation Policy
- Museum Care and Conservation Policy
- Museum Access Policy
- Archive Collections Development Policy
- Archive Appraisal Policy
- Archive Preservation Policy
- Archive Access Policy

2.2 A short summary of each of these policy documents is attached at Appendix one with the full version of each policy document attached at Appendices two to nine.

Financial and operational issues

2.3 Accredited status for the Valence House Museum has enabled the heritage service to access funding and other support that would not otherwise be available. Examples include *Museums Survive and Thrive* programme (£11,600), and the *Museums and Schools* programme (£173,430). It has also contributed to successful funding applications to the Heritage Lottery Fund for capital funding (c£3.5 million) and revenue funding (£100,000 transition grant and £65,000 for the *50 years a Borough* project).

2.4 If the collections policy documents are not approved, and therefore accreditation is not achieved, then many funding streams would not be accessible, which would put at risk the development of the service and the ability to deliver services and outcomes that contribute to fulfilling the Council's priorities.

2.5 If accreditation is not achieved there are implications for the operation of the Museum and Archives and Local Studies Service. There is a real risk that confidence by the public and other institutions in the service will be reduced, which would affect the donation and acquisition of items for the collections and loans of items from other institutions for displays and exhibitions, including potentially the Dagenham Idol, which is the centrepiece of the local history collection on display at Valence House Museum.

2.6 Accreditation helps maintain and drive forward standards, without it there is a risk that standards and the development of the Museum and Archives and Local Studies will stall which will impact on the care of the collections, to services provided to the public and the contribution to the Council's priorities.

2.7 The reputation of the service and would also be at risk without accreditation affecting promotional campaigns, partnership working and the engagement of the community with their heritage.

3. Options Appraisal

3.1 There are considered to be four options available to Members:

Option 1 Not to secure accreditation for Valence House Museum and the Archives and Local Studies Centre.

Option 2 Secure accreditation for Valence House Museum and the Archives and Local Studies Centre – this is the preferred option.

Option 3 Only secure accreditation for Valence House Museum

Option 4 Only secure accreditation for the Archives and Local Studies Centre.

3.2 Option 1 - Not to renew Valence House Museum's accreditation with the National Accreditation Scheme for Museums and Galleries in the United Kingdom and not to apply for Archive Service Accreditation run by The National Archives.

3.2.1 The only perceived advantage of this option is the officer time saved in not making the applications.

3.2.2 The disadvantages are set out above in 2.4 to 2.7 but can be summarised as follows:

- Heritage service would not be able to access external funding streams which would have an adverse impact on the development of the service and delivery of outcomes that contribute to the Council's priorities.
- There would be a risk that the public and key organisations would lose confidence in the service which would have an adverse impact on the service's ability to acquire and loan items.
- There is a risk that the existing robust standards of care of the collections would be reduced over time, which would impact on the service's ability to protect the collections so that they can be enjoyed by future generations.

3.2.3 This option was rejected.

3.3 Option 2 - Renew Valence House Museum's accreditation with the National Accreditation Scheme for Museums and Galleries in the United Kingdom and apply for Archive Service Accreditation run by The National Archives

3.3.1 The advantages of this option are set out in 1.7 and 1.9 and can be summarised as follows:

- It will enable access to funding streams
- It will Improve performance and raises standards
- It will raise the profile of the service
- It helps focus on user needs and interest
- It encourages partnership working and helps with long term planning

3.3.2 The disadvantage of this option is the commitment of officer time in making the applications.

3.3.3 This is the preferred option.

3.4 Option 3 - Renew Museum Accreditation but not to apply for Archives Accreditation. The advantages summarised above in 3.5 apply but only to the Museum. The disadvantage of this option is that the collections, policies and management of both museum and archive collections are interlinked and much of the work required for Museum Accreditation applies to Archives Accreditation too. It makes little sense to apply only for Museum Accreditation when much of the work for Archives accreditation would already be completed and so this option was rejected.

3.5 Option 4 is to apply for Archives Accreditation but not renew Museum Accreditation. Again the advantages summarised above in 3.5 apply but only to the archives. The disadvantages and advantages for this option are the same as for option 3.

4. Consultation

4.1 Maintaining Museum Accreditation and achieving Archive Accreditation is a focus area under Priority One: Collections in the Heritage Strategy for Barking and Dagenham 2013-2016 'Celebrating Our Past, Looking Forward with Pride' which included consultation with various groups including staff, volunteers and Friends of the Museums.

4.2 There were also presentations about the strategy to a pre-Assembly meeting of Members and the Safer and Stronger Community Select Committee. The Strategy was approved by Cabinet.

5 Financial implications

Implications completed by Carl Tomlinson, Finance Group Manager

5.1 The cost of preparing the policy documents was £1,000 and funded within existing budgets. Accredited status has enabled Valence House Museum to benefit from external grant funding in periods of funding restraint. Renewing the accredited status and a new Archive Service Accreditation should support access to funding streams going forward.

5.2 Agreeing the attached policies includes undertaking not to dispose of any item in the museum collection for primarily financial reasons.

6. Legal Implications

Implications completed by Daniel Toohey, Principal Corporate Solicitor

6.1 There are no legal implications for this report. The applicable legislation is set out in the attached appendices.

7. Other Implications

7.1 **Risk Management** - Accreditation and the collections framework documents are key risk management tools that will provide confidence that the collections in the care of the Council are being appropriately maintained and protected for future generations to enjoy.

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

List of appendices:

- Appendix 1 Summary of collections policy framework
- Appendix 2 Museum Collections Development Policy
- Appendix 3 Museum Documentation Policy

- Appendix 4 Museum Care and Conversation Policy
- Appendix 5 Museum Access Policy
- Appendix 6 Archive Collections Development Policy
- Appendix 7 Archive Appraisal Policy
- Appendix 8 Archive Preservation Policy
- Appendix 9 Archive Access Policy

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Summary of the collections policy framework

1.0 Museum Collections Development Policy

1.1 Valence House Museum's statement of purpose is:

Valence House exists to inspire learning and pride by collecting, preserving and engaging people with the heritage of Barking and Dagenham.

1.2 The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

1.3 By definition, Valence House Museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection:

1.4 Criteria to be used when identifying items for potential disposal:

- The items are no longer relevant to the Museum's mission and are unlikely to have future potential for display or research
- They are considered more relevant to the collection of another museum or heritage body
- The Museum is unable to provide adequate care for the items
- The items are too badly damaged or deteriorated to be of any use or future use for the purposes of the Museum
- They are items which pose a health and safety risk, where disposal is required to comply with relevant legislation or to remove the risk to staff from these items.
- Duplicate items (after consideration of an item's provenance and research value as well as physical duplication)
- They are replica, exhibition or prop items which should have never been accessioned

1.5 Therefore one of the recommendations of this report is that the Council will not undertake disposal motivated principally by financial reasons. Acquisitions outside the current stated policy will only be made in exceptional circumstances.

1.6 Valence House Museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM (a collections management standard) primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

1.7 Valence House Museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen

unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.

2.0 Museum Documentation Policy

2.1 Documentation is a core function of collections management, and it is inextricably linked with a vast array of other core activities. The information held by Heritage Services about its collections is at least as valuable as the collections themselves and documentation and information retrieval consequently takes a high priority.

2.2 Our policy for documentation of the collections is to ensure that the information we hold relating to the collections is accurate, secure, reliable and accessible.

3.0 Museum Care and Conservation Policy

3.1 The purpose of the Care and Conservation Policy is to set a framework for:

- The preservation of the collections and buildings in the care of the museum
- Preventative and remedial conservation of the collections
- The safe use of and access to collections, within the limits of the museum's resources

4.0 Museum Access Policy

4.1 This document sets out the policy of Valence House Museum on its physical and intellectual access provision for all visitors and staff. The policy operates alongside, and should be read in conjunction with the following policies:

- Care and Conservation Policy
- Collection Development Policy
- Documentation Policy

4.2 The guidelines outlined in this policy are informed by and work in conjunction with the London Borough of Barking and Dagenham Council's *Single Equality Scheme 2013-2016*.

4.3 In line with the Museum Accreditation Scheme, this policy details how the Valence House Museum will:

- improve accountability for collections and collections information.
- maintain at least minimum professional standards in documentation, collections information and access to collections.
- extend access to collections and collections information including facilitating physical, sensory and intellectual access on site and virtually, and by lending and borrowing.
- strengthen the security of the collections through accurate collections information.

5.0 Archive Collection Development Policy

5.1 The purpose of the archive collection development policy is to:

- Outline the mission, vision and objectives of the London Borough of Barking and Dagenham Archives & Local Studies Centre (hereafter referred to as LBBB Archive).
- Ensure that the archive and local studies collections accurately reflect the history of the local authority, community and people of Barking and Dagenham.
- Ensure that the archive and local studies collections are managed effectively, and remain relevant and engaging for current, as well as future generations of researchers that visit LBBB Archive.
- Establish consistency when dealing with internal and external deposits, as well as the proper disposal of archive and local studies material at LBBB Archive.

6.0 Archive Appraisal Policy

- 6.1 The purpose of this policy is to outline the principles and practices that guide the selection and disposal of collections held by the Barking and Dagenham Archives & Local Studies Centre (hereafter referred to as LBBB Archive).
- 6.2 LBBB Archive exists to collect, preserve and make available records relating to the rich history and rapidly changing present of Barking and Dagenham.
- 6.3 The process of selecting records of the highest archival value and removing any material that is duplicate, ephemeral or low informational value allows us to maximise storage space for archive collections of permanent historical value.
- 6.4 Appraisal is also necessary to maintain control over the proliferation of records that are created in the digital age, and to ensure that only the items most useful and relevant to research are retained.
- 6.5 The recording of information about appraisal, and especially disposal decisions is of vital importance following the passing of the Freedom of Information Act in 2000. The Lord Chancellor's Code of Practice on the Management of Records, issued under Section 46 of the Freedom of Information Act states 'authorities need to have in place systems for managing appraisal and for recording the disposal decisions made'.
- 6.6 This policy has been developed in accordance with existing appraisal policies produced by other repositories, namely The National Archives Appraisal and London Metropolitan Archives.
- 6.7 The aims of this appraisal policy are as follows:
- To ensure that records selected for permanent preservations are of the highest archival value.
 - To develop rational, consistent and cost effective appraisal methodology for records created by the London Borough of Barking and Dagenham and held at LBBB Archive.
 - To provide rational and consistent decisions, valid over time, for all records of potential archival value produced by organisations and individuals whose collections are held at LBBB Archive.
 - To destroy material that is duplicate, ephemeral or of low informational value confidentially, if not wanted by the original owner or depositor.

- To be aware of usage and potential future research trends and to assess these needs alongside our Collection Development Policy.
- To assess risk in all circumstances and make all appraisal decisions based on full analysis of available information.

7.0 Archive Preservation Policy

- 7.1 The purpose of this preservation policy is to outline the principles that guide the preservation and care of the collections held at the Barking and Dagenham Archives and Local Studies Centre.
- 7.2 LBBB Archive has a fundamental responsibility to ensure the continuing availability and authenticity of the records that it holds for present and future generations under the Local Government (Records) Act 1962 and the Local Government Act 1972
- 7.3 The records that we hold have informational, material and cultural value. The preservation of the archive and local studies collections is vital in order to safeguard the authenticity of records, whilst also ensuring that records can be accessed by current, as well as future users at LBBB Archive.
- 7.4 LBBB Archive adopts an evidence based approach when striving to preserve its collections.
- 7.5 LBBB Archive complies with national and international preservation standards. This policy has been developed in accordance with these standards, as well as existing preservation policies used by other repositories, namely The National Archives and London Metropolitan Archive
- 7.6 The aims of this policy are as follows:
- To ensure the preservation of archive holdings for current and future access at the Barking and Dagenham Archives & Local Studies Centre.
 - To ensure that preservation is embedded in all activities, from acquisition through to access at LBBB Archive.
 - To raise awareness among staff, users and others on preservation matters that relate to the care of collections at LBBB Archive
 - To advise staff, users and others on preservation matters that relate to the care of collections at LBBB Archive.
 - To guide the development preservation strategy, procedures and guides consistent with the values and goals of LBBB Archive.

8.0 Archives Access Policy

- 8.1 The purpose of this access policy is to outline the principles and practices that guide the provision of access to the collections held by the Barking and Dagenham Archives & Local Studies Centre.
- 8.2 LBBB Archive has a fundamental responsibility to provide access to its collections under the Local Government (Records) Act 1962 and the Local Government Act 1972

- 8.3 Moreover it is a statutory right for citizens to be able to access information, subject to certain exemptions and conditions as outlined by the Data Protection Act 1998, the Freedom of Information Act 2000 and the Environmental Information Regulations.
- 8.4 This policy has been developed in accordance with the Public Services Quality Group Standard for Access to Archives, as well as existing access policies used by other repositories, namely London Metropolitan Archives.
- 8.5 The aims of this access policy are as follows:
- To make the archive and local studies collections available to the widest possible audience to promote an understanding of and pride in the heritage of Barking and Dagenham.
 - To ensure that information about the collections is effectively collected, maintained and safeguarded.
 - To ensure that access to the collections takes place in a safe, secure and comfortable environment.
 - To employ effectively new technologies to deliver remote access to our holdings.
 - To provide an enquiry service, which is responsive to, and meets the needs of current, as well as potential future users.
 - To raise awareness of the relevance and significance of the collections both now and in the future.
 - To guide the development of access procedures and guidelines consistent with the value and goals of LBBB Archive.

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Museum Collections Development Policy



Valence House Museum Collections development policy

Name of museum: Valence House Museum

Name of governing body: London Borough of Barking and Dagenham Council

Date on which this policy was approved by governing body: 23 June 2015

Policy review procedure: The collections development policy will be published and reviewed from time to time, at least once every five years.

Date at which this policy is due for review: 23 June 2020

Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

1.0 Relationship to other relevant policies/plans of the organisation:

- 1.1 Valence House Museum's statement of purpose is:
Valence House exists to inspire learning and pride by collecting, preserving and engaging people with the heritage of Barking and Dagenham.
- 1.2 The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.
- 1.3 By definition, Valence House Museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.
- 1.4 Acquisitions outside the current stated policy will only be made in exceptional circumstances.
- 1.5 Valence House Museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.
- 1.6 Valence House Museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.
- 1.7 Valence House Museum will not undertake disposal motivated principally by financial reasons.
- 1.8 This policy operates alongside and should be read in conjunction with the following policies:
 - Valence House Museum Care and Conservation Policy
 - Valence House Museum Access Policy
 - Valence House Museum Documentation Policy
 - Valence House Archive and Local Studies Library Collection Development Policy

2.0 History of the collections

- 2.1 A museum was founded at Valence House by Dagenham Borough Council in 1938. The then Borough Librarian, John Gerard O'Leary collected material of local interest and organised a series of annual exhibitions about life in Essex through the ages. The material predominantly collected at this time was fine art and ephemera.
- 2.2 In 1963 the collection of Fanshawe portraits, archive and library was donated to the borough. This comprised 40 oil portraits by artists such as William Dobson, Sir Peter Lely, Marcus Gheeraerts the younger and Cornelis Janssen van Ceulen, with

dates ranging from 1560 to 1949. This collection was subsequently added to in 1972, 2004, 2007 and 2014. Valence House operated as the headquarters of the Borough's Library Service, with one museum display room until 1974.

