

Notice of Meeting

CABINET

Tuesday, 21 March 2017 - 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 Sade Bright, Cllr Laila M. Butt, Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr Lynda Rice, Cllr Bill Turner and Cllr Maureen Worby

Date of publication: 10 March 2017

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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 13 February 2017 (Pages 3 - 11)

4. Budget Monitoring 2016/17- April to January (Month 10) (Pages 13 - 43)

5. Corporate Delivery Plan 2016/17 - Quarter 3 Performance Reporting (Pages 45 - 147)

6. One Oracle Successor Arrangement (Pages 149 - 154)

7. Tri-Borough Civil Protection Service (Pages 155 - 160)

8. **Debt Management Performance and Write-Offs 2016/17 (Quarter 3) (Pages 161 - 180)**
9. **Any other public items which the Chair decides are urgent**
10. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

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

11. **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

Our Priorities

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

Well run organisation

- A digital Council, with appropriate services delivered online
- Promote equalities in the workforce and community
- Implement a smarter working programme, making best use of accommodation and IT
- Allow Members and staff to work flexibly to support the community
- Continue to manage finances efficiently, looking for ways to make savings and generate income
- Be innovative in service delivery

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MINUTES OF CABINET

Monday, 13 February 2017
(7:03 - 8:23 pm)

Present: Cllr Darren Rodwell (Chair), Cllr Saima Ashraf (Deputy Chair), Cllr Dominic Twomey (Deputy Chair), Cllr Sade Bright, Cllr Laila M. Butt, Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr Lynda Rice and Cllr Maureen Worby

Apologies: Cllr Bill Turner

93. Declaration of Members' Interests

There were no declarations of interest.

94. Minutes (17 January 2017)

The minutes of the meeting held on 17 January 2017 were confirmed as correct.

95. Budget Monitoring 2016/17- April to December (Month 9)

The Cabinet Member for Finance, Growth and Investment introduced a report on the Council's capital and revenue position for the 2016/17 financial year, as at 31 December 2016.

The General Fund showed a projected end of year spend of £154.8m against the approved budget of £150.3m, which represented an improvement of approximately £0.5m on the previous month's position. The main budget pressures continued to be within the Children's Social Care and Homelessness services and the Cabinet Member commented that a new phase of Government welfare system changes would affect even more working families and lead to a likely increase in Homelessness applications.

The Housing Revenue Account (HRA) showed a projected year end underspend which would result in a contribution of £1.92m to the HRA reserve. Expenditure on the wide range of school, housing and other infrastructure projects within the Capital Programme was forecast to be slightly above budget at £199.335m.

The Cabinet **resolved** to:

- (i) Note the projected outturn position for 2016/17 of the Council's General Fund revenue budget at 31 December 2016, as detailed in section 4 and Appendix A to the report;
- (ii) Note the overall position for the Housing Revenue Account at 31 December 2016, as detailed in section 5 of the report;
- (iii) Note the progress made on budgeted savings to date, as detailed in section 6 and Appendix B to the report; and
- (iv) Note the projected outturn position for 2016/17 of the Council's capital

budget as at 31 December, as detailed in section 7 and Appendix C to the report.

96. Budget Framework 2017/18 and Medium Term Financial Strategy 2017/18 - 2020/21

The Cabinet Member for Finance, Growth and Investment introduced the Council's proposed budget framework for 2017/18 which incorporated the following:

- the Medium Term Financial Strategy (MTFS) for 2017/18 to 2020/21;
- the General Fund budget for 2017/18;
- the level of Council Tax for 2017/18;
- funding reductions to 2020/21
- the financial outlook for 2018/19 onwards;
- the Capital Programme for 2017/18 to 2020/21; and
- a strategy for the Flexible Use of Capital Receipts.

The Cabinet Member explained that the budget proposals for next year and beyond moved away from the traditional 'salami-slicing' of service budgets and were a reflection of the Council's new investment-led approach. Due to historical deprivation factors, Barking and Dagenham was more reliant on Government grant than any other London Borough, with 84% of the Council's funding coming directly from the Government. However, the Government's programme of austerity measures would mean that, by the end of the decade, Barking and Dagenham's budget would have been halved since 2010. The Cabinet Member commented that it was therefore essential for the Council to reduce its reliance on Government funding and generate new income opportunities through innovation and regeneration. One example was the creation of Be First, which would act as the conduit between the Council and developers for all aspects of the Council's regeneration agenda. On that issue, the Cabinet Member clarified that the sum of £3.54m had been set aside to fund the start-up costs of the new company.

The General Fund net budget for 2017/18 would be £144.686m, compared to the net budget for 2016/17 of £150.314m. A 1.99% increase was proposed to the Local Authority Precept element of Council Tax and a further 3% Adult Social Care Precept increase. The Cabinet Member confirmed that the revenue received from the 3% increase would be ring-fenced for adult social care services, although he commented that the responsibility for protecting the most vulnerable should rest firmly with the Government and not passed on to local taxpayers through the Council Tax. The Cabinet Member also acknowledged that, in hindsight, the Council should not have frozen Council Tax for seven consecutive years up to 2014/15, as a 2% year-on-year increase over that period would have strengthened the Council's base budget position by circa £15m.

The Cabinet Member highlighted some of the other key elements of the budget proposals which included plans to invest £750m over the coming years to provide new, affordable housing in the Borough, the creation of a £250m Investment Budget and £100m Land Acquisition Budget to support the Council's investment and regeneration plans, together with a further £1/3 billion investment in the Borough's schools, parks and street cleaning and enforcement services. It was also noted that a report would be presented to the next meeting of the Cabinet on new plans to improve local neighbourhoods in the Borough.

Cabinet Members spoke in support of the proposals and particular reference was made to:

- The Council's vision for the future being underpinned by a sustainable budget and clear priorities, informed by the Borough Manifesto;
- On-going efforts to secure additional funding from the Department for Education and the Education Funding Agency towards improvements to the existing school stock, which included an invitation to Mike Green, Director of Capital at the EFA, to visit the Borough next month;
- The Government's tactic of hiding its own deficiencies by, in effect, forcing local authorities to apply the 3% Adult Social Care Precept to Council Tax in order to just maintain existing services to the most vulnerable in society;
- The launch of the sign-up scheme for the new paid-for green garden waste collection service; and
- The Lesbian Gay Bisexual Trans (LGBT) History Month celebrations that were taking place during February 2017.

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

- (i) Approve a base revenue budget for 2017/18 of £144.686m, as detailed in Appendix A to the report;
- (ii) Approve the adjusted Medium Term Financial Strategy (MTFS) position for 2017/18 to 2020/21 allowing for other known pressures and risks at the time as detailed in Appendix B to the report, including the additional cost of borrowing to accommodate the capital costs associated with the implementation of the MTFS;
- (iii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Growth and Investment, to finalise any contribution required to or from reserves in respect of the 2017/18 budget, pending confirmation of levies and further changes to Government grants prior to 1 April 2017;
- (iv) Approve the Statutory Budget Determination for 2017/18 as set out at Appendix C to the report, which reflects an increase of 1.99% on the amount of Council Tax levied by the Council, a further 3% increase in relation to the Social Care Precept and the final Council Tax proposed by the Greater London Assembly (1.5% increase), as detailed in Appendix D to the report;
- (v) Approve the Council's draft Capital Programme for 2017/18 to 2020/21 totalling £373.877m, as detailed in Appendix E to the report;
- (vi) Approve the Strategy for the Flexible Use of Capital Receipts at Appendix H to the report and, in doing so, note that the projected savings targets are subject to final business cases and confirmation at future meetings; and

- (vii) Approve the indicative 2017/18 allocation to Early Years providers (3-4 year olds) of £15.441m and the centrally retained funding, which shall be limited to £1.081 million in 2017/18 and reduce further to an estimated £0.772 million in 2018/19.

97. Treasury Management Strategy Statement 2017/18

The Cabinet Member for Finance, Growth and Investment presented the draft Treasury Management Strategy Statement (TMSS) for 2017/18 which set out the Council's borrowing, investment and funding plans for the year ahead.

The TMSS included a proposal to provide a loan of up to £3.5m to Be First, the Council-owned company that would be responsible for all aspects of the Council's regeneration agenda including the delivery of circa 2,000 new homes each year for the next 20 years. The Cabinet Member commented that as well as the regeneration benefits that such a level of development would bring to the Borough, the Council would also benefit from increased New Homes Bonus and additional Council Tax revenue.

The Cabinet Member also referred to the economic issues that had, and continued to, influence borrowing decisions and interest earnings and he placed on record his appreciation of the work of the Council's Treasury Management team during the year.