- 2.3 The entire building became the Borough's Local History Museum when the new Central Library opened in Barking in 1974.
- 2.4 In the late 1990s emphasis was placed on collecting household items from the 1930s with a view to developing an independent Becontree Estate house. The project was never implemented, resulting in material from this period being over represented within the museum's collection.
- 2.5 In 2002 the Borough's new Local Studies Library was opened at Valence House, with management of the service passing to Heritage Services in May 2003.
- 2.6 The Archive collections have been built up alongside the museum collections since 1938 by Borough Librarians and museum staff. In February 2003 the first Borough Archivist was appointed to care for and develop the archive collections, at which point the archive and museum collections were separated.
- 2.7 Valence House Museum operates alongside the Borough Archive service and Local Studies Library.

3.0 An overview of current collections

- 3.1 Valence House Museum's collection totals around 20,000 objects, consisting of a wide range of artefacts which reflect the history and continuing development of the community of Barking and Dagenham. The collection spans a wide period of time, from Prehistory to the modern day.
- 3.2 The collections are strongest in their coverage of social history in the later nineteenth and early twentieth centuries.
- 3.3 Specific collections of note include:
 - Social history material (most social history themes are represented including domestic and family life, personal life, working and community life, and particularly includes items from the 1930s)
 - Fine art (including artwork by local artists, artwork that shows local scenes, and the locally, nationally and internationally significant collection of Fanshawe family portraits)
 - Archaeological material (Valence House Museum is the recognised repository for all archaeological finds from within the borough, including the nationally significant site of Barking Abbey)

4.0 Themes and priorities for future collecting

- 4.1 Valence House Museum's priority for future collection focuses on five key areas:
 - Local social history – this includes contemporary collecting and intends to fill the gaps that exist within the collection
 - Local industrial history – this aspect of local history is hugely underrepresented within the collection and will include contemporary collecting

- Contemporary Barking and Dagenham – material representing modern and current Barking and Dagenham that doesn't fall within the areas outlined above
- Archaeology – the redevelopment programme being undertaken in the borough will lead to an increase in the number of archaeological deposits at the museum over the next 5 years
- Fine art – to build on and expand the museum's collection of nationally significant works of art, particularly the Fanshawe family portrait collection. This would also include modern and contemporary art that relates to and/or reflects the lives and cultural diversity of people in Barking and Dagenham (both by artists living or working in the locality and artists with national and international reputations), modern and contemporary art of high quality in various media that supports the existing collection and topographical images of Barking and Dagenham and the immediate locality, together with works depicting renowned personalities and events in Barking and Dagenham's history

4.2 These key areas have been highlighted as a priority following previous additions to the collection that have identified gaps in both the collection itself and in local knowledge, such as the purchase in 2004 of a lifebelt made by Fosbury's of Barking, who were discovered to have made the lifejackets for HMS Titanic. The London Borough of Barking and Dagenham is a growing borough, and its population is in a constant state of flux. As such, contemporary collecting remains a priority for staff.

4.3 Valence House Museum is currently unable to accept large items in to the collection due to a lack of storage space.

5.0 Themes and priorities for rationalisation and disposal

5.1 Valence House Museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.

5.2 The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.

5.3 The priorities for rationalisation within the Museum collections are the Social History and Archaeology collections. Poor collection practices in the past have resulted in a quantity of items that do not fit the museum's collecting policy, being either duplicates, of unknown provenance or of unknown connection to the collection.

5.4 Criteria to be used when identifying items for potential disposal:

- The items are no longer relevant to the Museum's mission and are unlikely to have future potential for display or research
- They are considered more relevant to the collection of another museum or heritage body
- The Museum is unable to provide adequate care for the items
- The items are too badly damaged or deteriorated to be of any use or future use for the purposes of the Museum

- They are items which pose a health and safety risk, where disposal is required to comply with relevant legislation or to remove the risk to staff from these items.
- Duplicate items (after consideration of an item's provenance and research value as well as physical duplication)
- They are replica, exhibition or prop items which should have never been accessioned

5.5 Within the archaeology collection the environmental samples and bulk finds need to be reduced, particularly the pottery from Barking Abbey, which will increase the space for growth. This will be undertaken with guidance from Museum of London Archaeology (MoLA).

6.0 Legal and ethical framework for acquisition and disposal of items

6.1 Valence House Museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

7.0 Collecting policies of other museums

7.1 Valence House Museum co-ordinates its collecting with the Archive and Local Studies Library. In general, it is agreed that the collecting areas of each service are:

- Museum –
 - 3D material
 - Art works
 - Ephemera
 - Framed works
 - Textiles
- Archive -
 - Photographs
 - Digital media
 - Archive material
 - Maps and plans
- Local Studies Library –
 - Duplicate ephemera
 - Research material (books, etc)

7.2 Valence House Museum will take account of the collecting policies of other museums and organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources. Specific reference is made to the following organisation(s):

- Redbridge Museum Service
- Waltham Forest Museum Service
- Newham Museum Service
- Havering Museum Service

8.0 Acquisition

8.1 Valence House Museum's policy for agreeing acquisitions is:

8.1.1 Only the Museum Curator is permitted to authorise acquisitions to the museum

8.1.2 In the instance that the Museum Curator is not available to oversee the acquisition of items for their collections, a collection supervisor from either the Archive or Local Studies Library is permitted to accept the acquisition on their behalf.

8.1.3 In all instances a Museum Entry Form will be completed and signed by the depositor at the point of deposition.

8.1.4 Material that does not fall within the collecting policy of the Museum will be offered to the Archive or Local Studies Library, depending on which collection the material best suits.

8.1.5 Where contentious objects arise, agreement will be made between the Curator, Archivist and Local Studies Librarian regarding in which collection the object(s) will be deposited.

8.2 Valence House Museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

8.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

9.0 Human remains

9.1 As Valence House Museum holds or intends to acquire human remains from any period, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.

10.0 Biological and geological material

10.1 Valence House Museum will not acquire any biological or geological material.

11.0 Archaeological material

11.1 Valence House Museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer

has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

- 11.2 In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

12.0 Exceptions

- 12.1 Any exceptions to the above clauses will only be because Valence House Museum is:
- acting as an externally approved repository of last resort for material of local (UK) origin
 - acting with the permission of authorities with the requisite jurisdiction in the country of origin
- 12.2 In these cases Valence House Museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

13.0 Spoliation

- 13.1 Valence House Museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

14.0 The Repatriation and Restitution of objects and human remains

- 14.1 Valence House Museum's governing body, acting on the advice of the museum's professional staff may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. The Valence House Museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.
- 14.2 The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the 'Guidance for the care of human remains in museums'.

15.0 Disposal procedures

- 15.1 All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.
- 15.2 The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

- 15.3 When disposal of a museum object is being considered, Valence House Museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 15.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.
- 15.5 The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.
- 15.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of Valence House Museum acting on the advice of professional curatorial staff, and not of the curator or manager of the collection acting alone.
- 15.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 15.8 If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites.
- 15.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 15.10 Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be

justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.

15.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.

15.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.

16.0 Disposal by exchange

16.1 The nature of disposal by exchange means that Valence House Museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.

16.2 In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.

16.3 If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.

16.4 If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, the museum will place a notice on the MA's Find an Object web listing service, or make an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

16.5 Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

17.0 Disposal by destruction

17.1 If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.

- 17.2 It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
- 17.3 Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 17.4 Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 17.5 The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

Museum Documentation Policy



Valence House Museum Documentation Policy Statement

Name of museum: Valence House Museum

Name of governing body: London Borough of Barking and Dagenham Council

Date on which this policy was approved by governing body: *23 June 2015*

Policy review procedure:

The Documentation policy will be published and reviewed from time to time, at least once every five years.

Date at which this policy is due for review: *23 June 2020*

1.0 Introduction

- 1.1 Documentation is a core function of collections management, and it is inextricably linked with a vast array of other core activities. The information held by Valence House Museum about its collections is at least as valuable as the collections themselves and documentation and information retrieval consequently takes a high priority.
- 1.2 Our policy for documentation of the collections is to ensure that the information we hold relating to the collections is accurate, secure, reliable and accessible.

2.0 Aims and Objectives

- 2.1 The aim of this Policy is to ensure that Valence House Museum fulfills its guardianship, stewardship and access responsibilities. Through the implementation of this policy, the Museum's objective is to:
- Improve accountability for the collections;
 - maintain at least minimum professional standards in documentation procedures and collection information and attain the very highest standards wherever possible;
 - Extend access to collection information;
 - Strengthen the security of the collections.

3.0 Accountability

- 3.1 Valence House Museum makes a commitment to maintain at least the minimum level of collections documentation requires by SPECTRUM that will allow it to identify and locate all items for which it is legally responsible, including loans.
- 3.2 The Curator has full responsibility for documentation.

4.0 Levels of Documentation

- 4.1 For the majority of the collections, curatorial staff will document to individual item level. However, for certain collections, for example bulk archaeological excavation material, it is neither feasible nor practical to document the material in this detail, and items will be documented at group level. It is the aim of Valence House Museum to have a basic 'inventory' record for all identified items and groups within the collection; whilst some items will be documented to a more detailed 'catalogue' level.
- 4.2 Valence House Museum will document its collections to either Inventory or Catalogue level, as described below:
- Inventory level: This includes sufficient key information to allow any object(s) in our care to be individually identified and verified. All accessioned items, loans inward and outward, and any other unaccessioned objects as appropriate are documented at this level.
 - Catalogue level: We will identify the collections/objects that merit further, more detailed, documentation, thus raising the standard of information to catalogue

level. Such documentation will include the known history of an artefact, and references to any relevant publication etc.

- 4.3 Museum staff will document and identify collections in line with the respective professional standards:
- Museum: SPECTRUM 4.0: the UK Museum Collections Management Standard
 - PAS197: 2009 Code of Practice for Cultural Collections Management
- 4.4 The Museum will meet the minimum standards for the SPECTRUM primary procedures:
- Object Entry
 - Acquisition
 - Loan in
 - Loan out
 - Location and movement control
 - Cataloguing
 - Object exit
- 4.5 Catalogue entries will be indexed using the National Council on Archives Rules for the Construction of Personal, Place and Corporate Names and the UNESCO thesaurus as a base.

5.0 Computerisation of Records

- 5.1 Heritage Services, of which Valence House Museum is part, uses a standard - compliant information management software for all of its collections and information:
- Museum: AdLib Museum Plus
 - Archives: AdLib Archive
 - Library: AdLib Library
 - This software allows collection information to be shared across the three services and enables searches to be carried out across the three databases.
- 5.2 For the purposes of thesaurus control across the three databases, Valence House Museum will catalogue collections in line with the respective professional standards:
- Archives: International Standard for Archival Description (general) ISAD(G)
 - Libraries: Anglo-American Cataloguing Rules, 2nd edition, AACR2 level 3 and classified
- 5.3 Valence House Museum maintains an electronic storage location guide for its collections enabling easy retrieval of its collection. This is backed up regularly on the Council's civic server.
- 5.4 In order to ensure that the current electronic system does not become obsolete, the Museum will remain informed of technological advances and ensure the long term accessibility of the information held.

6.0 Ethics and legislation

- 6.1 Valence House Museum will comply with the following ethical guidelines or legislation in all aspects of its museum work :
- Museum Association Code of Ethics

- Freedom of Information Act (2000)
- Data Protection Act (1998)
- Environmental Information Regulation (2004)

6.2 All requests for information will be considered in terms of compliance with these legislations and we will review requests for confidential data such as donor information, environmental information, valuations or site details on a case by case basis, and in accordance with the applicable legislation and any legal agreements or conditions of gift.

7.0 Access to collections information

7.1 Valence House Museum is committed to ensuring that its documentation allows for access to information for as many users as possible, such as:

- Staff
- Researchers
- Members of the public

7.2 Objects will always be documented with a view to making the information accessible to the public. There will be an increased emphasis on digitisation ensuring objects are photographed or scanned to a high standard. Heritage Services will seek to publish collections online and to use collections information to enhance its exhibitions and community engagement programme. The standards applied to cataloguing and digitisation will ensure that the Museum collections information can be integrated into partnership projects using shared digital platforms.

8.0 Security against loss of irreplaceable collection information

8.1 Valence House Museum has in place measures to ensure the physical security and long-term preservation of all documentation records, whether paper or computerised. Valence House Museum will update all manual and computerised records as appropriate. Daily backups will be made to the Council's central server to secure all digital data. Where collection information is wholly computerised and managed centrally Valence House Museum will make backup copies of all key files, and where considered appropriate, house them securely off-site.

9.0 Retrospective documentation backlog

9.1 Valence House Museum is committed to reducing its documentation backlogs. It will continue to work to resolve discrepancies between inventory records and existing documentation. The backlog will continue to be addressed in a systematic manner, in accordance with the levels of staffing and resources available at the time. This will be reflected in the current Documentation Plan.

Museum Care and Conservation Policy



Valence House Museum Care and Conservation Policy

Name of museum: Valence House Museum

Name of governing body: London Borough of Barking and Dagenham Council

Date on which this policy was approved by governing body: 23 June 2015

Policy review procedure: The Care and Conservation policy will be published and reviewed from time to time, at least once every five years.

Date at which this policy is due for review: 23 June 2020

1.0 Introduction

- 1.1 This policy has been written in accordance with the museum's Statement of Purpose and the Collections Development Policy. All staff have read and agreed to abide by the policy. The Care and Conservation Plan sets out the way the policy will be put into action and should be read in conjunction with the Forward Plan, Emergency & Salvage Plan and any other plans affecting the collection and the museum buildings.
- 1.2 Conservation is a core function of collections management, and it is inextricably linked with a vast array of other core activities. This policy includes a combination of preventive and remedial conservation measures, designed to ensure long-term preservation. It covers not only preventive and remedial conservation, but also guidelines and standards for storage.
- 1.3 Preventative conservation covers the measures necessary to slow down or minimise deterioration of museum objects and specimens and structures.
- 1.4 Remedial conservation involves a treatment to an object or specimen to bring it to a more acceptable condition or state in order to stabilise it or enhance some aspects of its cultural or scientific value.
- 1.5 The purpose of the Care and Conservation Policy is to set a framework for:
 - The preservation of the collections and buildings in the care of the museum
 - Preventative and remedial conservation of the collections
 - The safe use of and access to collections, within the limits of the museum's resources

2.0 Standards, ethics and legislation

- 2.1 The museum aims to improve the care and conditions of all its collection in accordance with:
 - Benchmarks in Collections Care,
 - BS5454/PD5454 'Recommendations for storage and exhibition of archival documents',
 - PAS198:2012 'Specification for managing environmental conditions for cultural Collections', or other approved standards within the limits of its resources.
- 2.2 The Museum will comply with the following ethical guidelines or legislation in all aspects of its museum work:
 - Museum Association Code of Ethics
 - Health and Safety at Work etc. Act 1974
 - COSHH Regulations 2002
- 2.3 The safety and preservation of the collection will be considered from the outset of any plans to alter the displays or storage or modify the buildings.