The Cabinet **resolved to recommend the Assembly** to adopt the Treasury Management Strategy Statement for 2017/18 and, in doing so, to:

- (i) Note the current treasury position for 2017/18 and prospects for interest rates, as referred to in section 6 of the report;
- (ii) Approve the Council's Borrowing Strategy, Debt Rescheduling Strategy and Policy on borrowing in advance of need for 2017/18 as referred to in section 9 of the report;
- (iii) Approve the Annual Investment Strategy and Creditworthiness Policy for 2017/18 outlining the investments that the Council may use for the prudent management of its investment balances, as set out in Appendix 1 to the report;
- (iv) Approve the Authorised Borrowing Limit of £902m for 2017/18, representing the statutory limit determined by the Council pursuant to section 3(1) of the Local Government Act 2003, as set out in Appendix 3 to the report;
- (v) Approve the Treasury Management Indicators and Prudential Indicators for 2017/18, as set out in Appendix 3 to the report;
- (vi) Approve the Minimum Revenue Provision Policy Statement for 2017/18, representing the Council's policy on repayment of debt, as set out at Appendix 4 to the report;
- (vii) Maintain the delegated authority to the Chief Operating Officer, in

consultation with the Cabinet Member for Finance, Growth and Investment, to proportionally amend the counterparty lending limits agreed within the Treasury Management Strategy Statement to take account of any increase in cash from borrowing and any subsequent decrease in cash balances as payments are made to the Special Purpose Vehicle;

- (viii) Agree to review the delegated responsibility as part of the 2017/18 Treasury Management Outturn Report;
- (ix) Approve a loan of up to £3.5m to Be First, which is the new Council-owned company to manage the delivery of the Borough regeneration agenda;
- (x) Approve a loan of up to £150,000 for Traded Services;
- (xi) Agree to delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Growth and Investment, to agree contractual terms, including the rate, duration and security as part of the loan agreements with Be First and Traded Services; and
- (xii) Note that further reports would be presented to the Cabinet in the event that the required working capital loans for Be First and Traded Services exceed the limits set out above.

98. Housing Revenue Account: Estimates and Review of Rents and Other Charges 2017/18 and 30 Year Business Plan

The Cabinet Member for Finance, Growth and Investment presented a report on the Housing Revenue Account (HRA) estimates, rents and other related charges for 2017/18, together with a 30-year HRA Business Plan.

The Cabinet Member advised that the main issue affecting the HRA was the Government's requirement under the Welfare Reform and Work Act 2016 for social housing landlords to reduce rents by 1% each year over four years. Although the reduction would be positively received by the vast majority of tenants, it represented a significant income loss to the Council of £33.6m over the four-year period in comparison to the projected income under the previous rent policy, and would impact on the Council's plans for maintaining and improving its housing stock. The Cabinet Member added that the Government's Right To Buy policies also had a negative impact on the HRA, particularly as receipts were only part-retained by the Council with the remainder being used by the Government to subsidise the private sector housing market.

Tenant service charges were to be frozen for 2017/18 and the Cabinet Member confirmed that plans to achieve a full-cost recovery position for grounds maintenance, caretaking and estate cleaning services would be included in the proposals for 2018/19. The Cabinet Member also advised on an increase to hostel accommodation daily rents for 2017/18 to meet the higher costs associated with running the premises and the application of the target rent formula for void properties.

The five-year Housing Capital Programme to 2021/22 totalled £318.44m, which included circa £173m for investment in current stock, £33m for estate renewal,

£110m for new build properties and £1.75m on a new IT system. It was also noted that the 30-year HRA Business Plan would be reviewed and updated each year.

Cabinet Members spoke in support of the proposals and commended the capital investment in current properties and estates. Arising from the discussions, the Cabinet Member for Finance, Growth and Investment confirmed that a new stock condition survey would be undertaken during 2017/18. Officers also responded to enquiries relating to the interest charges of £10.059m within the HRA and the use of General Fund monies to support the estate renewal programme.

The Cabinet **resolved** to:

- (i) Agree that rents for all general needs secure, affordable and sheltered housing accommodation be reduced in line with the national rent reduction programme, from the average of £98.02 per week to £96.35 per week;
- (ii) Agree that all new lettings, once a property becomes empty, be set at the target rent (minus 1% for each of the years that rents have been reduced by legislation) or the rent paid by the previous tenant, whichever is the higher;
- (iii) Agree that service charges for tenants are frozen at 2016/17 levels;
- (iv) Agree that charges for heating and hot water are frozen at 2016/17 levels;
- (v) Agree that rents for stock used as temporary accommodation be set at 90% of the appropriate Local Housing Allowance (LHA);
- (vi) Agree that service charges for hostels held in the General Fund are increased as set out in paragraph 2.7 of the report;
- (vii) Agree that the above changes take effect on Monday 3 April 2017;
- (viii) Approve the proposed HRA Capital Programme for 2017/18 as set out at Appendix 7 to the report;
- (ix) Approve the HRA Business Plan as set out at Appendix 8 and the financial assessment at Appendix 9 to the report;
- (x) Note the assumptions underpinning the HRA Business Plan which shall be reviewed annually; and
- (xi) Approve the proposed commissioning intentions for 2017/18 as set out in Annex 1 to the HRA Business Plan.

99. Heritage Lottery Fund Bid for the Abbey Green and Barking Town Centre Conservation Area Townscape Heritage Project

The Cabinet Member for Economic and Social Development presented a report on a proposed second-round funding application to the Heritage Lottery Fund's (HLF) Townscape Heritage initiative to support a range of projects within the Abbey and Barking Town Centre Conservation Area, including locally listed properties across

the East Street and Station Parade area.

The Cabinet Member referred to some of the improvements that had already been made to the Town Centre landscape and the key projects that would be supported by the funding bid. The projects included heritage-led shopfront and building improvements as well as landscape enhancements at Abbey Green and St. Margaret's Church. The Council's bid would also support the establishment of two new officer posts to project manage the delivery phase of the scheme and to deliver an education and activity programme. It was further noted that representatives of St. Margaret's Church were preparing their own bid for funding to support restoration and improvement works to the scheduled ancient monument at Abbey Green.

Cabinet Members expressed their support for the application and commented on the possible role that the Technical Skills Academy and local schools could have in supporting the project.

The Cabinet **resolved** to:

- (i) Support a second-round funding application to the Heritage Lottery Fund's Townscape Heritage programme in the sum of £1.151m for a heritage building improvement scheme and educational project in the Abbey and Barking Town Centre Conservation Area on the terms set out in the report; and
- (ii) Agree that the Council contributes up to £407,500 of match funding towards the total project cost of £1.712m.

100. 2017/18 Local Implementation Plan Funding Submission

The Cabinet Member for Economic and Social Development introduced a report on the proposed funding application to Transport for London (TfL) to support plans for a range of transport and cycling network enhancement schemes as well as various road safety projects in the Borough during 2017/18.

The Cabinet Member referred to the key projects within the £2.126m funding bid for 2017/18 and advised that in addition to the number of road safety improvements outside of primary schools, surveys would be carried out at all primary school locations in the Borough to ensure that adequate safety arrangements were in place in view of the phasing out of the school crossing patrol service.

The Cabinet **resolved to recommend the Assembly** to approve the 2017/18 Local Implementation Plan funding submission to Transport for London, as set out at Appendix 1 to the report.

101. Pay Policy Statement 2017/18

The Cabinet Member for Finance, Growth and Investment presented the draft Pay Policy Statement for the Council for 2017/18 which set out the key elements of the Council's pay policy, as required by the Localism Act 2011.

In line with the Council's commitment to pay its workers no less than the London Living Wage rate, the Cabinet Member referred to the proposed increase to the minimum rate of pay, from £9.40 to £9.75 per hour, with effect from 31 October 2016. The Cabinet Member also confirmed that the Chief Executive had achieved his objective to reduce the cost of the 'top 5%' within the organisation by £1m from the baseline position as at May 2015, with permanent establishment costs set to be £1.036m lower on 1 April 2017.

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

- (i) Agree the implementation of the London Living Wage increase from £9.40 to £9.75 per hour with effect from 31 October 2016; and
- (ii) Recommend the Assembly to approve the Pay Policy Statement for the London Borough of Barking and Dagenham for 2017/18 as set out at Appendix A to the report, for publication on the Council's website with effect from April 2017.

102. Former Sacred Heart Convent - Conversion and Redevelopment Proposals

Further to Minute 127 (19 April 2016), the Cabinet Member for Finance, Growth and Investment introduced a report on proposals for the future use of the site and the associated funding issues.

The proposals for the site included:

- The conversion of the upper two floors and part of the ground floor of the existing building to provide 17 units of temporary accommodation provision with associated resident facilities, reception, administration, and management areas;
- The occupation of the remaining ground floor areas by a creative industries or arts company to ensure that the unique existing features of the building including the staircase, panelled rooms and chapel were retained and preserved; and
- The development of the garden areas adjacent to the main building for a new build residential scheme comprising between 53 – 63 self-contained units (dependant on planning and detailed design) for families and couples in need of temporary accommodation.

Cabinet Members also noted the capital and revenue implications associated with providing either 62, 70 or 80 units of accommodation on the site and the proposed arrangements for procuring the necessary works.

The Cabinet **resolved** to:

- (i) Agree the scope of renovations to the upper two floors of the former Sacred Heart Convent to provide 17 units of temporary accommodation with associated amenity and reception areas utilising part of the ground floor;
- (ii) Agree the proposal to redevelop the surrounding garden and car park area

to provide between 53 - 63 units (subject to planning and further detailed design) as specifically designed temporary accommodation in a courtyard arrangement, as contained in the outline design document in Appendix 2 to the report;

- (iii) Agree to seek a commercial occupier for the remainder of the ground floor space at the maximum rent achievable and at no net ongoing revenue cost, in accordance with the Borough's focus on creating opportunities to encourage Creative and Arts industries to move to the Borough;
- (iv) Agree that the cost of the works be met from the General Fund, at between £7.3 and £8.4m depending on the confirmed unit numbers;
- (v) Delegate authority to the Strategic Director of Growth and Homes, in consultation with the Cabinet Member for Finance, Growth and Investment, to sign off the final Procurement Strategy for the appointment of a main contractor and associated consultants for the project following its endorsement by the Procurement Board, in accordance with the Council's Contract Rules, the European Tendering Regime and Public Contract Regulations; and
- (vi) Delegate authority to the Strategic Director for Growth and Homes, in consultation with the Chief Operating Officer and the Director of Law and Governance, to procure the projects and award the respective project contracts.

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CABINET**21 March 2017**

Title: Budget Monitoring 2016/17 - April to January (Month 10)	
Report of the Cabinet Member for Finance, Growth and Investment	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Katherine Heffernan, Group Manager – Service Finance	Contact Details: Tel: 020 8227 3262 E-mail: katherine.heffernan@lbbd.gov.uk
Accountable Director: Kathy Freeman, Finance Director	
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>This report provides an update on the Council's revenue and capital position for the ten months to the end of January 2017, projected to the year end.</p> <p>There is a projected overspend of £4.992m on the 2016/17 budget. This is a worse position than was reported to Cabinet last month. Pressures that have been present for many years within Enforcement and Clean and Green will not be resolved within year and so they are now being reported as forecasted overspends. These services are managing pressures on staffing budgets, income pressures and increased fleet costs across the division. Decisions to defer agreed savings are also having an impact. The delivery of mitigating action is supporting this position with a residual gap of £0.996m in Clean and Green and £0.299m in Enforcement.</p> <p>There is also a pressure of £0.338m on Council Tax recovery managed as part of the Elevate Contract.</p> <p>The £1.4m base budget pressure within Adults Care and Support will be managed by a planned drawdown from the earmarked reserve.</p> <p>The total service expenditure for the full year is currently projected to be £155.3m against the budget of £150.3m. The projected year end overspend will contribute to a reduction in the General Fund balance to £19.261m at year end, which is well above the minimum target balance set by the Chief Financial Officer in consultation with the Cabinet Member for Finance, Growth and Investment. However, given the level of risk in both this year and future years it remains important that the actions taken to address the service pressures should continue and, wherever possible, other mitigations are brought forward to safeguard the Council's future financial stability.</p> <p>The Housing Revenue Account (HRA) is projected to produce a revenue surplus of £1.9m. This will be used to fund improvements in the service and support the implementation of savings, with the balance going to the reserve, taking it to £9.3m. There remain, however, a number of potential calls on this reserve. The HRA is a ring-</p>	

fenced account and cannot make or receive contributions to/from the General Fund.

The Capital Programme budget stands at £197.7m with an overall variance of £2.376m, made up of over-performance of £4.9m on the General Fund programme and slippage of £2.5m on the HRA programme.

Recommendation(s)

The Cabinet is recommended to:

- (i) Note the projected outturn position for 2016/17 of the Council's General Fund revenue budget at 31 January 2017, as detailed in section 4 and Appendix A to the report;
- (ii) Note the overall position for the Housing Revenue Account at 31 January 2017 as detailed in section 5 of the report;
- (iii) Note the progress made on budgeted savings to date, as detailed in section 6 and Appendix B to the report;
- (iv) Note the projected outturn position for 2016/17 of the Council's capital budget as at 31 January 2017, as detailed in section 7 and Appendix C;
- (v) Approve the flat rate sliding scale (discretionary) legal fees to be charged in connection with the preparation and sealing of contracts awarded where the value of a contract exceeds £100,000, as set out in section 8 and Appendices D and E to the report; and
- (vi) Approve the hourly rate of £175 (plus VAT) to cover the Council's legal fees (operating through BDT Legal) in connection with planning and highways matters, namely agreements and undertakings under Section 106 of the Town and Country Planning Act 1990 (as amended) and highways agreements under Sections 38 and 278 of the Highways Act 1980, as set out in section 8 and Appendices D and E to the report.

Reason(s)

As a matter of good financial practice, the Cabinet should be regularly updated with the position on spend against the Council's budget.

1 Introduction and Background

- 1.1 This report provides a summary of the Council's General Fund, HRA and Capital positions.

2 Revenue General Fund Summary

- 2.1 The following tables summarise the spend position and the forecast position of the General Fund balances.

Table 1: Council General Fund Revenue Spend Position

Service Area	Revised Budget	Forecast Outturn	Forecast Variance
	£000	£000	£000
Chief Exec, Strategy and Programmes	233	233	-
Law and Governance	463	233	(230)
Adults Care and Support	42,892	42,892	-
Children's Care and Support	48,573	50,654	2,081
Children's Central Items	9,202	9,202	-
Education Youth and Childcare	4,418	4,284	(134)
Public Health and Community Safety	1,226	1,212	(14)
Healthy Lifestyles and Leisure	838	1,685	847
Clean and Green	7,479	8,476	997
Enforcement	11,086	11,384	298
Elevate Client Unit	13,432	13,770	338
Chief Operating Officer	244	244	-
Finance and Assurance	4,092	4,092	-
Growth and Homes and Regeneration	749	749	-
Assets and Investment	(2,374)	(2,874)	(500)
Culture and Recreation	4,248	4,208	(40)
Housing and Homelessness	827	3,727	2,900
Corporate and Central Costs	2,687	1,137	(1,550)
TOTAL REVENUE GF	150,314	155,307	4,993

Table 2: The consequent forecast position on reserves.

Projected Level of Reserves	£'000
Opening General Fund Balance	21,115
Draw down from available reserves	4,538
Total available reserves	25,653
Calls on reserves:	
Implementation of savings proposals	-1,400
Revised Level of Reserves	24,253
Reserves Drawdown to cover Overspending	-4,992
Forecast General Fund Reserve at 31 March 2017	19,261

2.2 Following those movements to and from the reserve and the impact of the in year overspend the General Fund reserve is now forecast to be £19.261m at year end.

3 CFO Commentary on the Revenue Position

- 3.1 The projected overspend of £4.992m shown in the table above is a deterioration from the position reported to Cabinet last month. However, this is largely the crystallisation of risks that have been noted in previous budget reports regarding the high level of pressures being managed within Clean and Green and Enforcement. These services have been working to bring forward mitigations but given there are only two months remaining it is now unlikely that the issues can be resolved within this financial year – however action is still ongoing to ensure that the issues are addressed in the longer term and reduce the likelihood of recurrence. The usual pattern is for forecasts to fall in the final quarter so there is still some scope for an improved position at year end but a prudent forecast has been made now.
- 3.2 If expenditure cannot be managed down further, then this level of overspend would reduce the GF balance to £19.261m. Taking £2.3m from reserves to balance the 17/18 budget as planned in the MTFs would bring the balance to £16.961m which is above our target minimum level of balances of £15m but still leaves a reduced margin for unforeseen events. Overall this means the position, although positive, remains finely balanced and measures to manage these risks will need to be brought forward during the course of 2017/18 as part of the budget setting and budget monitoring processes.
- 3.3 The main elements of the projected overspend are shown below, offset by underspends in Central Expenses (£1.55m), Law and Governance (£0.23m) and Asset Strategy (£0.5m):
- Homelessness - £2.9m
 - Children's Care and Support - £2.08m
 - Clean and Green - £0.996m
 - Leisure - £0.85m
 - Council Tax Recovery/Elevate Client Unit- £0.34m
 - Enforcement - £0.3m
- 3.4 Further details of the factors leading to these overspends and other key areas of risk are outlined in the paragraphs below.
- 3.5 In February, the Chief Operating Officer brought to Cabinet an update on the 2017/18 budget and the Medium Term Financial Strategy to 2020/21. This set out the Council's approach for the next four years which is to break with the tradition of previous budget rounds of service cuts and salami slicing and use investment in our borough and in changing how our Council operates to address budget issues. The achievement of the targets in that strategy depends in part on robust financial management and the whole or partial successful mitigation of the pressures being experienced by services this year.

4. Major GF Variances and Risks – Overspends

Housing General Fund

- 4.1 The **Housing General Fund** is currently forecasting an **overspend of £2.9m** at the year end. The overspend is largely due to the net cost of placing people in accommodation provided by private sector landlords, which is the largest source of

temporary accommodation. The income that the Council can collect from tenants is constrained by the level of Housing Benefit payable which has been frozen for several years and is now below the cost of most accommodation in the borough and neighbouring areas.

- 4.2 In addition there continues to be need for security at the homeless hostels to enable the safeguarding of staff and residents following several incidents in previous years. This is creating a pressure of around £0.25m on the hostels budget. This is included within the £2.9m overspend.
- 4.3 The November 2016 Cabinet meeting received a report on the Homelessness situation and approved the high-level strategy and an outline recovery plan. This was followed by presentation of a more detailed plan at PAASC on 5 December. Although the budget is unlikely to return to a balanced position within year, full delivery of the plan should reduce the overspend further.