3.0 Review of the current situation

- 3.1 The care and conservation of the museum collection is constantly being monitored. Benchmarking has been used as a means to assess the condition and resultant

need to the objects within the museum's care. A condition survey of the Fanshawe Portrait collection was undertaken in 2005 by a professional painting conservator. These surveys are used to guide the decision making process regarding preservation and conservation. Preservation and conservation is funded through grants and sponsorship.

- 3.2 A condition survey of the historic building was completed in 2007 by an historic building specialist. This survey directs all remedial work required and the annual programme of works.

4.0 Personnel

- 4.1 The care of the collections is the responsibility of everyone who works in or visits the museum.
- 4.2 The museum trains all staff and volunteers who handle the collections in the course of their work. No untrained personnel are allowed to handle items from the collection.
- 4.3 Researchers or other visitors working with the collections will be briefed on how to handle the items they are working on and will be supervised at all times.
- 4.4 The museum will consult with a conservation specialist when advice is required on the care and conservation of any object.
- 4.5 The museum will check the suitability of conservators chosen to work or advise on the collections. A professionally accredited conservator or a conservator listed on the Conservation Register will normally be chosen.
- 4.6 No item in the collections will be modified or altered until advice has been obtained from a suitably qualified conservator.
- 4.7 Only suitably trained and qualified conservators will carry out interventive treatment on objects.
- 4.8 The museum will keep detailed records of all treatments carried out on objects, including the name and contact details of the person or company. These will be recorded on the AdLib Information system.

5.0 The Buildings

- 5.1 The museum recognises that the maintenance of its buildings is fundamental to the preservation of both the building and collection and endeavours to keep the buildings in a suitable condition. The museum's collection is stored and displayed in the following buildings. The body responsible for the upkeep of the buildings is listed.

Building	Used for	Upkeep carried out by
Valence House	Display	Heritage Properties manager / LBBD
Museum Store	Storage	Heritage Properties manager / LBBD

6.0 The Collections

- 6.1 The museum is aware of the risks to the collection from environmental factors, poor handling, storage and display materials and methods, and of the need to record the condition of the collection. The museum cares for the collections in store, on display and, by setting suitable requirements, on loan.
- 6.2 The details are listed in the Conservation and Collection Care Plan and include:
- monitoring and improving environmental conditions including temperature, relative humidity, light and dust
 - managing the threat from pests
 - housekeeping
 - conservation cleaning of objects on open display
 - documentation of the condition of the collection and of any treatments carried out on objects
 - storage materials and methods
 - display materials and methods
 - transport methods

It is the aim of Valence House Museum to achieve the basic level set by Benchmarking in each of these areas.

- 6.3 The museum does not contain any working historic items.

7.0 Preventive conservation

- 7.1 Valence House Museum will display, store, handle and use its collections in such a way as to minimise any risk of damage due to physical, chemical, biological and environmental factors in accordance with best practice guidelines
- 7.2 It is the aim of Valence House Museum to achieve best practice for its main collections stores as defined by the recognised guidelines.
- 7.3 The Museum Curator has overall responsibility for maintaining and updating the storage location guide and general housekeeping duties within the Museum storage facility.
- 7.4 The condition of the collections is the responsibility of the Museum Curator, who prioritises and plans the remedial conservation programme.
- 7.5 All displays and stores will be environmentally monitored wherever practical, and a programme of analysis and interpretation of the data will be undertaken. This analysis will form the basis of any further improvement to the preventive conservation programme.
- 7.6 All display, storage and ancillary areas will be monitored for the presence of pests and a pest management procedure must be followed.
- 7.7 Access to collections stores is restricted to the relevant curatorial staff. Non-curatorial staff, volunteers, visitors and contractors must be accompanied at all times.

7.8 It is the responsibility of the Museum Curator to ensure that any damage occurring to any object within the collection is properly recorded and remedial action is taken promptly.

7.9 The handling of items is restricted to professional staff, except where express permission has been given by the Museum Curator.

8.0 Remedial conservation

8.1 Valence House Museum conserves its collection and cultural property to the highest possible standard in accordance with the adopted Code of Practice.

8.2 The emphasis of all remedial work is on conservation. Restoration will only be undertaken when it is necessary for the aesthetic, historical or educational interpretation of the item.

8.3 Clear objectives for the remedial conservation of an item will be discussed and agreed between the Museum Curator and the conservation service provider.

8.4 Valence House Museum will endeavour to only employ contractors to work on the historic building fabric who have demonstrated a sensitive and caring approach to historic buildings. All contractors should adhere to the Rules and Regulations for Contractors

9.0 Reconstruction

9.1 Valence House Museum will reconstruct items or cultural property where appropriate in order to promote or enhance their aesthetic, historical or educational value in accordance with its adopted Code of Practice (see point 11).

9.2 All reconstruction will be based on historical, archival, graphic, pictorial, archaeological and scientific evidence.

9.3 Clear objectives for reconstruction will be discussed and agreed between the Museum Curator and the reconstruction provider.

10. Documentation

10.1 All documentation should refer to the item's accession number. Under no circumstances should separate conservation numbers be issued.

10.2 The conservation treatment must be fully documented, using photographs, drawings and text. The report must contain full details of all materials used, both the trade name and the chemical composition.

10.3 All reports must include reference to all visual documentation. Detailed reports of analysis where appropriate will be included; the results of which will be attached to the report.

10.4 All records will be entered into AdLib. As a minimum, the records should be referred to on AdLib and cross indexed whilst a hard copy is filed in the secure object documentation file.

11.0 Code of practice

11.1 Valence House Museum has adopted the following code of practice:

- To preserve all original material of historical value whenever possible
- To use reversible materials and treatments whenever possible
- To remove only dirt not considered part of the history of the item
- To remove only obtrusive repairs of non-historical interest
- To maintain working objects according to their operational log
- To arrest and prevent further deterioration of collections whenever practical and possible
- To reveal the aesthetic appearance
- To minimise remedial intervention
- To ensure all treatments comply with the current Health and Safety legislation and COSHH regulations.

Museum Access Policy



Valence House Museum

Access Policy

Name of museum: Valence House Museum

Name of governing body: London Borough of Barking and Dagenham Council

Date on which this policy was approved by governing body: 23 June 2015

Policy review procedure: The collections development policy will be published and reviewed from time to time, at least once every five years.

Date at which this policy is due for review: 23 June 2015

This document sets out the Policy of Valence House Museum on its physical and intellectual access provision for all visitors and staff.

1.0 Introduction

1.1 Statement of Purpose:

Valence House Museum exists to inspire learning and pride by collecting, preserving and engaging people with the heritage of Barking and Dagenham.

1.2 This policy operates alongside, and should be read in conjunction with the following policies:

- Care and Conservation Policy
- Collection Development Policy
- Documentation Policy

1.3 The guidelines outlined in this policy are informed by and work in conjunction with the London Borough of Barking and Dagenham Council's *Single Equality Scheme 2013-2016*.

1.4 In line with the Museum Accreditation Scheme, this policy details how the Valence House Museum will:

- improve accountability for collections and collections information.
- maintain at least minimum professional standards in documentation, collections information and access to collections.
- extend access to collections and collections information including facilitating physical, sensory and intellectual access on site and virtually, and by lending and borrowing.
- strengthen the security of the collections through accurate collections information.

2.0 Ethics and legislation

2.1 Valence House Museum recognises its responsibility to adhere to the Equality Act 2010 within the reasonable constraints of resources, conservation and security.

3.0 Access Assessments and user needs

3.1 As part of the Museum redevelopment that took place between 2007 and 2010 an access audit was carried out in 2010. This audit will be subject to review in 2016.

3.2 Valence House Museum understands that users have different needs and is committed to reducing barriers to both physical and intellectual access to its collections.

3.3 Valence House is committed to assessing and identifying access issues via evaluation and previous requests, and through user feedback via comment books and in-person comments.

3.4 Valence House Museum is committed to addressing access issues by means of internal checklists, access audits, or working with local advocacy groups.

3.5 Valence House Museum aims to use evaluation as a means to define its target audiences, and to develop the interpretation of its broad range of exhibitions and displays to reflect the varied cultures and artistic practices within the borough.

- 3.6 Valence House Museum is committed to offering the widest and most appropriate forms of access to its collections, expertise, facilities and services for the purposes of education, research and enjoyment by all within the reasonable constraints of resources, conservation and security.
- 3.7 Valence House Museum champions free access to its collections information through its displays, exhibitions, learning programme, website, loans and events, in order to inspire learning and pride.
- 3.8 Valence House Museum will manage the competing demands of access and long term collection care in accordance with its Collections Care and Conservation Policy.
- 3.9 Valence House Museum involves all staff members in implementing its Access Policy.

4.0 Access to collections

- 4.1 The Museum collections at Valence House include both physical and digital collection items. Information about these items and their associated intellectual property is essential in enabling access to the collections.
- 4.2 Valence House Museum is committed to creating and maintaining quality and up-to-date information about its collection items, and ensuring this conforms to appropriate national and international standards wherever possible.
- 4.3 Valence House Museum will be accountable for and will enable access to all items for which the Museum is legally responsible: collection items, loans items, items on deposit, un-accessioned and previously undocumented items. Documentation must be available for inspection by auditors.
- 4.4 Valence House Museum is committed to ensuring that the AdLib Information System is the primary tool for creating and managing collections information and items for which the Museum is legally responsible.
- 4.5 To ensure that items can be located and referenced across the three collections (Museum, Archive and Library), all catalogue entries will be indexed using the National Council on Archives Rules for the Construction of Personal, Place and Corporate Names, UKAT and the UNESCO thesaurus as a base.
- 4.6 All staff responsible for recording collections documentation will receive training in all relevant data standards and on the use of AdLib Information Systems, to enable the accurate input and retrieval of collections information. All data shall be traceable through an audit trail as to who created or edited it.
- 4.7 Valence House Museum is committed to regular reviews of the AdLib Information System to ensure it is fit for purpose and that collection information is appropriately safeguarded against potential future obsolescence of the systems.

- 4.8 The Museum Curator is responsible for carrying out Spot Checks and Audits to verify the physical presence of Museum collection items in locations as recorded on the AdLib Information system.
- 4.9 Collection items not on display can be viewed by making an appointment with the Curator, subject to resources and the condition of the collection item. Most items can be viewed in the Local Studies Library reading room.
- 4.10 Appropriate levels of access are monitored and approved by the Curator, who has the right to refuse or terminate access at their discretion in order to protect collections.
- 4.11 Facilities may be provided for close inspection of collection items, providing it is justified and the item is not placed at risk.
- 4.12 Some documents are closed to the public on account of their content. Valence House Museum is aware of its responsibilities under the Data Protection and Freedom of Information Acts and is working towards agreed closure periods for specified series of records; these will be published when available.

5.0 Access to displays

- 5.1 Valence House Museum will ensure that information about items on display in its permanent displays and temporary exhibitions is provided through labels, wall text and other contextual and complementary information.
- 5.2 Valence House Museum will follow the guidelines set out in the Equalities Act: 2010 when designing exhibitions and preparing text.
- 5.3 Where access to the displays is restricted due to the nature of the historic building, Valence House Museum will seek to provide information about the items and themes within the inaccessible galleries via multimedia programmes.
- 5.4 Valence House Museum seeks to reproduce all gallery and exhibition text in large format within the reasonable constraints of resources, conservation and security.
- 5.5 Valence House Museum seeks to create a programme of BSL and first-language tours to reduce barriers to both physical and intellectual access to its displays.
- 5.6 Valence House Museum will make tactile objects available for handling by vision impaired visitors during special events. This will be undertaken in line with the Care and Conservation policy.

6.0 Access to information

- 6.1 Valence House Museum recognises that online information is often the first line of enquiry for its visitors. Valence House Museum will ensure that all online information is updated regularly.

- 6.2 Valence House Museum will make information on its collections, buildings, events, activities and the history of the borough available online through its website and social media outlets such as Facebook, Twitter and Flickr.
- 6.3 Information sheets providing instructions on how to access the resources at Valence House and relating to various aspects of local history will be produced and uploaded regularly to the website by the Archive and Local Studies Library.
- 6.4 Valence House Museum is committed to providing an up-to-date online catalogue through which users can access information on the collection items held by the Museum.
- 6.5 It is the aim of Valence House Museum to facilitate the reproduction of material held within its collections wherever possible. Where it is necessary, researchers must clear copyright for themselves although staff will, wherever possible, provide advice about whom to contact for this permission.
- 6.6 The Museum will answer enquiries regarding its collections and services in order to supplement information provided elsewhere. However, it not possible for staff to carry out protracted research on behalf of enquirers.
- 6.7 All enquiries will be processed in accordance with the Council's Customer Service Framework, and in line with the Data Protection and Freedom of Information Acts.
- 6.8 It is the policy of Valence House Museum to make no charge to individuals working on private, non-commercial study for our enquiry service; however, Valence House Museum reserves the right to charge commercial enquirers.
- 6.9 The Museum provides a free service, subject to resources, whereby specialist staff provide an opinion on items for which they have relevant experience.

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Archive Collection Development Policy



LBBB Archive Collection Development Policy

This policy was created in 29 May 2015, and it was approved on [Insert date]. It is due for review in 29 May 2020.

Name of the repository: Barking and Dagenham Archives and Local Studies Centre

Address: Becontree Avenue, Dagenham, RM8 3HT

Governing body: London Borough of Barking and Dagenham

Date on which this policy was approved by governing body: [Insert date]

Policy review procedure: This collections development policy will be published and reviewed at least once every five years.

Date at which this policy is due for review: 29 May 2020

1.0 Introduction

1.1 The purpose of this collection development policy is to:

- Outline the mission, vision and objectives of the London Borough of Barking and Dagenham Archives and Local Studies Centre (hereafter referred to as LBBB Archive).
- Ensure that the archive and local studies collections accurately reflect the history of the local authority, community and people of Barking and Dagenham.
- Ensure that the archive and local studies collections are managed effectively, and remain relevant and engaging for current, as well as future generations of researchers that visit LBBB Archive.
- Establish consistency when dealing with internal and external donations, as well as the proper disposal of archive and local studies material at LBBB Archive.

2.0 Context

2.1 The archive collection was officially established when the first Borough Archivist was employed by Heritage Services in 2003. Although the archive is relatively new, its holdings are substantial, due to the intake of records via Valence House Museum, which was founded by the Head of the Dagenham Library Service, John O'Leary in 1937.

2.2 The local studies collection was part of the wider resources held at Valence Library, until it was established as an entity in its own right and was moved to Valence House in the spring of 2002. Management of the local studies collection passed to Heritage Services in May 2003.

2.3 Policy statements on the acquisition and disposal of archive and local studies material were previously included in a Collection Management Plan, which was created in collaboration with Valence House Museum. This document was last revised in 2007. This is subsequently the first collection development policy that deals specifically with the archive and local studies collections held at LBBB Archive.

2.4 This policy has been developed using guidance produced by the National Archives and in accordance with the Archive Service Accreditation Standard and Code of Practice for Cultural Collections Management. The collecting policies of other repositories have also been consulted. For a full list of the standards, policies and guidance used see **Appendix A**.

3.0 Mission

3.1 LBBB Archive exists to inspire learning and pride by collecting, preserving and engaging people with the heritage of Barking and Dagenham.

4.0 Vision

4.1 LBBB Archive leads the way in its sector by actively building partnerships, utilising innovative technology, exploiting commercial opportunities and creating meaningful volunteering opportunities.

- 4.2 The archive and local studies collections represent the rich history and rapidly changing present of Barking and Dagenham. People of all different ages, backgrounds and nationalities engage with the collections in creative, imaginative and unexpected ways.
- 4.3 Local people understand the importance of archives and library resources, and how these resources can strengthen community identity, impact wellbeing and contribute to their rights as citizens.

5.0 Objectives

5.1 LBBB Archive has the following objectives:

- To take in and look after the records of the London Borough of Barking and Dagenham, and its predecessor authorities.
- To receive by gift, deposit or purchase collections of original documents in all formats, as well as photographic and audiovisual material, relating to Barking and Dagenham, and to administer these records under the relevant legislation, notably the Local Government Act of 1972.
- To acquire by gift or purchase printed books and ephemera, and to maintain a specialist library, relating to the collections of archival source material, and on the history of Barking and Dagenham, as well as Essex and London.
- To catalogue all records, as soon as possible, in accordance with in-house and international cataloguing conventions and standards, such as ISAD(G).
- To present the archives and local studies collections through a comprehensive electronic catalogue, and to make popular sources available in digital format on our Online Catalogue.
- To share catalogue information with local and national web portals, such as AIM25, the Archives Hub, Access to Archives and the Hospital Records Database.
- To develop and maintain security and storage standards in keeping with current best practice nationally and internationally, such as PD5454.
- To make the archives and local studies collections available to all free of charge in our reading room within our usual opening hours in original or surrogate format.
- To maintain an open, flexible and extensive service to users, including the compilation, editing and publishing, in hard copy and electronically, of catalogues, information leaflets and guides to services, holdings and the use of the collections.
- To operate a reprographics service producing high quality reproductions or documents and photographs in hard copy and electronic format.
- To become a 'community hub' where local residents can socialise and volunteer, as well as learn about the history, community and people of Barking and Dagenham.
- To become a repository of archival excellence by becoming an Accredited Archive under the National Archives Archive Accreditation Standard.

6.0 Policy Statements

6.1 Governance

- 6.1.1 The Council of the London Borough of Barking and Dagenham is the governing body responsible for LBBB Archive. For further details on the organisational hierarchy see **Appendix B**.
- 6.1.2 By approving this policy the governing body recognises and supports the mission, vision and objectives of LBBB Archive.

6.2 Management

- 6.2.1 LBBB Archive is managed by the Borough Archivist, who reports directly to the Group Manager for Heritage Services.
- 6.2.2 The Borough Archivist is supported by the Local Studies Librarian and the Local Studies Assistant. For further details on the staffing structure of LBBB Archive see **Appendix C**.

6.3 Scope

- 6.3.1 LBBB Archive is the primary source of historical information on the place and people of Barking and Dagenham, which is an often overlooked part of London on the border with Essex.
- 6.3.2 The archive collection comprises the records of the London Borough of Barking and Dagenham, and its predecessor authorities dating back to 1558. It also includes the records of local schools, businesses, societies, charities and non-conformist churches, as well as the papers of families and individuals with connections to Barking and Dagenham. The archive holdings are complemented by an extensive collection of photographs, films and oral histories.
- 6.3.3 The local studies collection comprises printed books, ephemera (collectable items that were originally expected to be useful or popular for a short period of time), newspapers and maps primarily concerning the history of Barking and Dagenham, as well as Essex and London.
- 6.3.4 Housing, education, health, leisure, sport and industry are all key themes that are well represented by the documentary sources held by LBBB Archive.
- 6.3.5 Notable collections include: the diplomatic papers of Sir Richard Fanshawe, a early edition of the Herbal Book by Thomas Culpepper, a nineteenth manuscript on the history of Barking by William Frogley, the business records of Samuel Williams & Sons Ltd, the research papers of local historian Herbert Hope Lockwood, photographic negatives of life in Dagenham taken by Egbert E. Smart and the films of the Dagenham Co-operative Film Society.

6.4 Legal Status

- 6.4.1 LBBB Archive seeks to abide by all current legislation surrounding archives, record keeping and information management including the following statutory authorities:

- Public Records Acts 1922
- Public Records Acts 1925
- Local Government Act 1963
- Local Government Act 1972
- Local Government Act 1985
- Education Reform Act 1988

6.4.2 Specifically, and most pertinently, as a local authority archive service operates under section 224 of the Local Government Act 1972, which requires principal councils to ‘make proper arrangements with respect to any documents that belong to or are in the custody of the council or any of their officers’. For further information on how this legislation relates to local authority archives see **Appendix D**.

6.4.3 The archive and local studies collections are affected by a wide range of other legislation including:

- Data Protection Act 1998
- Freedom of Information Act 2000
- Copyright and related rights Regulations Act 2003
- Environmental Information Regulations 2004

6.5 Ethical codes

6.5.1 LBBB Archive recognises its responsibilities surrounding the collection of archive and local studies material and in turn adheres to the **Archives and Record Association Code of Conduct**.

6.6 Collecting priorities

6.6.1 LBBB Archive seeks to acquire the following material by gift, deposit or purchase:

- Minutes of the council and committees within LBBB.
- Council records relating to governance and the development of policies and principles within LBBB.
- Department records relating to the functions, activities and processes of LBBB.
- Admission registers, log books and photographs of schools located within Barking and Dagenham.
- Records of businesses, societies, charities and community groups with connections to Barking and Dagenham.
- Papers, including letters and diaries, as well as oral histories, photographs and films of local families and individuals with connections to Barking and Dagenham.
- Films relating to life in Barking and Dagenham.
- Printed ephemera produced for informational purposes by LBBB.
- Printed ephemera created by organisations, businesses, societies, charities and community groups with connections to Barking and Dagenham.
- Printed books on the history of the place and people of Barking and Dagenham, as well as the surrounding area, namely London and Essex.

6.6.2 LBBB Archive seeks to address comparatively weak areas of the collection by collecting the following material by gift, deposit or purchase:

- Council records that relate to the governance and the development of policies and principles dating from 1965.
- Departmental records that reflect the activities and processes of the council since 1965.
- Photographs and films that show life in the borough post 1965
- Deposited papers, including letters, diaries, oral histories, photographs and films concerning housing and housing estates in Barking and Dagenham.
- Records of ethnic and other minority communities, which reflect the diversity of Barking and Dagenham.
- Printed ephemera relating to local politics and elections in Barking and Dagenham.

6.7 Exceptions

- 6.7.1 LBBB Archive will not acquire material that does directly relate to, or have connections with, the geographical area of Barking and Dagenham.
- 6.7.2 LBBB Archive will not acquire the records created by churches, organisations or people under the authority of the Church of England. These records should be deposited at the Essex Record Office, which is the designated place of deposit for the Diocese of Chelmsford.
- 6.7.3 Where material is offered that is more appropriate to another known archive or organisation, the donor will normally be referred to that archive.
- 6.7.4 Material that is duplicate or are very similar to current holdings will not be accepted, unless there is a strong reason why this material may be of benefit to the service, such as for outreach and educational purposes.
- 6.7.5 Material that is in such poor condition that the information contained has been obscured will not be acquired as part of the collection.
- 6.7.6 We do not acquire material which will remain closed for a significant period of time unless it is immediately at risk and worthy of permanent preservation.
- 6.7.7 Copies and transcripts are only acquired for the archive collection where the originals are not available. This sort of material is to be included in the topic boxes kept by the Local Studies Library.
- 6.7.8 Copies of archives held elsewhere will not normally be accepted unless there are exceptional reasons for keeping them.
- 6.7.9 Permanent and temporary loans are now only considered in exceptional circumstances at the discretion of the Borough Archivist or the Local Studies Librarian.
- 6.7.10 Objects are not accepted and should be offered to Valence House Museum. For further details see **Valence House Museum's Collection Development Policy**.
- 6.7.1 Items may not be accepted for the collection without a completed and signed **Transfer Form** or **Declaration of Gift Form**.

6.8 Methods

- 6.8.1 LBBB Archive works closely with council departments to advise on and arrange the direct transfer of material this is done in accordance with the Retention Schedule.
- 6.8.2 LBBB Archive seeks to acquire material from external donors as a gift. We do not offer payment in return for donations or actively seek to purchase items for the collections.
- 6.8.3 External donations are encouraged through key messages on the council website, and social media sites. Calls for donations may also be made through local and regional media, where this is appropriate in the context of coverage highlighting particular items or subject areas within the collections. For further details on collection methods see our **Acquisition Strategy**.
- 6.8.4 LBBB Archive is committed to working with other collecting organisations within the heritage sector, and building relationships with communities as part of our outreach and education programme, in order to promote the donation of material to LBBB Archive. For further details see our Advocacy and Outreach Strategy.

6.9 Conditions

- 6.9.1 LBBB Archive acquires records gift, deposit or purchase. These records become the property of the council and depositors are encouraged to include in the gift any copyright which they may hold in the records.
- 6.9.2 We prefer to accept collections as gifts. Records presented as gifts will normally be maintained at our expense. However, if records require considerable expenditure on repackaging and repair further negotiations about conservation costs may be required before the material is accepted as part of the collection.
- 6.9.3 LBBB Archive no longer accepts material on long-term loan. If owners of long-term loan wish to withdraw their records less than twenty years after the date of deposit, a fee will be levied which will reflect storage costs.
- 6.9.4 Digital records may include word processing documents, databases, spreadsheets, images, sound and film, in a wide of formats. The transfer of digital material to the most appropriate format is undertaken on a case by case basis.
- 6.9.5 LBBB Archive is committed to facilitating the fullest possible access to the collections it holds. Individual items or the majority of items within a donation must be available for use by researchers. Copyright or data protection restrictions may apply to specific items and should be declared at the time of donation and specified in the donation agreement.
- 6.9.6 For further details on collecting conditions see our **Terms of Deposit** and also the **Acquisition Procedure**.

6.10 Disposal

- 6.10.1 Qualified staff shall, in agreement with owners and depositors, evaluate and select material worthy of permanent preservation. This will be done before deposit wherever possible and then again during the cataloguing process in accordance with our **Appraisal Policy**.
- 6.10.2 When evaluation takes place after deposit or as part of the cataloguing process rejected material will be returned, or destroyed in a confidential manner, as the donor, depositor or legal representative prefers.
- 6.10.3 The Borough Archivist and Local Studies Librarian, reserve the right to re-appraise material previously accepted as a donation to the collection. Depositors will be informed and unwanted material will be offered back to the donor or legal representative wherever possible. This deaccessioned material will not be sold by LBBB Archive.

7.0 Implementation

- 7.1 This policy is to be made available to staff, volunteers and users online.
- 7.2 It should be used in conjunction with the Collection Development Policy of Valence House Museum.
- 7.3 This policy should be used together with the following policies and plans that make up LBBB Archive's Collections Management Framework:
- Appraisal Policy
 - Acquisition Strategy
 - Preservation Policy
 - Preservation Strategy
 - Digitalisation Strategy
 - Emergency Plan
 - Access Policy
 - Collection Information Policy
 - Cataloguing Strategy
 - Advocacy and Outreach Strategy
 - Volunteer Policy
- 7.4 For a full list of policies, plans and procedures that make by LBBB Archive's Collections Framework see **Appendix E**.

8.0 Evaluation

- 8.1 This policy will be reviewed at least once every five years to make sure it remains relevant to the work and services provided by LBBB Archive.
- 8.2 This policy will next be reviewed 29 May 2020

9.0 Feedback

- 9.1 If you wish to give us feedback on this policy, please email localstudies@lbbd.gov.uk.

Appendix A

Collecting Policies and Standards

London Metropolitan Archives: Collections Acquisition and Management Policy (2014)

PAS197:2009: Code of Practice for Cultural Collections Management (2009)

M&S Company Archive: Collections Development Policy (2012)

The National Archives: Standard for Record Repositories (2004)

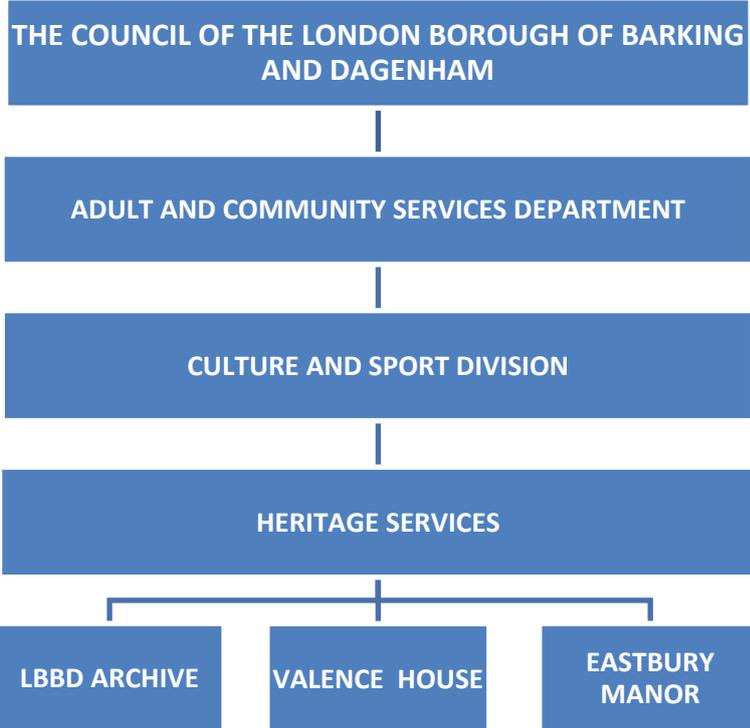
The National Archives: Archive Collection Policy Statements: Checklist of Suggested Contents

The National Archives: Collection Development Tools and Guidance (2011)

V&A: Collections Development Policy (2010)

Wellcome Trust: Collection Development Policy (2010)

Appendix B Organisational Hierarchy



Appendix C Staffing Structure



Appendix D

Archive Legislation

The Local Government (Records) Act 1962, as amended to 2003, confers limited discretionary powers for local authorities to provide certain archives services. It states that 'a local authority may do all such things as appear to it necessary or expedient for enabling adequate use to be made of records under its control'. The Act goes on to refer to allowing inspection and copying of records, preparing indexes and guides to them and publishing and exhibiting them. The Act refers solely to the service provision aspect of archive offices' work, not to their stewardship obligations nor any wider responsibilities and functions. In addition the Act empowers them to acquire records of local significance over and above their own administrative records, care for them and make them available for study by the public.