Children's Care and Support

- 4.4 There is a forecast **overspend of £2.081m in Children's Care and Support**. This is made up of a forecast overspend of £2.686m in the Operations division offset by underspends in Commissioning and in Traded Services.
- 4.5 The overspend in Operations arises from demographic/demand pressures and difficulties in recruiting permanent social workers which in turn requires the service to employ agency workers at much higher cost. These issues are longstanding and also shared with other London Boroughs. However, the SAFE programme and a strong service management response has succeeded in counteracting these pressures and the outturn forecast has been steadily reducing all year.
- 4.6 This month's forecast is a reduction of £0.256m over last month's equivalent figures before. This is within the placements budgets and is the result of the continued work in reviewing and placing children and young people in suitable lower cost placements. Any further reductions delivered as part of the SAFE programme or other service changes will reduce the forecast further.

Clean and Green

- 4.7 There is a forecast **overspend of £0.997m within Clean and Green**. This is partly the result of member decisions to delay the ending of the Green Garden Waste Service. The collection of green garden waste was due to end in September 2015 which would deliver a £0.22m saving in a full year. This service continued to the end of September 2016 at a cost of £0.125m in 2016/17. A consultation on future options for the service has been carried out and a business plan for a charged service is being worked up. The saving will therefore be achieved in full in 2017/18.
- 4.8 The balance of the overspend (£0.872m) relates to pre-existing service pressures. The Clean and Green service has been managing significant staffing pressures brought forward from previous years including from previous savings not delivered in full. At the beginning of the year it was identified that the total staffing cost was exceeding the budgeted establishment and managers have been working to reduce this through restructuring and staff turnover. The remaining pressure is now estimated to be £0.911m with further risks of around £0.3m. Funding has been

provided in the MTFs to address some of the budget shortfall and the service under the new interim management is currently formulating a plan to ensure that it can remain within budget in the next financial year.

- 4.9 There are also other pressures amounting to £0.215m including a forecast overspend on transport and fleet and income pressures in Cemeteries and Park Sports. Further analysis is ongoing with the service to better understand the patterns and formulate plans to improve income. £0.255m of mitigating actions have been identified including £96k from a combination of lower supply costs and overachieving income within Fleet Management. The net impact is therefore £0.997m across the total budget for the service.

Healthy Lifestyles and Leisure

- 4.10 The **Leisure service** is still forecasting a **projected overspend of £0.847m**. The main element is a pressure against Abbey Leisure Centre (ALC) of £0.603m which is because of potential income shortfall based on trends of £0.380m while £0.223m relates to a combination of pressures against staffing budgets and supplies & services cost pressure based on current trends.
- 4.11 As previously highlighted, the original business case in 2011/12 for the new ALC was based on the premise that the centre would be self-financing. However, this relied on an ambitious estimate of the possible income. Since the business case was drawn up the market in Barking has changed with other rival establishments being set up in the area and the Abbey centre started with a lower number of customers than in the original projections. Since its opening the centre has grown its income but a gap still remains in achieving the original ambitious targets. In addition, the costs of setting up such a centre had been underestimated.

Elevate/Revenues and Benefits

- 4.12 There is an **overspend of £0.338m** by year end which is mainly with respect to **Council Tax Court Costs income underachievement**. This forms part of the Elevate Contract. This first occurred in 2015/16 due to court summonses being cancelled as an incentive for Council Tax payers to repay their debts. This practice has continued into 2016/17, although cancellations are reducing and thus the underachievement also is reducing.

Enforcement

- 4.13 There is a forecast **overspend of £0.298m within Enforcement**. £0.076m of this results from member decisions to delay the implementation of the School Crossing patrol. As requested by members the service have used the time to examine other options such as external funding and sponsorship. However no external sources have been found and so the service will cease in March 2017. The in year overspend resulting from this delay is £0.076m.
- 4.14 In addition the implementation of the parking review has not led to the expected savings of £0.45m. Planned changes to the service to deliver guarantee of the ongoing delivery of this saving have been delayed resulting in little impact in year. Attempts to make one-off reductions to mitigate in the current year have also not been successful.

- 4.15 There is also an additional income pressure of £490k on the Parking account (excluding the £0.45m saving). Effectively this year has seen a large reduction in the income from Penalty Charge Notices (PCNs) to £0.67m below the budgeted level. This is however partially offset by increased income from Residents and other permits and Pay and Display Income resulting in the net pressure of £490k. Finance and Service managers are working on further analysis to understand these income trends. Improved compliance by motorists will result in reduced numbers of PCNs being issued. However there have also been a number of operational issues in the service which are now being addressed. Service managers have put in place a range of improvement actions which will be monitored but the full impact will only be small in the remaining two months of the year.
- 4.16 However the service also anticipates that with ongoing Street lighting capital works in current year, there will be reduced pressure on the repairs and maintenance budget. There are also underspends across a range of other non-parking budgets that will offset the parking pressures. This works out to an overall forecast variance of £0.298m.

Offsetting Forecast Underspends

- 4.17 There is a forecast underspend of £1.55m within Corporate and Central Costs. Interest on borrowing costs is currently forecast to be £0.2m better than budget due to required borrowing being lower than anticipated and additional procurement savings of £0.2m are also forecast. In addition, there is around £1.1m projected underspend relating to Procurement savings. This is an increased figure based on the latest quarterly returns.
- 4.18 Asset Strategy is projecting an underspend of £0.5m resulting from a surplus on B&D Reside.
- 4.19 The Law and Governance Service is generating an income surplus, which is shown as an underspend of £0.23m.

Other Issues and Risks

- 4.20 Adults Care and Support has an underlying pressure of £1.361m against the purchase of adult social care placements and packages. There are also overspends within LD Supported Living contracts and Mental Health. Together the pressures potentially amount to £1.47m. This pressure will be met by a call on the Adults reserve and so there will be no impact on the Council's General Fund reserves.

5. In Year Savings Targets – General Fund

- 5.1 The delivery of the 2016/17 budget is dependent on meeting a savings target of £12.9m. Service 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 are either reflected in the monitoring positions above or will be managed within existing budgets.

- 5.2 A detailed breakdown of savings and explanations for variances is provided in Appendix B and any shortfall in savings is already incorporated in to the overall and service forecasts earlier in the report.

Table 3: Savings Targets

Summary of Savings Targets	Target £000	Forecast £000	Shortfall £000
Total	12,854	10,773	2,081

6. Housing Revenue Account (HRA)

- 6.1 The Housing Revenue Account is currently projecting an additional in year surplus of £1.92m as shown in the table below.

Table 4: HRA Summary

HRA Classification	Budget £'000	Forecast £'000	Variance £'000
Rent	(90,538)	(90,818)	(280)
Non-Dwelling Rents	(807)	(750)	57
Other Income	(19,285)	(19,453)	(168)
Interest Received	(336)	(437)	(101)
Income	(110,966)	(111,458)	(492)
Repairs and Maintenance	17,093	16,843	(250)
Supervision and Management	42,572	41,382	(1,190)
Rent, Rates and Other Taxes	700	350	(350)
Bad Debt Provision	2,772	2,772	0
Interest Charges	10,059	10,059	0
Corporate and Democratic Core	685	685	0
Expenditure	73,881	72,091	(1,790)
Revenue Contribution to Capital	37,085	37,447	362
Transfer to HRA Balances	0	1,920	1,920

Overall there has been no change on the HRA forecast since last month.

HRA Income

- 6.2 Income is expected to over-achieve by £0.492m. The main areas of variation from budget are:

- Additional rental income of £0.28m from lower than expected void levels, partially offset by lower rental income from HRA decants used for Temporary Accommodation
- Lower than expected service charge income of £0.1m due to the Housing

Management decision to suspend Concierge charges at Thaxted House. This is offset by an equivalent savings on the payment to the security contractor.

- Higher than budgeted income from telecommunication masts and other income is expected (£0.268m)
- Based on a higher level of balances now expected to be held in the HRA an increased interest payment is expected (£0.101m)

HRA Expenditure

6.3 In the same way as the rest of the Council the Housing Service has a large-scale transformation programme to reduce costs and improve services for tenants and residents. This included a voluntary redundancy programme funded from HRA budgets. The Improvement programme has contributed to the creation of a large overall underspend on expenditure.

- Supervision and Management is expected to underspend by £1.190m, this is due to Housing Management fleet/estate cost reductions (£0.5m) & staff saving (£0.590m) from the on-going voluntary redundancy process and service management savings from the suspension of the concierge service at Thaxted House (£0.1m).
- The Repairs and Maintenance Service is currently forecast to underspend by £0.250m. This is a significant reduction from 2015/16 due to reduction in staffing costs in 2016/17 because of the voluntary redundancy scheme. The service also continues to actively work to identify further savings and make better use of its existing resources. The forecast position is highly dependent on level of work carried out by the in-house repairs service (in preference to that completed by sub-contractors), this continues to be closely monitored to ensure no revenue pressures are created and the existing workforce are underutilised. Any management decision to move additional work to sub-contractors will also need to consider the revenue and capital budget implications of this action
- The HRA contribution towards the cost of voluntary redundancy and the additional HRA pension fund top up is currently forecast to be £3.5m but this is containable within the overall HRA budget due to the staff vacancies created from the voluntary redundancy process.

HRA Balances

6.4 There is a budgeted contribution to capital resources of £37.1m and it is currently assumed this will increase by £0.362m in 2016/17. Based on the current forecast the HRA will generate an additional surplus of £1.9m. £1.356m will fund the HRA contribution to the Transformation fund with the remaining £0.546m surplus being added to the HRA reserve.