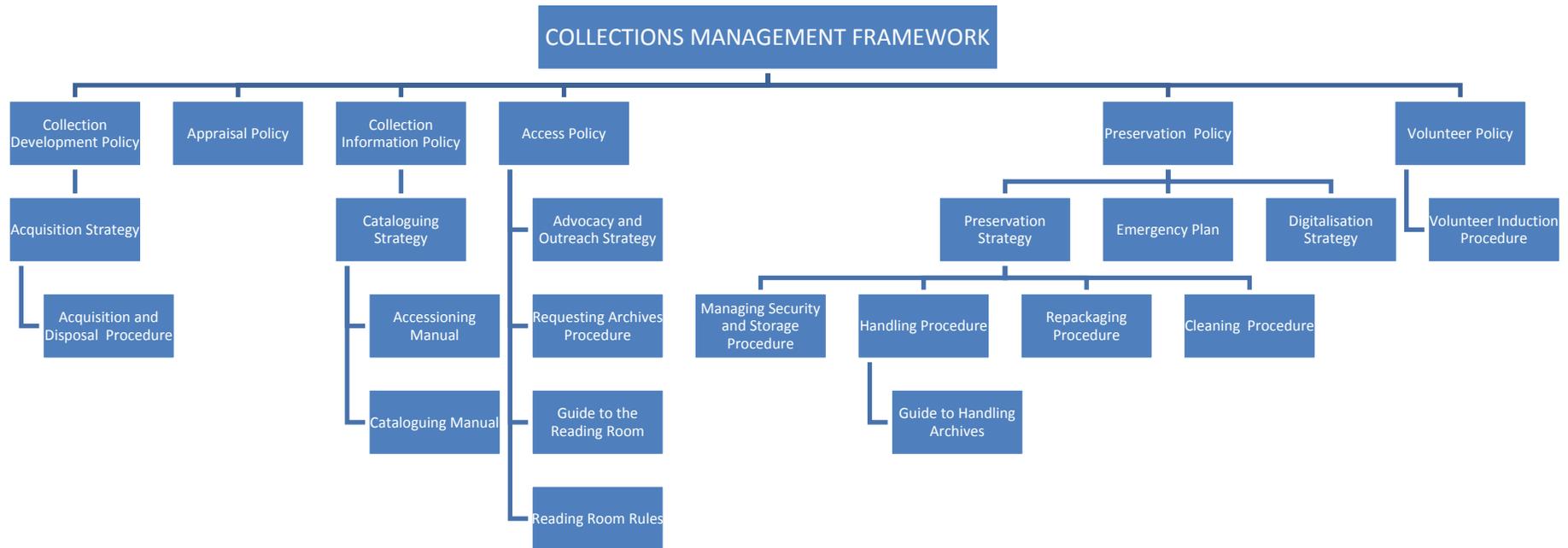
The Local Government Act 1972 requires local authorities to 'make proper arrangements with respect to any documents that belong to or are in the custody of the council of any of their officers'. In 1999 the Department for the Environment, Transport and the Regions (now the Department for Communities and Local Government) issued guidance on the interpretation of the term 'proper arrangements'. The guidance includes sections on the management of a local authority's administrative records, whether kept on paper or in electronic form, and proper arrangements for those records which have enduring historical value and which should be kept by an established archive service.

Additional requirements with regard to access to information in records and archives, affecting local and regional authorities, have been imposed through the Data Protection Act 1998, the Freedom of Information Act 2000 and the Environmental Information Regulations. These include a statutory right for the citizen of access to information, subject to certain exemptions and conditions.

Information taken from the website of the National Archives:

<http://www.nationalarchives.gov.uk/information-management/legislation/other-archival-legislation/local-government-acts/> (Last accessed February 2015)

Appendix E Collections Framework



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Archive Appraisal Policy



LBBB Archive Appraisal Policy

This policy was created in 29 May 2015, and it was approved on [Insert date]. It is due for review in 29 May 2020.

Name of the repository: Barking and Dagenham Archives and Local Studies Centre

Address: Becontree Avenue, Dagenham, RM8 3HT

Governing body: London Borough of Barking and Dagenham

Date on which this policy was approved by governing body: [Insert date]

Policy review procedure: The access policy will be published and reviewed at least once every five years.

Date at which this policy is due for review: 29 May 2020

1.0 Introduction

- 1.1 The purpose of this appraisal policy is to outline the principles and practices that guide the selection and disposal of collections held by the Barking and Dagenham Archives and Local Studies Centre (hereafter referred to as LBBB Archive).

2.0 Context

- 2.1 LBBB Archive exists to collect, preserve and made available records relating to the rich history and rapidly changing present of Barking and Dagenham, an often overlooked part of London, which was formerly part of Essex.
- 2.2 The process of selecting records of the highest archival value and removing any material that is duplicate, ephemeral or low informational value allows us to maximise storage space for archive collections of permanent historical value.
- 2.3 Appraisal is also necessary to maintain control over the proliferation of records that are created in the digital age, and to ensure that only the items most useful and relevant to research are retained.
- 2.4 The recording of information about appraisal, and especially disposal decisions is of vital importance following the passing of the Freedom of Information Act in 2000. The Lord Chancellor's Code of Practice on the Management of Records, issued under Section 46 of the Freedom of Information Act states 'authorities need to have in place systems for managing appraisal and for recording the disposal decisions made'.
- 2.5 This policy been developed in accordance existing appraisal policies produced by other repositories, namely The National Archives Appraisal and London Metropolitan Archives. For a full list of policies used see **Appendix A**.
- 2.6 The terms used in this document are specific to this policy and are defined in **Appendix B**.

3.0 Aims

- 3.1 The aims of this appraisal policy are as follows:
- To ensure that records selected for permanent preservations are of the highest archival value.
 - To develop rational, consistent and cost effective appraisal methodology for records created by the London Borough of Barking and Dagenham and held at LBBB Archive.
 - To provide rational and consistent decisions, valid over time, for all records of potential archival value produced by organisations and individuals whose collections are held at LBBB Archive.
 - To destroy material that is duplicate, ephemeral or of low informational value confidentially, if not wanted by the original owner or depositor.
 - To be aware of usage and potential future research trends and to assess these needs alongside our Collection Development Policy.
 - To assess risk in all circumstances and make all appraisal decisions based on full analysis of available information.

4.0 Policy Statements

4.1 Definition

- 4.1.1 Appraisal is the process of selecting records of archival value for permanent preservation and identifying records that are duplicate, ephemeral or of low information value so that they can be destroyed.
- 4.1.2 Appraisal should be considered a positive and essential archival activity.

4.2 Scope

- 4.2.1 This policy applies to all collections stored and maintained by LBBB Archive. It includes records created by the London Borough of Barking and Dagenham, and records of potential archival value produced by organisations and individuals with connections to Barking and Dagenham. For further information on our collecting remit see our **Collection Development Policy**.
- 4.2.2 Our right to appraise will be negotiated and recorded in the deposit or gift agreement for each archive collections. Items may not be accepted for the collection without a completed and signed **Transfer Form** or **Declaration of Gift Form**.
- 4.2.3 This policy covers the appraisal of newly acquired records, and also considered the reappraisal of existing collections.

4.3. Process

- 4.3.1 Appraisal will always be carried out by qualified archival professionals under the supervision of the Borough Archivist.
- 4.3.2 The appraisal of new deposits and gifts will be carried out both before acquisition, and then during the cataloguing process. Where possible, staff will appraise a collection in situ before it is deposited or gifted to LBBB Archive. At this stage, staff will identify series of types of records that are not worthy of permanent preservation, and in doing so will avoid the unnecessary expense of taking unwanted material to LBBB Archive.
- 4.3.3 Appraising collections before they are acquired by the archive also provides an opportunity to identify and reject collections, or parts of collections, whose informational value duplicates other collections, or are not within the collecting remit of LBBB Archive.
- 4.3.4 Newly acquired collections will be appraised in more detail at file or item level during the cataloguing process.
- 4.3.5 Our right to appraise newly acquired collections is embedded in each deposit or gift agreement, which must be signed by the owners of the collection. After a collection has been appraised in more detail during the cataloguing process, owners of collections will be offered a choice between taking back items that are not deemed worthy of permanent preservation or the items will be sent for confidential destruction. We will not dispose of any records in our ownership by sale.

- 4.3.6 Two methods of appraisal will be used for existing collections depending on their size and complexity. Smaller collections may be appraised at file level. The value of records within large collections will be assessed at function, departmental or unit level rather than on a file by file basis.
- 4.3.7 All material for disposal will be dealt with confidentially. On rare occasions this material may be offered to other archive services, if owned by LBBB Archive. Deposited or gifted material will be offered back to depositor/donor unless this individual cannot be traced.

4.4 Principles

- 4.4.1 Appraisal will be carried out within the following legal framework:
- Data Protection Act 1998
 - Freedom of Information Act 2000
- 4.4.2 Appraisal for archival purposes concentrates largely on the historical value of a record. Historical value is informed by the evidential value (the way the record documents the history, structure and function of an organisation or the life and experiences of an individual) and informational value (the way the record informs research into places, people and subjects).
- 4.4.3 Records selected for permanent preservation should be those which show the significance of the history, structure, function or activities of an organisation, or the life and experiences of an individual. Items that are of the highest archival value are those which are most capable of documenting change, continuity and development over time, and of assisting historical interpretation of such changes.
- 4.4.4 Staff should therefore use the following criteria when appraising collections, and select items which give significant information regarding:
- The history or structure of the organisation, and the formulation, implementation and interpretation of any policies and procedures.
 - Notable events or persons, but only when the records add significantly to what is already known.
 - Developments or trends in political, economic, social and cultural history.
 - Scientific, technological or medical research and development.
 - Internal or external lists, guidelines or other finding aids.
- 4.4.5 Appraisers should additionally be aware of potential levels of interest from our core user groups, and where possible retain material which will add significantly to main research topics such as genealogy and local history.
- 4.4.6 Appraisers should consider keeping material which may not exactly conform to any established criteria, but which does have information which is of interest, or which may be presented in a lively or engaging way.
- 4.4.7 All routine or duplicate material should be systematically removed from the collection.

4.4.8 In some circumstances material may be suitable for permanent preservation by virtue of its suitability for audience development, which should be considered when appraising ephemeral material.

4.4.9 All disposal decisions made after deposit or gift of a collection should be recording the electronic catalogue at the appropriate level including the reason for disposal, which can include direct duplicate, duplicates information held elsewhere, not considered worthy of permanent preservation.

5.0 Implementation

5.1 This policy is to be made available to staff, volunteers and users online.

5.2 This policy should be used together with the following policies and plans that make up LBBB Archive's Collections Management Framework:

- Collection Development Policy
- Acquisition Strategy
- Transfer Form
- Declaration of Gift Form
- Terms of Deposit

6.0 Evaluation

6.1 This policy will be reviewed at least every two years to make sure it remains relevant to the work and services provided by LBBB Archive.

6.1 This policy will next be reviewed 29 May 2015

7.0 Feedback

7.1. If you wish to give us feedback on this policy, please email localstudies@lbbd.gov.uk.

Appendix A

Standards and Policies

Hampshire Archives and Local Studies: Appraisal Policy (2010)

JISC: Guidance on Archival Appraisal (2007)

London Metropolitan Archives: Appraisal Policy (2013)

Surrey History Centre: Archive Appraisal Policy (2010)

The National Archives: Appraisal Policy (2012)

University of Manchester: Selection and Appraisal Policy (2014)

Queen Mary University: Archive Appraisal Policy (2014)

Appendix B

Definitions

Advocacy: the act of supporting, recommending and publicising the work undertaken by archives.

Appraisal: appraisal is the process of selecting records of archival value for permanent preservation and identifying records that are duplicate, ephemeral or of low information value so that they can be destroyed.

Ephemera: collectable items that were originally expected to be useful or popular for a short period of time.

Outreach: the act of reaching out to people and community groups who might not otherwise be aware of, or have access to the service, by offering services beyond conventional limits.

Preservation: a set of activities that aims to prolong the life of a record and relevant metadata, or enhance its value, or improve access to it through non-interventive means. This includes actions taken to influence records creators prior to selection and acquisition.

Rare book: a book that is distinguished by its early printing date, its limited issue, the special character of the edition or binding, or its historical interest.

Records: defined as including not only written records, but records conveying information by any means whatsoever. The information conveyed in records was created, received and maintained as documentation in pursuance of legal obligations or in the transaction of business.

Surrogate: a duplicate of an original document in whole or in part to preserve it and provide access to it.

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Archive Preservation Policy



LBBB Archive Preservation Policy

This policy was created in 29 May 2015, and it was approved on [Insert date]. It is due for review in 29 May 2020.

Name of the repository: Barking and Dagenham Archives and Local Studies Centre

Address: Becontree Avenue, Dagenham, RM8 3HT

Governing body: London Borough of Barking and Dagenham

Date on which this policy was approved by governing body: [Insert date]

Policy review procedure: This preservation policy will be published and reviewed at least once every five years.

Date at which this policy is due for review: 29 May 2020

1.0 Introduction

- 1.1 The purpose of this preservation policy is to outline the principles that guide the preservation and care of the collections held at the Barking and Dagenham Archives and Local Studies Centre.

2.0 Context

- 2.1 LBBB Archive has a fundamental responsibility to ensure the continuing availability and authenticity of the records that it holds for present and future generations under the Local Government (Records) Act 1962 and the Local Government Act 1972. For further information on how this legislation relates to the work and services provided by LBBB Archive see **Appendix A**.
- 2.2 The records that we hold have informational, material and cultural value. The preservation of the archive and local studies collections is vital in order to safeguard the authenticity of records, whilst also ensuring that records can be accessed by current, as well as future users at LBBB Archive.
- 2.3 LBBB Archive adopts an evidence based approach when striving to preserve its collections. This consists of assessing the condition and preservation requirements of material on accession, which in turns informs the **Preservation Strategy**. Electronic records are individually assessed on a regular basis, and the outcome of these assessments also informs the **Preservation Strategy**. In addition to this strategy, LBBB Archive has the following procedures: managing the storage areas, cleaning documents and packaging archive material, as well as guidelines on handling collections.
- 2.4 LBBB Archive complies to national and international preservation standards, notably PD5454:2012. This policy has been developed in accordance with these standards, as well as existing preservation policies used by other repositories, namely The National Archives and London Metropolitan Archive. For a full list of standards and policies consulted in the process of establishing this policy see **Appendix B**.
- 2.6 The terms used in this document are specific to this policy and are defined in **Appendix C**.

3.0 Aims

- 3.1 The aims of this policy are as follows:
- To ensure the preservation of archive holdings for current and future access at the Barking and Dagenham Archives and Local Studies Centre.
 - To ensure that preservation is embedded in all activities, from acquisition through to access at LBBB Archive.
 - To raise awareness among staff, users and others on preservation matters that relate to the care of collections at LBBB Archive
 - To advise staff, users and others on preservation matters that relate to the care of collections at LBBB Archive.
 - To guide the development preservation strategy, procedures and guides consistent with the values and goals of LBBB Archive.

4.0 Policy Statements

4.1 Management

- 4.1.1 LBBB Archive recognises the importance of having clear lines of responsibility for preservation matters.
- 4.1.2 Given the informational content, as well as the unique and irreplaceable nature of the collections, the loss of these asserts is a strategic risk to the organisation and this risk should be managed according.
- 4.1.3 The Borough Archivist, supported by the Local Studies Librarian and Local Studies Assistant, is responsible for preservation management and activities at LBBB Archive.
- 4.1.4 Preservation issues are dealt with through liaison with the Heritage Group Manager, and other managers, including the Heritage Properties Manager and the Senior Heritage Warden. Preservation activities undertaken are documented, as appropriate.

4.2 Training

- 4.2.1 LBBB Archive recognises the benefit of having staff and volunteers that are trained in preservation awareness.
- 4.2.2 All new staff and volunteers are required to attend a document handling training session as part of their induction to the work of LBBB Archive. Requirements for further staff training on preservation matters are assessed and provided internally and/or externally, as appropriate.

4.3 Buildings

- 4.3.1 LBBB Archive recognises that buildings are vital when it comes to protecting collections from fire, floods, dust, pollutants and pests.
- 4.3.2 LBBB Archive is located in the Visitor's Centre at Valence House Museum. There are two strong rooms within this building for the storage of archival material and rare books, which were purpose built when the site was redeveloped in 2010, and in turn conform to the standards outlined by PD5454:2012 Guide for the Storage and Exhibition of Archival Materials.
- 4.3.3 The interior and exterior of the building are maintained by the Facilities Team at the London Borough of Barking and Dagenham, in consultation with the Heritage Properties Manager. Contractors are retained on standby for emergency, as well as routine repairs.
- 4.3.4 Preservation issues and how these issues should be dealt with are outlined in the Building Management Plan.

4.4 Security

- 4.4.1 LBBB Archive acknowledges the important role that security plays in ensuring the safe deposit of material.
- 4.4.2 Documents are consulted by staff, volunteers or users under controlled conditions in accordance with nationally recognised and agreed standards in the Reading Room. Staff, volunteers and users are expected to comply with the **Reading Room Rules**.
- 4.4.3 Public use areas are closely supervised by staff. Meanwhile access to the storage areas is restricted to archive and local studies staff, as well as other authorised persons. Unauthorised persons must be accompanied by a member of staff. The doors to both the storage areas are of strong construction. These doors are security code protected and have also been fitted with chub locks. The strong rooms are windowless. The only other access points are fire exits, which can only be opened from the inside.
- 4.4.4 Both the interior and the exterior of the building are monitored by CCTV. Heritage Wardens patrol the site during the day. Intruder detectors and alarms linked to a security agency are activated when the building and storage areas are not in use. There is also a fire detection system that is connected to the emergency services.

4.5 Environment

- 4.5.1 LBBB Archive recognises that the life expectancy of archive material is significantly affected by the environmental conditions in which they are stored.
- 4.5.2 The temperature and relative humidity in the storage areas, corridors and offices within the Visitor's Centre are managed and monitored by Hanwell Humbug Data Recorders. Information from these data recorders is regularly downloaded and analysed to ensure that the archive collections are being kept in a stable environment in accordance with PD5454:2012 Guide for the Storage and Exhibition of Archival Materials.
- 4.5.3 The larger of the strong rooms contains mainly paper collections and is known as the Archive Store. The temperature and relative humidity within this strong room are not controlled by an air conditioning system. Conditions should aim to be between 16-19C and 45-60% RH. This sort of storage, known as 'passive storage', is recognised as being both sustainable and environmentally friendly.
- 4.5.4 The other smaller strong room contains audiovisual material such as photographs, films and oral history recordings. The temperature and relative humidity within this strong room is controlled by an air conditioning system. The system aims to maintain conditions between 10-16C and 30-40% RH. The air-conditioning is part of the central Building Management System managed by the Surveyors.
- 4.5.5 Exposure to light in the storage areas is kept to a minimum. There are no windows and artificial lighting consists of fluorescent tube lighting with UV filters and time switch mechanisms.

4.6 Storage

- 4.6.1 LBBB Archive recognises that well organised and appropriate storage facilities will help reduce the damage to collections.
- 4.6.2 The larger of the two strong rooms, known as the Archive Store has a floor area of 145m². The smaller strong room, known as the Photograph Store, has a floor area of 18.5 m². These storage areas comprise approximately 120m³ of shelving.
- 4.6.3 The layout of the storage furniture within the strong rooms has been designed to ensure the efficient and economic use of the available space. To further optimum the use of the space, there are rolling shelves and material is organised according to format and size.
- 4.6.4 Oversize material is stored near the door to aid retrieval. There are also plan chests for large flat material, as well as deep shelves for rolled plans and maps.

4.7 Pests

- 4.7.1 LBBB Archive recognises that considerable damage can be caused by insects, rodents and birds both to building and to their contents
- 4.7.2 All storage areas are monitored for pests with sticky pheromone traps. There are regular assessments of the building to look for rodent damage.
- 4.7.3 All material entering the site is segregated in the Preservation Room and examined for infestations prior to accession by the Archivist.

4.8. Cleaning

- 4.8.1 LBBB Archive recognises the important that the storage environment is kept clean and tidy.
- 4.8.2 The storage and working areas are regularly cleaned using methods to reduce the unnecessary movement of dust.
- 4.8.3 Both storage areas are inspected on a daily basis to ensure they are kept in a tidy and safe condition.
- 4.8.4 New accessions of material are assessed, cleaned and boxed in the Preservation Room before they are placed into either the Archive Store or the Photograph Store.

4.9 Packaging

- 4.9.1 LBBB Archive encourages the use of appropriate packaging materials to protect the collection.
- 4.9.2 Stocks of standard archival boxes, folders, envelopes and polyester pockets are available for use by staff. Specialist enclosures are ordered as required. LBBB Archive has the equipment required to make bespoke boxes for oversize or particularly fragile items.

4.9.3 These protective enclosures provide a buffer against fluctuations in temperature and humidity, whilst also offering protection against damage caused by dust, pollutants, water, heat and smoke.

4.10 Handling

4.10.1 LBBB encourages proper handling of collections by staff, volunteers and users. In turn, staff and volunteers are provided with training in how to handle archive material.

4.10.2 Handling guidelines are made available to staff and volunteers, as well as users that consult archive and local studies material in the Reading Room.

4.10.3 Trolleys are available for staff and volunteers to use for the transportation of material within the building.

4.10.4 Book supports, gloves and light weights are supplied to staff, volunteers and members of the public.

4.11 Surrogates

4.11.1 LBBB Archive supports the use of surrogate copies in place of fragile original material.

4.11.2 Surrogates are produced in a range of different formats to improve access to records including digital imaging, photocopying and microfilming. These surrogates reduce the movement and handling of records, may be designated at the accessioned record if the original is lost or damaged and can also constitute proof of condition and legal ownership.

4.11.3 Surrogates are produced for users to order depending on copyright restrictions and at the discretion of the Archivist. Reprographic orders are carried out by members of the Archive and Local Studies Team. Processes must aim to capture the maximum amount of information and should as far as possible, offer customers their desired copy format.

4.11.4 When a surrogate is generated from an original record the production of the surrogate must not endanger the original record. In turn, future copies of the record should be made from the surrogate rather than the original document.

4.12 Exhibitions

4.12.1 LBBB Archive recognises both the benefit and the risks of exhibiting original material. There are regular temporary displays of original archive material in the Reading Room. Displays run for no longer than one or two months. Items vulnerable to light such as photographs, or damaged items, are not displayed. The cabinet in which the material is displayed is locked at all times.

4.12.2 Loans to other institutions, repositories and organisation are assessed and where necessary couriered by members of staff. The guidelines and forms for exhibitions and loans are periodically updated.

4.13 Digital preservation

- 4.13.1 LBBB Archive recognises the importance of digital preservation. Preservation treatments for electronic records may encompass both the physical medium e.g. rewinding and cleaning, as well as the intellectual content e.g. migration to the most appropriate formats.
- 4.13.2 Migration of born-digital records may be required to improve the usability of the records or in response to technological changes, which threaten its continued accessibility through obsolescence. This is likely to be an ongoing periodic requirement throughout the life cycle of digital records and will always be undertaken in a controlled manner as a result of detailed preservation planning and testing. Migration must be fully documented in the form of a detailed migration history as part of the metadata associated with the record.
- 4.13.3 LBBB Archive makes appropriate provision for the backup of its digital collections. Backup copies are actively maintained to ensure their continued viability. Digital collections and the technical infrastructure required to manage and access them are updated and maintained to ensure they can be restored in the event of an emergency.

4.14 Conservation

- 4.14.1 LBBB Archive recognises the need to prioritise conservation treatments in keeping with the objectives of the **Collection Development Policy**.
- 4.14.2 Collections that are identified as needing conservation treatment are to be assessed and prioritised jointly by a professional conservator and either the Archivist or the Local Studies Librarian. This assessment is based on the physical condition and stability, the historical value, the expected frequency of use and the existence of surrogates.
- 4.14.3 Conservation treatments will be carried out by a professional conservator either externally, or if possible, on site in the Preservation Room. The treatments given will be sympathetic with and not detrimental to the item, and no treatment will be undertaken if it is likely to remove, diminish, falsify or obscure the evidential value of the document. In addition, detailed records of all treatments must be maintained.
- 4.14.4 Budgetary considerations will determine the extent and the nature of conservation treatments.

4.15 Disaster preparedness

- 4.15.1 LBBB Archive recognises that advance planning, training and up-to-date reaction plans are crucial to effective responses in a fire, flood or other emergency situation.
- 4.15.2 Barking and Dagenham Archives and Local Studies Centre has smoke alarms throughout. The storage areas have high sensitivity smoke and flood detectors installed, which are connected to the central monitoring system.

4.15.3 Heritage Services maintains an up-to-date a **Business Continuity Plan**. This plan is designed to ensure the safety of staff, volunteers, members of the general public and the collections in the case of an emergency.

4.15.4 In the event of a major incident, the first priority is the safety of people followed by immediate action to rescue or prevent further damage to the collections. Depending on the immediate threat, emergency response and recovery actions will take place precedence over all other activities across Heritage Services. Any document salvage operation that takes place will be lead by the Borough Archivist. Detailed information on salvage techniques, emergency equipment, as well as response procedure for minor and major incidents can be found in the **Emergency Plan**.

4.15.5 LBBB Archive has an annual contract with Harwell Drying and Restoration Service.

5.0 Implementation

5.1 This policy is to be made available to staff, volunteers and users online.

5.2 This policy should be used together with the following policies and plans that make up LBBB Archive's Collections Management Framework:

- Preservation Strategy
- Procedure on Storage and Security
- Procedure on Cleaning Archive Material
- Procedure on Repackaging Archive Material
- Handling Guidelines
- Emergency Plan

6.0 Evaluation

6.1 This policy will be reviewed at least every two years to make sure it remains relevant to the work and services provided by LBBB Archive.

6.2 This policy will next be reviewed 29 May 2020.

7.0 Feedback

7.1 If you wish to give us feedback on this policy, please email localstudies@lbbd.gov.uk.

Appendix A

Archive Legislation

The Local Government (Records) Act 1962, as amended to 2003, confers limited discretionary powers for local authorities to provide certain archives services. It states that 'a local authority may do all such things as appear to it necessary or expedient for enabling adequate use to be made of records under its control'. The Act goes on to refer to allowing inspection and copying of records, preparing indexes and guides to them and publishing and exhibiting them. The Act refers solely to the service provision aspect of archive offices' work, not to their stewardship obligations nor any wider responsibilities and functions. In addition the Act empowers them to acquire records of local significance over and above their own administrative records, care for them and make them available for study by the public.

The Local Government Act 1972 requires local authorities to 'make proper arrangements with respect to any documents that belong to or are in the custody of the council of any of their officers'. In 1999 the Department for the Environment, Transport and the Regions (now the Department for Communities and Local Government) issued guidance on the interpretation of the term 'proper arrangements'. The guidance includes sections on the management of a local authority's administrative records, whether kept on paper or in electronic form, and proper arrangements for those records which have enduring historical value and which should be kept by an established archive service.

Additional requirements with regard to access to information in records and archives, affecting local and regional authorities, have been imposed through the Data Protection Act 1998, the Freedom of Information Act 2000 and the Environmental Information Regulations. These include a statutory right for the citizen of access to information, subject to certain exemptions and conditions.

Information taken from the website of the National Archives:

<http://www.nationalarchives.gov.uk/information-management/legislation/other-archival-legislation/local-government-acts/> (Last accessed February 2015)

Appendix B

Standards and Policies

Hampshire Record Office: Preservation Policy (2010)

Leeds University Library: Collections Care Policy (2010)

London Metropolitan Archives: Archive and Preservation Policy (2006)

Preservation Advisory Centre: Building a Preservation Policy (2013)

PD 5454:2012: Guide for the storage and exhibition of archival materials (2012)

The National Archives: Standard for Record Repositories (2004)

The National Archives: Preservation Policy (2009)

Wellcome Library: Preservation Policy for Materials Held in Collections (2014)

Appendix C

Definitions

Born-digital record: a record that has been created and accessioned electronically, as opposed to having been digitised from a paper record.

Conservation: a set of activities that aims to stabilise the physical or chemical condition of a record, to prolong the life of a record and relevant metadata, or enhance its value, or improve access to it through interventive treatment.

Conservation treatment: an interventive action intended to improve or maintain a record's physical and/or chemical stability, its appearance or accessibility. For electronic records this may entail physical or chemical intervention; however, it may also entail the manufacture of an archival master or, for electronic records, migration or other forms of transformation which result in a new manifestation of the record. It usually takes place once damage has occurred, or in anticipation of damage or obsolescence (hence inaccessibility) because of the passage of time.

Digital preservation: a set of technical processes to ensure that digital documents and records remain accessible over the long term.

Electronic record: a record produced, housed or transmitted by electronic means rather than physical means and satisfies the definition of a record.

Metadata: a set of data which conveys information about other data. For example, the information in the catalogue can be considered to be metadata. Metadata is used for records management, retrieval and use.

Migration: the process of transforming an electronic record from one encoding format to another. This may be undertaken either to translate the record into a format which is more accessible to users, or in advance of technological obsolescence of the original format. Migration techniques are active preservation methods, which constitute a change to the nature of the record, and entail a risk of information loss which must be clearly identified and managed.

Surrogate: a duplicate of an original document in whole or in part to preserve it and provide access to it.