6.5 This remaining surplus will partly contribute towards a potential risk from a court decision against LB of Southwark, which is subject to appeal currently, in respect of resale of water supply and the associated commission (to cover admin costs of circa £1.2m in 2016/17). Should the appeal fail this may result in the repayment of commission to tenants. The service is currently seeking legal advice on this matter.

7. Capital Programme 2016/17

- 7.1 The Capital Programme forecast is expenditure of £4.9m above profile on the General Fund programme –this is the result of works being completed ahead of schedule rather than cost over-runs. There is £2.376m slippage on the HRA programme. A summary of the programme is shown in the table below and further information about major variances is given below.

Table 5: Capital Programme

	2016/17 Revised Budget	Actual Spend to Date	2016/17 Forecast	Variance against Budget
	£'000	£'000	£'000	£'000
Adults Care and Support	2,003	1,131	2,003	0
Healthy Lifestyles	311	210	311	0
Education Youth and Childcare	59,719	56,419	64,296	4,577
Clean and Green	344	32	118	(226)
Enforcement	3,570	1,630	2,919	(651)
ICT	5,132	3,287	5,472	340
Assets and Investment	3,029	23,488	3,029	0
Growth & Homes & Regeneration	16,811	10,542	16,861	50
Culture and Recreation	3,541	171	3,541	0
Housing General Fund	40,935	25,510	41,760	825
Subtotal - GF	135,393	122,420	140,308	4,915
HRA	62,259	32,930	59,720	-2,539
Total	197,652	155,350	200,028	2,376

- 7.2 **Education Youth and Childcare** - The main element in the programme is the school expansion programme (£59m). Forecast is that it will spend £4.5m over budget – however this is due to schemes being developed ahead of schedule including £3.5m for Barking Riverside. Funding for this is already in place and budgeted in 2017-18.
- 7.3 **Enforcement** - There is an underspend of £0.476m on Street Lighting and £0.175m on other Highways capital projects.
- 7.4 **Clean and Green** - There is an underspend of £0.226m on the BMX track project.
- 7.5 **ICT** - This includes IT projects (£5.1m) and various environmental projects (£3.9m). The Directorate is showing an overspend of £0.958m primarily due to increased hardware costs for the ICT End User scheme and the IT investment scheme being brought forward from future years. However, this is offset by other underspends in IT (£0.618m) including £0.147m on the Channel Shift Project.

7.6 **Housing General Fund** - The largest project is the Gascoigne estate renewal (£37m). The monitoring shows that the service will overspend by £0.8 due to delay in agreement on procurement and brief specification on Boundary Road Hostel (£0.375m) and accelerated spend of £1.2m on Gascoigne West due to buybacks.

7.7 **HRA** - The main expenditure is on new build schemes (£17.3m) and investment in existing stock (£36.9m). Forecast is £2.5m below budget due to delay in Modular programme development and agreement and new build schemes.

8. New Fees and Charges for Legal Services

8.1 The Council's shared legal service, operating as BDT Legal, conduct planning and highways work arising from planning applications for new developments. The growth and regeneration agenda of the Council, particularly due to the move towards delivery of development schemes, through the Council's wholly owned regeneration vehicle Be First, will result in an intensification of the quantum and complexity of development schemes and associated legal work. In the past, fixed fees have been charged in connection with such work. In order to accommodate the growth plans of the Council, additional legal resources will be required. It is therefore proposed to impose hourly rates of £175 in connection with:

- a) Planning agreements and undertakings under Section 106 of the Town and Country Planning Act 1990 (as amended), and
- b) Section 278/38 highways agreements under the Highways Act 1980.

8.2 In respect of contracts and procurement work, it is proposed to introduce discretionary fees for preparation and sealing of contracts for works and services based on a sliding scale relative to the value of the contract. Lower value contracts under £100k will not incur any fees in order to ensure small scale contracts for which small and medium sized enterprises might bid are not caught. Also, the administrative and sealing processes are not as labour intensive for those contracts. For contracts above £100k, a sliding scale of fees is adopted. The costs are deemed reasonable and are reasonably related to the administrative and paralegal support required to prepare contracts for binding and sealing relative to the value, complexity and time input. The fees will enable efficient processing and issuing of contracts once awards of contracts are made by the Council and the contractor will pay the fees in order to enable sealing and completion.

8.3 Further information about these proposed charges are set out in Appendix D to this report.

9. Consultation

9.1 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.

10. Financial Implications

Implications completed by: Kathy Freeman, Finance Director

10.1 This report details the financial position of the Council.

11. Legal Implications

Implications completed by: Fiona Taylor, Director of Law and Governance

11.1 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:

- Oracle monitoring reports

List of Appendices

- **Appendix A** – General Fund expenditure
- **Appendix B** – Progress against savings targets
- **Appendix C** – Capital Programme
- **Appendix D** – Detailed narrative on Legal Fees and Charges
- **Appendix E** – Schedule of Legal Fees and Charges

GENERAL FUND REVENUE MONITORING STATEMENT JANUARY 2016/17

Directorate	Revised Budget	Expenditure to Date	Forecast Outturn	Forecast Variance
	£000	£000	£000	£000
Adults Care and Support	42,892	34,683	42,892	-
Children's Care and Support	48,573	43,972	50,654	2,081
Children's Central Items	9,202	786	9,202	-
Education Youth and Childcare	4,418	11,176	4,284	(134)
Public Health and Community Safety	1,226	(1,642)	1,212	(14)
Healthy Lifestyles and Leisure	838	2,363	1,685	847
Clean and Green	7,479	7,853	8,476	997
Enforcement	11,086	3,794	11,384	298
Elevate Client Unit	13,432	21,848	13,770	338
Chief Operating Officer	244	343	244	-
Growth and Homes and Regeneration	749	979	749	-
Culture and Recreation	4,248	4,187	4,208	(40)
Housing and Homelessness	827	1,524	3,727	2,900
Chief Exec, Law and Governance	481	3,708	251	(230)
Finance, Assurance and Counter Fraud	4,092	13,223	4,092	-
Assets and Investment	(2,374)	(3,655)	(2,874)	(500)
Strategy and Programmes	215	287	215	-
Corporate and Central Costs	2,687	11,352	1,137	(1,550)
TOTAL REVENUE GENERAL FUND	150,314	156,780	155,307	4,993

Note: Depreciation charges and other capital adjustments have not yet been applied which is causing distortion to the expenditure figures for Education, Children's Central Items, Enforcement and Central Expenses.

There are also further adjustments for payments in advance and Housing Benefit Subsidy that need to be made in the Elevate Client Unit and Finance lines.

Once these adjustments are made which will form part of the year end process the expenditure in those services will be in line with the forecasts shown in the next column.

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General Fund Savings Targets: progress at Period 10

Reference	Detail	Current Position	Target	Forecast	Variance
			£'000	£'000	£'000
ENFORCEMENT					
ES004	Removal or self funding for School Crossing Patrols from 23 primary school locations across the borough	This saving has been delayed while alternative funding options such as sponsorship have been explored. However it has not been possible to establish a sustainable funding source for this non statutory service. Therefore the service will be withdrawn over the final months of the year. Effectively the saving therefore will not be realised in this financial year but will be achieved in full in 2017/18.	82	6	76
ES006	To increase zones and the sale of permits in line with the Parking Strategy	This work now forms part of a wider Parking Improvement Board. Work is being undertaken with the Ambition 2020 team for setting of fees and charges	125	125	0
ES010B	Prestart payment to drivers	Saving will be fully delivered by yr2	17	17	0
ES020	Increases in income expected from future regulatory activity.	These savings will build on those to be delivered in yr1. It is too early to assess whether income improvements will be made. A programme of service transformation is being developed and will require service restructure and some adoption of policy and powers.	125	125	0
ES030	Parking review opportunity	Initial business cases are being developed to support debt recovery and cashless/paperless parking. However a number of operational issues have been encountered that have delayed achievement of the saving including some problems with implementation of new IT systems. A review of the service is underway and a reactive team is being developed.	450	0	450

CLEAN AND GREEN					
ES012	Cease green garden waste collection	Savings was based upon fully chargeable service in place from September 2015, but as a result of delays in implementing this, it was assumed that charging would take effect from April 2016. However, service provision is expected to continue (not as a chargeable service) until September when the service will be fully withdrawn. A consultation has been carried out about the future of the service.	110	0	110
ES015	Redesign of street cleansing operations	Service redesign is already delivered. Savings are available for yr1 and on track for yr2.	40	40	0
ES018	Achieve revenue budget savings by transferring the Councils current repair and maintenance responsibilities for allotments to the Allotment Society	Surveys are ongoing and arrangements to cancel existing licences are being made for April. The main risk is that societies will not accept leases and transferred responsibilities because remedial works in 2015/6 are not undertaken due to budget restriction and disagreement with societies.	17	17	0
ACS/SAV/11	Review of passenger transport for adults	The Maples Day centre has now closed thereby reducing the Adults passenger transport requirement. PTS are reviewing their costs in order to achieve this saving but it is unlikely to be met in year. However alternative savings will be found. Options for future years including partnership with another LA are being explored	400	400	0
ICT/REVENUES AND BENEFITS/ELEVATE					
CEX/SAV/51 (CCSD)	School uniform grants	The issuing free school uniforms grants has been discontinued.	64	64	0
CEX/SAV/56 (CCSD)	B&D Direct - Customer Services Channel Shift	Delivered by reducing Elevate Target Cost.	324	324	0
CEX/SAV/61 (CCSD)	Council Tax - invest to collect more	Investment in place but delivery to be monitored.	391	391	0
CEX/SAV/63 (CCSD)	ICT End User Technologies	Delivered by reducing Elevate Target Cost.	400	400	0

CEX/SAV/64 (CCSD)	Client Team reduction	Delivered by post being deleted.	45	45	0
ASSETS AND INVESTMENT					
CEX/SAV/45a (CCSD)	Review of corporate accommodation strategy	Corporate funding to be used	600	600	0
CEX/SAV/27	Investment income - rate change	On target to be achieved	500	500	0
CEX/SAV/42 (F&I)	Energy team	CEX/SAV/42 & 54b delivered through VR of 2 posts.	25	25	0
CEX/SAV/54b (F&I)	Energy and utility efficiencies	CEX/SAV/42 & 54b delivered through VR of 2 posts.	60	60	0
HOUSING GENERAL FUND					
HGF001	Expand Council hostel portfolio to accommodate temporary placements instead of using expensive B&B accommodation.	There is currently a delay to the transfer of an additional hostel which was assumed in the budget to be available from December 2016 but is now likely to be available in April 2017.	600	0	600
GROWTH AND HOMES AND REGENERATION					
CEX/SAV/05	Reduction in Planning Policy Posts with amalgamation of roles	Achieved	25	25	0
CEX/SAV/04a	Reduction in staff costs in Development Planning & Strategic Transport	Achieved	42	42	0
CEX/SAV/08	Increased income in Employment & Skills	Achieved	80	80	0
CULTURE AND RECREATION					
ACS/SAV/24	School library service to be full cost recovery and Home Library Service to be delivered by volunteers.	Achieved	59	59	0

ACS/SAV/27	Valence and Thames View libraries – community management	This saving was dependent on the option that the libraries would be in a trust as this is no longer the case, the service is working on alternative options to deliver the saving	125	125	0
ACS/SAV/29a	Broadway Theatre - transfer to College	Achieved	40	40	0
ADULTS CARE AND SUPPORT					
ACS/SAV/06a	Personalisation of Learning Disability Day Services and consequential closure of The Maples.	Achieved	127	127	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	Achieved	45	45	0
ACS/SAV/12f	The Foyer Supported Living for 18-24 year olds	On track to be delivered.	92	92	0
ACS/SAV/12i	Bevan House supported living for vulnerable families	On track to be delivered.	97	97	0
PUBLIC HEALTH AND COMMUNITY SAFETY					
ACS/SAV/12a	Generalist Advice and Hate Crime Incident Reporting reductions	Achieved	280	280	0
HEALTHY LIFESTYLES AND LEISURE					
ACS/SAV/31	Leisure centres - Management and reception staff	On track to be delivered.	150	150	0
ACS/SAV/32	Leisure centres - extraordinary increase in net income	An income shortfall is currently reported against leisure income and an action plan is being worked on to reduce the shortfall.	88	0	88

ACS/SAV/36	Options appraisal for leisure and cultural services	As a result of delays to the trust, this saving will be managed corporately in the financial year.	750	750	0
CHILDRENS CARE AND SUPPORT					
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	400	400	0
CHS/SAV/34	Reduction in CIN (c20 year 1, c120 year 2, c60 year 3) due to impact of Troubles Families agenda	Achieved by SAFE programme savings.	300	300	0
CHS/SAV/30	CAMHS - reduce to statutory minimum for year 1 and then delete service	On target but high risk at tier 2	150	150	0
CHS/SAV/35	Review children's social care costs to identify areas for spend reduction	Achieved by SAFE programme savings.	500	500	0
CHS/SAV/36	This proposal is to reduce funding to the Integrated Early Help QA Service	On target	120	120	0
EDUCATION YOUTH AND CHILDCARE					
CHS/SAV/27	Youth Service - reconfigure to voluntary sector provision with £100k budget	On target	200	200	0
CHS/SAV/25a	Reduction in support to quality Childcare and early years provision	Budget/saving removed via training, development and marketing centralisation	167	167	0

FINANCE AND ASSURANCE AND COUNTER FRAUD					
CEX/SAV/26	Minimum Revenue Provision accounting	Achieved	2,850	2,850	0
CEX/SAV/78 (F&I)	Reduction in middle management	Delivered.	300	300	0
CORPORATE AND CENTRAL ITEMS					
CEX/SAV/77 (CEX)	Business Support review	Not yet delivered.	90	0	90
CEX/SAV/45 (CCSD)	Maritime House				
		Delivered as lease terminated.	125	125	0
CEX/SAV/53 (CCSD)	Business rate relief	Policy has been re-written to deliver this.	50	50	0
CEX/SAV/72 (Corporate)	Freeze salary increments	On target to be achieved	500	500	0
CEX/SAV/73 (Corporate)	Reduce redundancy multiplier	Following the decision of Cabinet to retain the redundancy multiplier this saving will not be achieved.	667	0	667
CEX/SAV/54f (F&I)	Pay Pension Fund contributions on 1 April instead of monthly	Delivered.	60	60	0
Total			12,854	10,773	2,081

Capital Programme 2016/17

APPENDIX C

Project No	Project Name	Revised 2016/17 Budget	Actuals	2016/17 Forecast	Variance
Service Development & Integration					
Adult Care and Support					
FC00106	Private Sector HouseHolds	1,064,000	679,373	1,064,000	0
FC02888	Direct Payment Adaptations Grant	400,000	190,620	400,000	0
FC03049	Adult Social Care Cap Grant	113,000	102,286	113,000	0
FC03061	Social Care IT Replacement System	425,515	158,988	425,515	0
Total For Adults Care and Support		2,002,515	1,131,267	2,002,515	0
Healthy Lifestyles					
FC02870	Barking Leisure Centre 2012-14	310,617	209,956	310,617	0
Education, Youth and Childcare					
Primary Schools					
FC02736	Roding Primary School (Cannington Road Annex)	129,789	0	129,789	0
FC02745	George Carey CofE (formerly Barking Riverside) Primary School	23,376	450	23,376	0
FC02784	Manor Longbridge (former UEL Site) Primary School	150,000	2,818	150,000	0
FC02799	St Joseph's Primary - expansion	4,279	4,279	4,279	0
FC02861	Eastbury Primary (Expansion)	63,857	49,068	63,857	0
FC02865	William Bellamy Primary (Expansion)	44,500	1,824	44,500	0
FC02919	Richard Alibon Expansion	53,770	55,221	55,781	2,011
FC02920	Warren/Furze Expansion	350,255	390,737	450,255	100,000
FC02921	Manor Infant Jnr Expansion	39,308	36,527	39,308	0
FC02923	Rush Green Expansion	115,902	114,689	115,902	0
FC02924	St Joseph's Primary(Barking) Extn 13-14	15,072	0	15,072	0
FC02956	Marsh Green Primary 13-15	882,218	654,125	882,218	0
FC02957	John Perry School Expansion 13-15	17,395	2,555	17,395	0
FC02960	Sydney Russell (Fanshawe) Primary Expansion	4,382,500	4,506,514	4,582,500	200,000
FC02979	Gascoigne Primary (Shaftesburys)	7,024,340	6,215,288	7,024,340	0
FC02998	Marks Gate Junior Sch 2014-15	50,000	38,418	50,000	0
FC03014	Barking Riverside City Farm Phase II	50,000	27,959	50,000	0

Project No	Project Name	Revised 2016/17 Budget	Actuals	2016/17 Forecast	Variance
FC03041	Village Infants - Additional Pupil Places	1,511,417	1,399,302	1,511,417	0
FC03053	Gascoigne Primary - 5fe to 4fe	600,000	376,252	600,000	0
Secondary Schools					
FC02953	All Saints Expansion 13-15	112,233	0	112,233	0
FC02954	Jo Richardson expansion	350,000	48,548	50,000	(300,000)
FC02959	Robert Clack Expansion 13-15	3,500,000	3,194,532	3,500,000	0
FC02977	Barking Riverside Secondary Free School (Front Funding)	27,500,000	28,941,418	31,000,000	3,500,000
FC03018	Eastbury Secondary	2,800,000	1,337,651	2,800,000	0
FC03020	Dagenham Park	2,831,458	2,503,849	2,831,458	0
FC03054	Lymington Fields All through School	200,000	88,431	300,000	100,000
FC03019	Eastbrook School	640,000	614,720	640,000	0
FC03022	New Gascoigne Secondary School (Greatfields)	100,000	607,125	700,000	600,000
FC03078	Barking Abbey Expansion 2016-18	100,000	3,385	100,000	0
Other Schemes					
FC02826	Conversion of Heathway to Family Resource Centre	19,323	16,662	19,323	0
FC02906	School Expansion SEN projects	164,138	33,823	64,138	(100,000)
FC03042	Additional SEN Provision	250,000	119,486	150,000	(100,000)
FC02909	School Expansion Minor projects	87,344	29,329	87,344	0
FC02972	Implementation of early education for 2 year olds	691,482	464,121	691,482	0
FC02975	Barking Abbey Artificial Football Pitch	55,415	45,098	55,415	0
FC02978 / FC03010 / FC03051	School Modernisation Fund	3,058,746	3,362,084	3,558,746	500,000
FC03013	Universal infant Free School Meals Project	5,862	0	5,862	0
FC03043	Pupil Intervention Project (PIP)	400,000	457,053	475,000	75,000
9999	Devolved Capital Formula	917,392	280,639	917,392	0
Children Centres					
FC03063	Extension of Abbey CC Nursery	125,000	124,158	125,000	0
FC03033	Upgrade of Children Centres	290,853	271,128	290,853	0
FC02217	John Perry Children's	5,123	0	5,123	0
FC02310	William Bellamy Children Centre	6,458	0	6,458	0
Total For Education Youth and Childcare		59,718,805	56,419,266	64,295,816	4,577,011
Enforcement					
FC03064	Street Light Replacing	976,005	128,018	500,000	(476,005)
FC03030	Frizlands Phase 2 Asbestos Replacement	381,146	361,046	381,146	0
FC02964	Road Safety Impv 2013-14 (TFL)	236,000	35,398	196,000	(40,000)
FC02886	Parking Strategy Imp	0	909	0	0
FC02542	Backlog Capital Improvements	394,830	146,787	294,830	(100,000)
FC03065	Highways Improvement Programme	705,190	530,100	705,190	0
FC02982	Controlled Parking Zones (CPZ's) 2013-15	150,000	87,185	150,000	0