Original record: the accessioned record, which can be in a physical or electronic format, from which a copy or surrogate can be made. In some instances the accessioned record is itself a surrogate, for example, if microfilm is accessioned. In this case the accessioned record is still considered to be the original.

Physical record: a record that exists in its original physical format.

Preservation: a set of activities that aims to prolong the life of a record and relevant metadata, or enhance its value, or improve access to it through non-interventive means. This includes actions taken to influence records creators prior to selection and acquisition.

Records: defined as including not only written records, but records conveying information by any means whatsoever. The information conveyed in records was created, received

and maintained as documentation in pursuance of legal obligations or in the transaction of business.

Archive Access Policy



LBBB Archive Access Policy

This policy was created in 29 May 2015, and it was approved on [Insert date]. It is due for review in 29 May 2020.

Name of the repository: Barking and Dagenham Archives and Local Studies Centre

Address: Becontree Avenue, Dagenham, RM8 3HT

Governing body: London Borough of Barking and Dagenham

Date on which this policy was approved by governing body: [Insert date]

Policy review procedure: The access policy will be published and reviewed at least once every five years.

Date at which this policy is due for review: 29 May 2020

1.0 Introduction

- 1.1 The purpose of this access policy is to outline the principles and practices that guide the provision of access to the collections held by the Barking and Dagenham Archives and Local Studies Centre.

2.0 Context

- 2.1 LBBB Archive has a fundamental responsibility to provide access to its collections under the Local Government (Records) Act 1962 and the Local Government Act 1972. For further information on how this legislation relates to the work and services provided by LBBB Archive see **Appendix A**.
- 2.2 Moreover it is a statutory right for citizens to be able to access information, subject to certain exemptions and conditions as outlined by the Data Protection Act 1998, the Freedom of Information Act 2000 and the Environmental Information Regulations. Closures and access restrictions made under this legislation are outlined in **Appendix B**.
- 2.3 This policy has been developed in accordance with the Public Services Quality Group Standard for Access to Archives, as well as existing access policies used by other repositories, namely London Metropolitan Archives. For a full list of policies used see **Appendix C**.
- 2.4 The terms used in this document are specific to this policy and are defined in **Appendix D**.

3.0 Aims

- 3.1 The aims of this access policy are as follows:
- To make the archive and local studies collections available to the widest possible audience to promote an understanding of and pride in the heritage of Barking and Dagenham.
 - To ensure that information about the collections is effectively collected, maintained and safeguarded.
 - To ensure that access to the collections takes place in a safe, secure and comfortable environment.
 - To employ effectively new technologies to deliver remote access to our holdings.
 - To provide an enquiry service, which is responsive to, and meets the needs of current, as well as potential future users.
 - To raise awareness of the relevance and significance of the collections both now and in the future.
 - To guide the development of access procedures and guidelines consistent with the value and goals of LBBB Archive.

4.0 Policy Statements

4.1 Collections

- 4.1.1 LBBB Archive is the primary source of historical information on the place and people of Barking and Dagenham, which is an often overlooked part of London on the border with Essex. We hold records of the London Borough of Barking and Dagenham, and its predecessor authorities dating back to 1558.
- 4.1.2 The archive collection also comprises the records of a wide variety of organisations, including businesses, charities and non-conformist churches, as well as the papers of individuals with connections to Barking and Dagenham. The archive holdings are complemented by an oral histories, photograph and film collection, printed books and maps.
- 4.1.3 The local studies collection comprises printed ephemera, books, newspapers and maps primarily concerning the history of Barking and Dagenham, as well as the surrounding areas of London and Essex.
- 4.1.4 Housing, education, health, leisure, business and industry are all key themes reflected by the documentary sources held by LBBB Archive. For further information on the scope and content of the collection see our Collections Development Policy.

4.2 Users

- 4.2.1 LBBB Archive is free to use and open to everyone. The archive and local studies collections are used by a wide range of different users with diverse research needs including council staff, family and local historians, academic historians, university and college students, school groups, community groups, independent learners, journalists and artists.
- 4.2.2 However it is recognised that the current user profile does not adequately reflect the demographics of the community within Barking and Dagenham. To address this situation the service is committed to promoting the use of the collections through advocacy and an extensive outreach programme. See below for further details on our learning and outreach programmes. Also see how **Advocacy and Outreach Strategy**.

4.3 Reading Room

- 4.3.1 Access to the archive and local studies collections is provided within our published opening hours and under supervised conditions in our fully accessible reading room, which is situated in the Visitor Centre at Valence House Museum.
- 4.3.2 All users are required to adhere to the **Reading Room Rules**. Notices outlining these rules are clearly displayed in the reading room. Further details about our reading room rules can also be found on our website or on application to staff.
- 4.3.3 New researchers who wish to consult original documents and rare books are required to complete a **Registration Form**. Full details on the registration process and acceptable documents required for registration can be found on our website or on application to staff.

- 4.3.4 Users are able to browse printed books, topic boxes, family history resources and maps that are on the open access shelves in the reading room. Users can find further details on how to use the reading room, and resources on the open shelves can be found in our **Brief Guide to the Archives and Local Studies Centre**. This guide is made available in the reading room, as well as being published online.
- 4.3.5 Microfilm readers are available and can be used to access copies of the local newspapers, electoral registers and parish records.
- 4.3.6 Users are also able to use computers with access the internet, and family history databases and websites without charge including Ancestry and Find My Past.
- 4.3.7 Information about the archive and local studies collections, including catalogues, indexes and resource guides, that help researchers identify archive and local studies material they wish to view are made available to users in the reading room, as well as in a variety of ways online (See below for further details on Remote Access and our Finding Aids).
- 4.3.8 Members of staff are on hand in the reading room at all times to provide users with informed advice and assistance on the facilities, services, holdings and conditions of access at LBBB Archive. These members of staff are trained in disability awareness, and promote the standards outlined by the council wide Equalities and Diversity Strategy.

4.4 Original documents

- 4.4.1 LBBB Archive makes original documents and rare books available to researchers in the reading room situated in the Visitor Centre at Valence House Museum. Some closures and access restrictions are, however, inevitable due to the nature, contents or physical condition of the unique and irreplaceable records we look after.
- 4.4.2 Access to confidential material restricted for a term of years under the Data Protection Act.
- 4.4.3 Heavily used and fragile material will be produced in the reading room in the form of a surrogate, such as a microfilm or digital copy.
- 4.4.4 We endeavour to work with users to find a solution which allows access to the required information, as an original document if possible, otherwise in a surrogate or different form. For further details on which of our records are closed and why see **Appendix B**.
- 4.4.5 Users are not required to make an appointment to view original documents and rare books, but it is advisable to order this sort of material in advance as it is kept in our strongroom. Original documents and rare books must be ordered using an Archive Request Slip. For further details on the storage of the archive holdings see our **Preservation Policy**.
- 4.4.6 LBBB Archive supports the training of staff, volunteers and users in the correct handling of documents. Staff will monitor document handing within the reading room, and are able to advise on correct document handling on request or when

necessary. A guide on the correct handling of archival material has also been published on our website. Behind the scenes tours of the archive stores and preservation room are regularly offered and show the importance of this work.

4.5 Remote access

- 4.5.1 LBBB Archive recognises that not all current and potential users are able to visit the reading room. We therefore strive to make the archive and local studies collections available in a variety of ways online.
- 4.5.2 At present our catalogue is not available remotely via our website. However we publish finding aids on our website, and contribute information about our collections to online portals, such as The Archives Hub, AIM25 and The National Archives A2A Database.
- 4.5.3 In order to increase access to the collections, articles and content are regularly posted on social media sites, including Facebook and Twitter. In addition, a number of digitalised photographs have been uploaded to Flickr and Historypin, while film footage from the archive can be viewed on Vimeo.
- 4.5.4 We also collaborate with different partners to digitalise our resources, such as Find My Past and Max Communications.
- 4.5.5 Material that is classed as restricted or closed will not be made available online.
- 4.5.6 Material that is not our copyright will also not be made available online without seeking permission from the copyright holder. If the copyright holder is unknown or cannot be traced the material will only be posted online following a risk assessment with a disclaimer stating that the copyright does not belong to LBBB Archive. Material will immediately be taken down, if we become aware that making it available online is an infringement of copyright.

4.6 Enquiry Service

- 4.6.1 LBBB Archive strives to provide free and accurate information, as well as friendly and helpful advice on our facilities, services, holdings and conditions of access to members of the public.
- 4.6.2 As mentioned above, helpful, knowledgeable and properly trained staff are on hand to answer enquiries on our facilities, services, holdings and conditions of access in the reading room. Enquiries received by telephone, email or letter are responded to within ten working days.
- 4.6.3 Our preferred form of enquiry is either in person or by email via localstudies@lbbd.gov.uk. When a user makes an enquiry in person or on the telephone the member of staff on duty will fill in an **Enquiry Form**. We may ask telephone enquirers to email us the details of their request, and we usually respond to letters by email, if an email address is given.

4.7 Research Service

- 4.7.1 We will always try to identify sources within our archive and local studies holdings that are relevant to the enquiries that we receive. Staff are unable to undertake in-depth research on the behalf of users. Enquirers will need to visit to do their own research but we appreciate that this is not always possible.
- 4.7.2 We sometimes recommend the use of record agents to carry out research work on the behalf of the enquirer. However we do not recommend or list individual record agents but offer a list compiled by national institutions, such as the National Archives.
- 4.7.3 If we, or the enquirer, have identified a particular relevant source within our holdings, we may carry out limited and specific searches in the specified records as part of our paid 'Lookup Service'. We will warn enquiries that the nature of archive research means that this sort of paid search may often find no answers. We do not refund where we have searched in agreed sources but found no relevant information. Therefore we reserve the right to turn down lookup requests where we consider that no specific relevant source has been identified or that, in our view the chances of finding any relevant information are slight.
- 4.7.4 Users that need help with their family history can take advantage of our free monthly helpdesks run by the local branch of the East of London Family History Society.

4.8 Reprographics Service

- 4.8.1 LBBB Archive provides copies of records for use in private research subject to copyright law, and payment of a reprographics fee. Up to date information on our reprographics fees and charges can be found on our website, or on application to staff.
- 4.8.2 Copies of documents will not be made of records where there is a risk of damaging them.
- 4.8.3 Users can photograph records for themselves using their own cameras or the self-service overhead scanner in the reading room, after paying for a **Photography Permit**.
- 4.8.4 Facilities are provided for the public to make copies from microfilms. Users can also copy printed books and ephemera using the self service photocopier. Information on our copying fees and charges can be found on our website, or on application to staff.
- 4.8.5 Users can also request copies of original documents, photographs and printed books by telephone or email via localstudies@lbbd.gov.uk.

4.9 Copyright

- 4.9.1 The publication of copies of our records must be agreed in advance and special conditions apply. Original documents and photographs that are clearly protected under copyright legislation may not be reproduced without permission. If you wish to

discuss obtaining permission to publish material from our collections and the fees involved, please contact us via localstudies@lbbd.gov.uk.

4.10 Collections information

4.10.1 LBBB Archive recognises that information about its holdings and associated intellectual property is key to enabling access to the collections, as well as being integral to good collections management.

4.10.2 LBBB Archive is committed to creating and maintaining good quality and up to date information about the archive and local studies collections, through accessioning and cataloguing, which conforms to appropriate national and international standards wherever possible.

4.10.3 LBBB Archive uses the following standards when creating and maintaining collections information:

- ISAD(G): General International Standard Archival Description, International Council on Archives (2007)
- National Council on Archives, Rules for the Construction of Personal, Place and Corporate Names (1997)
- UK Archival Thesaurus (UKAT)

4.10.4 Accessioning and cataloguing manuals have been developed to ensure that collections are accessioned and catalogued appropriately on to our specialist archive and library software system, Adlib. These guides should be used should be used in conjunction with national and international cataloguing standard, such as ISAD(G).

4.10.5 All staff responsible for creating and maintaining collections information must receive training in the relevant data standards and on how to use the specialist software system. Data inputted in the specialist software system shall be traceable through an audit trail as to who created or edited it.

4.10.6 LBBB Archive is committed to ensuring that the specialist archive and library software system is the primary tool for creating and managing collections information.

4.10.7 The specialist archive and library software system is also the primary way that we control the location of archive and local studies collections. For further details see our **Procedure on Location Control**.

4.10.8 An accession record must be created on the specialist software system for all items added to the collections held at LBBB Archive. Each accession record must include the following essential information:

- Unique reference number.
- Accession date.
- Accession title.
- Content description.
- Date of content.
- Extent.
- Contact details of the source of acquisition.

- Location.

4.10.9 A printed accessions record will be produced and kept with the forms completed and signed as part of the acquisition process, together with any correspondence relating to the acquisition of the material as part of the collections held at LBBB Archive. For further details see our **Acquisitions Procedure**.

4.10.10 Catalogue records created on the specialist software system must include the following essential information in accordance with ISAD(G):

- Unique reference number.
- Title.
- Date.
- Extent.
- Level of description.
- Creator.

4.10.11 In addition to the above essential fields required by ISAD(G), where possible the following information is included when cataloguing collections at LBBB Archive:

- Administrative history.
- Archive history.
- Source and date of acquisition.
- Scope and content.
- Appraisal.
- Conditions of access.
- Reproduction conditions.
- Location.

4.10.12 For further information on how collection information is recorded through the cataloguing process see our **Cataloguing Procedure**, and the **Cataloguing Manual**.

4.11. Finding aids

4.11.1 LBBB Archive recognises that uncatalogued collections are a barrier to access, and in turn strives to take a managed and sustainable approach when it comes to creating new and improving information about collections, and to make this information available to the widest possible audience.

4.11.2 A cataloguing audit has been carried out in order to identify what types of records, as well as specific collections, which should be regarded as being a high, medium and low priority when it comes to cataloguing. This cataloguing audit is updated as work is completed.

4.11.3 As mentioned above, staff and volunteers that use this specialist software system are provided with proper training. In addition, a number of cataloguing manuals have been developed to ensure that catalogues are created as consistently as possible. It is recognised that these guides should be used in conjunction with international standard for archival arrangement and description, known as ISAD(G).

4.11.4 The archive catalogue is not currently available online. The service does however contribute information about the collections on the council website and to other online gateways, notably the Archives Hub, Aim25, Access to Archives as well as

social media sites, such as Facebook, Historypin and Flickr. Printed catalogues, research guides and information sheets are also made available in the Reading Room.

4.12 Publications

- 4.12.1 Information about our opening times, facilities, services, holdings and conditions of access can be found on our website, and details on how to use the reading room and collections on the open shelves are available in our printed **Brief Guide to the Archive and Local Studies Centre**.
- 4.12.2 Our events are publicised through the council online events calendar, and in the annual printed events leaflet produced and distributed by association with Valence House Museum.
- 4.12.3 News about the collection, usage of the collection and forthcoming events are also published in our quarterly e-newsletter. Printed copies of this newsletter are available in the reading room.
- 4.12.4 In addition, we publicise news about the collection, usage of the collections and forthcoming events via social media sites, including Facebook and Twitter.

4.13 Surveys

- 4.13.1 LBBB Archive ensures that it is meeting its targets and the needs of our users by monitoring on a monthly basis the number of users, the number of hours users spend in the reading room, the number of remote enquiries and the number of archive material requested. These statistics are compiled and analysed in our annual return to CIPFA.
- 4.13.2 We invite suggestions, comments and complaints from users about our services and communications through comment forms and talking to staff, which are passed on to and considered by Senior Management.
- 4.13.3 LBBB Archive participates in surveys of our personal visitors and distance enquiry users, as part of a national survey organised by the Public Services Quality Group. Wherever possible, the feedback from these surveys, together with suggestions, comments and complaints that we receive are acted upon to improve our service, and the changes made as a result are communicated to users and staff.

4.14 Outreach

- 4.14.1 LBBB Archive strives to raise awareness and broaden the usage of the collections our learning and outreach programme. It is also our aim to become a community hub for the people of Barking and Dagenham.
- 4.14.2 Users who visit the reading room can view regularly updated displays, which include original documents and rare books, in our exhibition case.
- 4.14.3 We have developed a number of themed 'story boxes' containing original documents and other material, such as oral histories, photographs and newspaper

cuttings, that users can browse in the reading room as part of the National Archives Explore Your Archive Campaign.

4.14.4 We regularly organise free talks, tours and workshops to help users make the most of our research facilities and collections.

4.14.5 The archive and local studies collections are used to develop school sessions at Valence House Museum. School groups are also often brought into the reading room to view original documents, printed books and maps as part of the sessions run by the Education Team.

4.14.6 LBBB Archive works closely with organisations, charities, community groups and artists involved in delivering projects funded by bodies such as the Heritage Lottery Fund and Creative Barking and Dagenham.

4.14.7 Further information on our approach to promoting our services and collections can be found in our **Advocacy and Outreach Strategy**.

5.0 Implementation

5.1 This policy is to be made available to staff, volunteers and users online.

5.2 This policy should be used together with the following policies and plans that make up LBBB Archive's Collections Management Framework:

- Advocacy and Outreach Strategy
- Cataloguing Strategy
- Accessioning Manual
- Acquisition Procedure
- Cataloguing Manual
- Cataloguing Procedure
- Procedure on Location Control
- Reading Room Rules
- Guide to the Archives and Local Studies Centre
- Procedure on Requesting Archives

6.0 Evaluation

6.1 This policy will be reviewed at least every two years to make sure it remains relevant to the work and services provided by LBBB Archive.

6.2 This policy will next be reviewed 29 May 2020.

7.0 Feedback

7.1. If you wish to give us feedback on this policy, please email localstudies@lbbd.gov.uk.

Appendix A

Archive Legislation

The Local Government (Records) Act 1962, as amended to 2003, confers limited discretionary powers for local authorities to provide certain archives services. It states that 'a local authority may do all such things as appear to it necessary or expedient for enabling adequate use to be made of records under its control'. The Act goes on to refer to allowing inspection and copying of records, preparing indexes and guides to them and publishing and exhibiting them. The Act refers solely to the service provision aspect of archive offices' work, not to their stewardship obligations nor any wider responsibilities and functions. In addition the Act empowers them to acquire records of local significance over and above their own administrative records, care for them and make them available for study by the public.

The Local Government Act 1972 requires local authorities to 'make proper arrangements with respect to any documents that belong to or are in the custody of the council of any of their officers'. In 1999 the Department for the Environment, Transport and the Regions (now the Department for Communities and Local Government) issued guidance on the interpretation of the term 'proper arrangements'. The guidance includes sections on the management of a local authority's administrative records, whether kept on paper or in electronic form, and proper arrangements for those records which have enduring historical value and which should be kept by an established archive service.

Additional requirements with regard to access to information in records and archives, affecting local and regional authorities, have been imposed through the Data Protection Act 1998, the Freedom of Information Act 2000 and the Environmental Information Regulations. These include a statutory right for the citizen of access to information, subject to certain exemptions and conditions.

Information taken from the website of the National Archives:

<http://www.nationalarchives.gov.uk/information-management/legislation/other-archival-legislation/local-government-acts/> (Last accessed February 2015)

Appendix B

Closures under the UK Data Protection Act 1998 and Freedom of Information Act 2000

Records containing personal information about individuals are not routinely made available to the public by LBBB Archive under the Data Protection Act 1998.

Records affected by Data Protection are subject to restricted access for 100 years from the date of birth of the subject of the information. Where there are multiple subjects, for example a register, the following rules are applied:

- If the subjects are all known to be adults a minimum age of 16 is implied and the record is closed for 84 years.
- If the subjects are all known to be children a minimum age of 7 is implied and the record is closed for 93 years.
- If the subjects include babies or very young children, or if the subjects may be a mixture of adults, children and babies, the record is closed for 100 years.

Any records which contain personal information may be subject to these closures but the main classes of LMA's records affected are as follows:

- School admission and discharge registers are closed for 93 years from the last date in the register.
- School punishment books are closed for 93 years from the last date in the book.
- Hospital admissions and discharge registers may be closed for 84, 93 or 100 years depending on the specialism of the hospital.
- Maternity ward report books are closed for 100 years from the last date in the book.

LBBB Archive does not hold the sort of records, such as coroner, magistrates or county court records, which are exempt from the Freedom of Information Act 2000.

Some organisations and individuals that deposit collections with us request that their records are restricted for a set number of years. These collections are not subject to the Freedom of Information Act.

Appendix C

Standards and Policies

Birmingham Archives and Heritage Collection: Access Policy (2011)

Cumbria Archive Service: Access Policy (2012)

Cumbria Archive Service: Collections Information (2014)

London Metropolitan Archives: Collections Access Policy (2014)

Nottinghamshire Archives: Access Policy (2009)

Somerset Heritage Service: Archives Statement and Public Access Policy (2004)

Wellcome Library: Access to Archives Policy (2010)

V&A: Collections Information and Access Policy (2012)

Appendix D

Definitions

Advocacy: the act of supporting, recommending and publicising the work undertaken by archives.

Ephemera: collectable items that were originally expected to be useful or popular for a short period of time.

Outreach: the act of reaching out to people and community groups who might not otherwise be aware of, or have access to the service, by offering services beyond conventional limits.

Preservation: a set of activities that aims to prolong the life of a record and relevant metadata, or enhance its value, or improve access to it through non-interventive means. This includes actions taken to influence records creators prior to selection and acquisition.

Rare book: a book that is distinguished by its early printing date, its limited issue, the special character of the edition or binding, or its historical interest.

Records: defined as including not only written records, but records conveying information by any means whatsoever. The information conveyed in records was created, received and maintained as documentation in pursuance of legal obligations or in the transaction of business.

Surrogate: a duplicate of an original document in whole or in part to preserve it and provide access to it.

CABINET**21 July 2015**

Title: Disposal of Surplus Library Book Stock	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Zoinul Abidin, Group Manager, Libraries	Contact Details: Tel: 020 8724 8533 E-mail: zoinul.abidin@lbbd.gov.uk
Accountable Divisional Director: Paul Hogan, Divisional Director Culture and Sport	
Accountable Director: Anne Bristow, Corporate Director Adult and Community Services	
<p>Summary:</p> <p>The Council's Constitution requires that for any obsolete stock or assets that are proposed for disposal and that have a residual value of more than £5,000, a report shall be submitted to the Cabinet stating the reason for disposal and the recommended method of disposal.</p> <p>The library service has undertaken a book stock review, which identified a number of antique books on various subjects that were purchased for reference use when the library services for Barking and Dagenham were established in the 1920's and at various times in subsequent years.</p> <p>All of these antique books that relate to the local area or Essex or other subjects included in the Borough's museum collection policy have been transferred to the local studies and archive centre at the Valence House Museum. These books will be protected for future generations and will be on public display or available on request for reference purposes.</p> <p>This leaves a number of books that are of potentially high value but have no relevance to the Borough and are not being used by library members.</p> <p>This report sets out proposals for the disposal of these books.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
<ul style="list-style-type: none"> (i) Agree the disposal of surplus book stock held by the Council's library service in accordance with the proposals set out under Options 1 and 2 in the report; and (ii) Authorise the Corporate Director of Adult and Community Services, in consultation with the Chief Finance Officer, to finalise the disposal arrangements. 	

Reason(s)

The proposal is intended to assist the Council in being 'a well run organisation' by making better use of its resources and assets.

1. Introduction and Background

- 1.1 A number of antique books on various subjects were purchased for reference use when the library services for Barking and Dagenham were established in the 1920's.
- 1.2 Over time these books have become less and less relevant for library users and are now no longer on display but still available if there is a request for them. In reality this means that in recent years the collection has been gathering dust in the library store.
- 1.3 A review of the library book stock was undertaken to help inform a decision about its future. As part of the review officers from Heritage Services viewed the antique book stock and subsequently arranged for a number of volumes to be transferred to the collection in the Archives & Local Studies Centre. This included all of the books that have a connection to the local area or Essex or was relevant in relation to the Council's museum collection policy.
- 1.4 The review raised concerns that the storage conditions for the remaining book stock do not provide a suitable controlled environment to ensure that the books are preserved in good condition. There is a risk that the books will deteriorate so that their value is reduced and that they would become too fragile to be used for reference purposes, if there were to be any demand for them.

2. Proposal and issues

- 2.1 The library service now has a number of potentially valuable items which are no longer in use and have little relevance for the local population.
- 2.2 In consultation with the procurement team, library staff researched the potential methods of disposal with both internal and external experts to identify viable options.
- 2.3 From the research undertaken, which included advice received from an auction house, a book dealer and other local authority library services, four options have been identified:
 - Sale of the stock by book dealer(s)
 - Sale of the stock by auction
 - Sale of the stock by the Council
 - Retain the stock

3. Options Appraisal

- 3.1 The advantages and disadvantages of the various options that have been identified are set out below.

Option 1 Sale by book dealer(s) – recommended in part

- 3.2 The advantages of this option are that the dealer(s) will have a detailed knowledge of the market as well as individual collectors who would have an interest in the collection. They will provide a guaranteed price for individual items or titles by subject.
- 3.3 By using a trade association, such as the Antiquarian Booksellers Association (ABA), and the recommendation of various dealers, optimum prices for a range of titles may be achieved. Also there would be no transportation costs incurred by the Council as the dealer(s) would collect the items.
- 3.4 The disadvantages of this option are that the dealer would offer trade price to the Council for titles or parts of the collection. This may or may not be higher than what would be achieved at auction. The sale realisation price would potentially be higher if it were feasible for the Council to manage all aspects of the sale.
- 3.5 To implement this option the library service would need to liaise with a number of different book dealers as they specialise and trade in books in particular subject areas. Also the library service would need to retain and maintain storage until all the items are sold to different dealers.

Option 2 Sale by auction – recommended in part

- 3.6 This option may achieve the best market price for individual items as the selling process will be transparent and open. Also the auction house will have a detailed knowledge of the market and will be able to attract interested buyers.
- 3.7 The auction house option would be flexible as they could sell identified stock as either individual items or small subject lots. They would also provide sale services such as catalogue listing, photographs, marketing and insurance.
- 3.8 Further advantages of this option would be that: the Council could set a reserve price below which items would not be sold; the auction house would collect and store items; and this option would take up very little library staff time.
- 3.9 The principal disadvantages of this option are that the auction house would charge a commission fee on the items sold (c16%) and parts of the collection sold as bulk lots would be unlikely to attract high bids as there would be no guarantee to buyers of the condition of all of the items included for sale.
- 3.10 It may also be the case that not all of the items for sale will be sold at the auction and so will be returned to the Council.

Option 3 Direct sale by the Council – not recommended

- 3.11 The key advantage of this option would be that the Council would control all aspects of the disposal, including the sale price, and 100% of the proceeds would be retained by the Council. However, there is a lack of staff expertise and capacity available to manage what would undoubtedly be a complex and time consuming process. Also there is no existing IT infrastructure in place to support on line sales of the book stock.

- 3.12 And of course the library service would have to continue to store the books during the disposal process.

Option 4 Do nothing – not recommended

- 3.13 The advantage of this option would be that the Council would retain a potentially valuable asset. However, the book stock is not required by either the library or heritage service and there are limited storage facilities, which could be put to better use.
- 3.14 Most importantly the existing storage facilities are unable to guarantee the correct environmental conditions to store or display this material to ensure that it is preserved. There is a real risk that the book stock will deteriorate further and lose its value.

Recommended option

- 3.15 It is proposed that the sale of items using both dealers (Option 1) and an auction house (option 2) is the preferred option. This approach has been used successfully by other authorities, including the London Boroughs of Croydon and Enfield.
- 3.16 Advice has also been received from the Council's procurement team and as a result it is intended that at least three auction houses and book dealers will be invited to provide an up to date estimate of the current potential value. Once this information is received it will be possible to make an informed decision about which books will be sold by private dealer and which by auction.
- 3.17 It will only be possible to evaluate the true value of the antique book stock that is proposed for disposal by testing the market; however, a crude estimate of value would be in the region of £25,000 - £30,000.

4. Consultation

- 4.1 Advice has been sought from other London councils and the Council's procurement and heritage services to help shape the proposals set out in this report.

5. Financial Implications

Implications completed by: Carl Tomlinson, Finance Group Manager

- 5.1 The report recommends the sale of items using both dealers (option 1) and an auction house (option 2). The expected receipt is in the region of £25,000 to £30,000. The cost of sale will be deducted from the eventual receipt. Proceeds from the sale will be used as an in-year contribution to managing existing revenue budget pressures within the library service.

6. Legal Implications

Implications completed by: Erol Islek, Property Solicitor

- 6.1 The report is seeking approval for the disposal of surplus books held by the Council's library service in accordance with the proposals set out in this report and agree that the income from the sale be retained for re-investment in the library service.
- 6.2 Section 1 of the Localism Act 2011 provides local authorities with a general power of competence.
- 6.3 Section 1 of the above Act states that a local authority has power to do anything that individuals may do. Therefore the local authority has general power to dispose of the surplus books in accordance with the Council's constitution. The proposal is that the surplus books are sold using both dealers (Option 1) and an auction house (Option 2). It is also noted that this approach has been used successfully by other authorities.
- 6.4 The Council may proceed to dispose of the surplus books via Options 1 and 2.

7. Other Implications

- 7.1 **Risk Management** - It may be the case that the sale of the book stock could cause reputational damage because it might be perceived that the Council is 'selling off its family silver'.

To mitigate this risk the proposed disposal arrangements have followed the Council's heritage acquisition and disposal policy, which has been formally accredited under the national museum accreditation scheme. As a result any parts of the collection that have a relevance to the Borough, Essex or the wider museum acquisitions' policy have been relocated to the local studies and archive centre at Valence House Museum.

Background Papers Used in the Preparation of the Report: None

List of appendices: None

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