Project No	Project Name	Revised 2016/17 Budget	Actuals	2016/17 Forecast	Variance
FC03011	Structural Repairs & Bridge Maintenance	383,001	58,580	383,001	0
FC03012	Environmental Asset Database Expansion	0	388	0	0
FC03031	Highways & Environmental Design	0	0	0	0
FC03067	Abbey Green Works 2016-17	63,678	26,459	28,687	(34,991)
FC03066	Parking ICT System	280,000	254,926	280,000	0
Total For Enforcement		3,569,850	1,629,796	2,918,854	(650,996)
Clean and Green					
FC03026	BMX Track	226,136	0	0	(226,136)
FC03034	Strategic Parks	117,840	32,494	117,840	0
Total For Clean and Green		343,976	32,494	117,840	(226,136)
ICT					
FC03068	ICT End User Computing	1,700,000	1,531,861	2,658,000	958,000
FC02738	Modernisation and Improvement Capital Fund (formerly One B & D ICT Main Scheme)	256,457	91,480	256,457	0
FC02877	Oracle R12 Joint Services	157,465	38,330	157,465	0
FC03052	Elevate IT Investments	2,221,000	1,451,792	1,750,000	(471,000)
FC03059	Customer Services Channel Shift	797,070	173,185	650,000	(147,070)
Total For ICT		5,131,992	3,286,648	5,471,922	339,930
Assets and Investment					
FC02587	Energy Efficiency Programme	28,753	0	28,753	0
FC02565	Implement Corporate Accommodation Strategy	3,000,000	2,099,408	3,000,000	0
FC03081	Land Acquisitions 2016-18 (Barking Riverside Housing Zone)	0	20,663,577		0
FC03080	Acquisition of Royal British Legion	0	724,534		0
Total For Assets and Investment		3,028,753	23,487,519	3,028,753	0
Culture & Recreation					
FC03060	BLC - Replacement Flooring	171,000	0	171,000	0
FC03029	Broadway Theatre	50,000	0	50,000	0
FC03062	50m Demountable Swimming Pool	1,700,000	0	1,700,000	0
FC03032	Parsloes Park - Artificial Turf Pitches & Master Planning	519,540	5,375	519,540	0
FC03057	Youth Zone Development	1,000,000	166,000	1,000,000	0
FC03079	Whitehouse Refurb	100,000	0	100,000	0
Total For Culture and Recreation		3,540,540	171,375	3,540,540	0
Regeneration					
FC03027	Establishment of Council Owned Energy Services Company	100,000	165,771	100,000	0
FC02969	Creative Industries	35,586	0	35,586	0
FC02902	Short Blue Place - New Market Sqr Phase II				0
FC02898	Local Transport Plans (TFL)	204,000	123,086	204,000	0
FC02962	Principal Road Resurfacing 2013-14 TfL	446,000	444,552	446,000	0
FC02963	Mayesbrook Neighbourhood Improvements (DIY Streets) 2013-14 (TFL)	200,000	68,311	200,000	0
FC02994	Renwick Road/ Choats Road 2014/15 (TfL)	80,000	9,281	80,000	0

Project No	Project Name	Revised 2016/17 Budget	Actuals	2016/17 Forecast	Variance
FC02995	Ballards Road/ New Road 2014/15	0	4,250	0	0
FC02996	Barking Town Centre 2014/15 (TfL)	1,278,300	618,178	1,278,300	0
FC02997	A12 / Whalebone Lane (TfL)	0		0	0
FC03000	MAQF Green Wall (TfL)	0	2,349	0	0
FC03023	Bus Stop Accessibility Improvements	138,000	58,945	138,000	0
FC03025	Gale St Corridor Improvements	325,000	368,707	325,000	0
FC03028	Chadwell Heath Crossrail Complementary Measures (CCM)	811,650	735,725	861,650	50,000
FC03050	Clockhouse Avenue - Freehold Purchase	37,016	10,310	37,016	0
FC03072	Purchase of Sacred Heart Convent, 191 Goresbrook Road, Dagenham - to convert to homeless provision	3,000,000	2,836,342	3,000,000	0
FC03055	Barking Riverside Trans Link (Drovers Way)	9,300,000	5,073,442	9,300,000	0
FC03082	Gurdwara Way - Land remediation	855,000	22,881	855,000	0
Total For Regeneration		16,810,552	10,884,880	23,941,632	50,000

General Fund Housing					
FC03070	Boundary Road Hostel	400,000	14,505	25,000	(375,000)
FC02990	Abbey Road Phase II New Build	360,000	18,900	360,000	0
FC02986	Gascoigne Estate	36,775,406	22,066,992	36,775,406	0
FC02985	Gascoigne West (Housing Zone)	3,000,000	3,204,128	4,200,000	1,200,000
FC03058	Kingsbridge Development	400,000	204,856	400,000	0
FC03084	Sebastian Court - Redevelop		378		
Total For General Fund Housing		40,935,406	25,509,759	41,760,406	825,000
Grand Total for Non HRA		135,393,006	122,762,960	147,388,895	4,914,809

Project No	Project Name	Revised 2016/17 Budget	Actuals	2016/17 Forecast	Variance
		=			
HRA					
	Estate Renewal				
FC02820	Boroughwide Estate Renewal	8,000,000	7,525,260	9,000,000	1,000,000
	Sub-Total: Estate Renewals	8,000,000	7,525,260	9,000,000	1,000,000
	New Build schemes				
FC02823	Council Housing Phase 3	0	0	0	0
FC02916	Lawns & Wood Lane Bungalows	0	0	0	0
FC02917	Abbey Road Creative Industries Quarter	0	0	0	0
FC02931	Leys New Build Development (HRA)	8,550,000	4,831,200	8,550,000	0
FC03071	Modular Construction Programme	1,000,000	1,000	50,000	(950,000)
FC03009	Leys Phase II	3,000,000	1,314,688	3,000,000	0
FC02961	Goresbrook Village Housing Development 13-15	0	0	0	0
FC02970	Marks Gate Open Gateway Regen Scheme	414,997	485,481	414,997	0
FC02973	Infill Sites	784,100	294,134	784,100	0
FC02988	Bungalows	100,000	28,678	100,000	0
FC02989	Ilchester Road New Build	2,750,000	564,094	1,000,000	(1,750,000)
FC03056	Burford Close	300,000	3,463	50,000	(250,000)
	Sun-Total: New Builds	16,899,097	7,522,738	13,949,097	(2,950,000)
	Investment In Stock				
FC00100	Aids & Adaptations	860,000	276,828	860,000	0
FC02811	Members Budget	0	0	0	0
FC02933	Voids	5,000,000	2,023,467	5,000,000	0
FC02934	Roof Replacement Project	116,139	37,224	37,224	(78,915)
FC03048 / FC02938	Fire Safety Works	1,642,300	1,273,917	1,642,300	0
FC02943	Asbestos Removal (Communal Areas)	900,000	21,554	900,000	0
FC02950	Central Heating Installation Inc. Communal Boiler Replacement Phase II	1,600,000	825,037	1,600,000	0
FC02939	Conversions	50,000	7,388	25,000	(25,000)
FC02984	Block & Estate Management	0	0	0	0
FC02983	Decent Homes Central	6,900,000	2,487,066	6,900,000	0
FC03002 / FC03047	Decent Homes South	8,087,900	5,249,340	8,087,900	0
FC03001 / FC03046	Decent Homes North	5,900,000	3,822,224	5,900,000	0
FC03003	Decent Homes (Blocks)	76,000	(88,248)	76,000	0
FC03004	Decent Homes (Sheltered)	33,200	(25,031)	33,200	0
FC03005	Decent Homes Small Contractors	0	(5,000)	0	0
FC03007	Window Replacement Scheme	4,400	(10,500)	4,400	0
FC03036	Decent Homes Support - Liaison Teams/Surveys	90,000	0	90,000	0

Project No	Project Name	Revised 2016/17 Budget	Actuals	2016/17 Forecast	Variance
FC03037	Energy Efficiency	500,000	81,860	500,000	0
FC03038	Garages Refurbishment	450,000	123,953	450,000	0
FC03039	Estate Roads & Environmental	750,000	(1,139)	750,000	0
FC03040	Communal Repairs & Upgrades	50,000	34,013	25,000	(25,000)
FC03045	External Fabrics - Blocks	3,200,000	1,660,818	3,200,000	0
FC03074	Estate Public Realm Improvements	500,000	86,436	500,000	0
FC03075	Door Entry Systems	20,000	304	20,000	0
FC03076	Window Replacements	20,000	0	20,000	0
FC03077	Internal Works	150,000	0	150,000	0
	Sub-Total: Investment in Stock	36,899,939	17,881,511	36,771,024	(128,915)
	Housing Transformation				
FC03073	Housing Transformation Programme	460,000	0	0	(460,000)
Total For HRA		62,259,036	32,929,509	59,720,121	(2,538,915)
Total for Capital Programme 2016/17		197,652,042	155,692,469	207,109,016	2,375,894

Legal Fees and Charges 2017/2018

1. Introduction and Proposal

- 1.1. The Council's shared legal service, operating as BDT Legal, conduct planning and highways work arising from planning applications for new developments. The growth and regeneration agenda of the Council, particularly due to the move towards delivery of development schemes, through the Council's wholly owned regeneration vehicle Be First, will result in an intensification of the quantum and complexity of development schemes and associated legal work. In the past, fixed fees have been charged in connection with such work. In order to accommodate the growth plans of the Council, additional legal resources will be required. It is, therefore, proposed to impose hourly rates of £175 in connection with:
 - a. Planning agreements and undertakings under Section 106 of the Town and Country Planning Act 1990 (as amended), and
 - b. Section 278/38 highways agreements under the Highways Act 1980.
- 1.2. In circumstances where planning performance agreements (PPAs) apply, the hourly rate of £175 may be revised upwards in agreement with the developer/s entering into PPAs with the Council in order to enable the work to be fast tracked in line with milestones set out in PPAs.
- 1.3. Planning and highways agreements are typically required in connection with planning applications classified as major or minor applications. They will generally impact householder applications by individual residents for works connected with improvements to individual homes. Therefore, residents will not be impacted by these proposals.
- 1.4. Nationally, it is customary practice for applicants/developers seeking planning permission for minor/major developments to pay the Council's legal fees connected with the preparation, negotiation and completion of planning and highways agreements (including planning undertakings). Legal fees for these services are paid prior to completion of such agreements and undertakings.
- 1.5. Benchmarking against other London boroughs indicate that as at 2015/16, the following hourly rates applied: -
 - a. Royal Borough of Kensington and Chelsea - £220 ph
 - b. Westminster City Council - £260 ph (with an uplift to £320 ph where PPAs apply)
 - c. London Borough of Hammersmith and Fulham - £220 ph
 - d. London Borough of Southwark - £250 ph
- 1.6. Against this benchmarking, hourly rates of £175ph (where no PPAs apply) are deemed reasonable and proportionate for these discretionary services. The London Borough of Barking is identified as London's growth opportunity and the fees are deemed necessary and reasonable in order to support the broader regeneration agenda.

- 1.7. In respect of contracts and procurement work, it is proposed to introduce discretionary fees for preparation and sealing of contracts for works and services based on a sliding scale relative to the value of the contract. Lower value contracts under £100k will not incur any fees in order to ensure small scale contracts for which small and medium sized enterprises might bid are not caught. Also, the administrative and sealing processes are not as labour intensive for those contracts.
- 1.8. For contracts above £100k, a sliding scale of fees is adopted. The costs are deemed reasonable and are reasonably related to the administrative and paralegal support required to prepare contracts for binding and sealing relative to the value, complexity and time input. The fees will enable efficient processing and issuing of contracts once awards of contracts are made by the Council and the contractor will pay the fees in order to enable sealing and completion. The full schedule of proposed fees is set out at Appendix E.

2. Legal Implications

- 2.1. The Council is required under the Local Government Finance Act 1992 to produce a 'balanced budget'. Income generated from fees and charges contributes to the Council's finances. Local authorities are under an explicit duty to ensure that their financial management is adequate and effective, and that they have a sound system of internal control and management of financial risk. The fees proposed contribute to this requirement.
- 2.2. By virtue of Section 93 of the Local Government Act 2003, the Council has powers to trade and to charge for discretionary services. The latter are services which the Council is not statute bound to provide, but has a 'discretionary power' to provide on a costs recovery basis. The discretionary power to charge for services is applicable where:
 - a) no statutory duty exists to provide the service/s
 - b) there are no specific powers to charge for the particular service/s
 - c) there are no prohibitions on charging for the particular service/s
- 2.3. Further, under the Localism Act 2011 the Council has a general power of competence conferring a power to charge for services on a cost recovery basis and subject to similar conditions and limitations under the Local Government Act 2003. Thus the Council may only charge for a service under the general power of competence if: -
 - a. it is a discretionary service
 - b. the service user agrees to the service being provided, and
 - c. there are no other power/s to charge for the service, including under section 93 of the Local Government Act 2003.
- 2.4. Where authorities have a duty to provide a statutory service to specified standards free of charge, a charge cannot be made for delivery of the service to the specified standard. Delivery, to a standard above and beyond that which is specified may constitute a discretionary service for which a charge can be made on the basis outlined above.

3. Other Implications

3.1 **Risk Management** - In proposing these revised fees and charges officers have considered: -

- a) the potential of increases to adversely affect demand for or access to the services specified by end users.
- b) the achievement of community priorities for particular service areas and the Council's overall budget in delivering such services.

3.2 **Customer Impact** – The fees and charges will not negatively impact the impact customers and service users. On the contrary, the fees will support the delivery of the broader regeneration agenda and resourcing to process planning applications for minor/major schemes within target dates, whilst enabling the Council to achieve a balanced budget, ensure full cost recovery and the continued provision of both statutory and discretionary services to meet its corporate and community priorities. Notably the proposed fees will not impact residents at all. The exclusion of contracts valued at less than £100,000 will ensure that there are no impacts on small and medium sized enterprises who may be awarded contracts for works or services by the Council.

The charges proposed are deemed justified in accordance with the discretionary powers detailed in this report. The responsible officers have taken reasonable steps to ensure the charges are reasonable and proportionate on a cost recovery basis. The effectiveness of the proposed charges will be the subject of monitoring through the Council's various performance indicators, its service scorecards and the budget monitoring processes.

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CABINET**21 March 2017**

Title: Corporate Delivery Plan 2016/17 – Quarter 3 Performance Reporting	
Report of the Cabinet Member for Corporate Performance and Delivery	
Open Report	
Wards Affected: All	Key Decision: No
Report Author: Laura Powell Strategy and Performance Officer	Contact Details: Tel: 020 8227 2517 E-mail: laura.powell@lbbd.gov.uk
Accountable Director: Tom Hook, Director of Strategy and Programmes	
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
<p>Summary:</p> <p>The Corporate Plan 2016/17 is a key document to ensure the Council has a co-ordinated approach to delivering the vision and priorities, and makes best use of the resources available. Key Performance Indicators (KPIs) have been developed to monitor performance against the priorities and frontline services.</p> <p>Progress is reported quarterly to CPG and Cabinet and every six months to the Public Accounts and Audit Select Committee (PAASC). An in-depth focus on performance takes place at the new Performance Challenge Sessions held quarterly, with areas of concern scrutinized on a monthly basis.</p> <p>A new interim performance framework for 2016/17 has been developed with 40 KPIs and Key Accountabilities for each Member portfolio to form the basis of corporate performance monitoring. The interim framework sets out what needs to be monitored in the year ahead whilst acknowledging that a new framework for 2017/18 will be required as the Council moves further towards becoming a commissioning based organisation.</p> <p>This report provides an update on performance for Quarter 3 of 2016/17 against the Key Performance Indicators (KPIs) and Key Accountabilities which were agreed by Cabinet.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to:</p> <ul style="list-style-type: none"> (i) Note progress against the Key Accountabilities; (ii) Note performance against the KPIs; and (iii) Agree any actions to address areas of deteriorating performance 	
<p>Reason(s)</p> <p>The vision and priorities were agreed by Assembly in September 2014. They reflected</p>	

the changing relationship between the Council, partners and the community, and the Council's role in place shaping and enabling community leadership within the context of a significantly reducing budget.

This Quarter 3 report provides an update of our performance between April and December 2016. It gives Members the opportunity to monitor progress towards achieving the vision and priorities, consider organisational performance, celebrate improvements, tackle areas of poor performance, and learn lessons from areas of good practice.

1. Introduction

- 1.1 The Council's vision and priorities were developed and agreed by Assembly in September 2014. The Corporate Plan 2016/17 is an important part of ensuring the Council has a clear focus on delivering the vision and priorities for Barking and Dagenham. The Plan allows the Council to make best use of limited resources in areas that will make the greatest difference in achieving the overall vision and priorities.
- 1.2 The Corporate Plan is a key part of the Council's overall 2016/17 performance framework and 'golden thread' which links the vision and priorities through to the key accountabilities and indicators, business plans, team work programmes and individual objectives in appraisals. It has been developed in order to ensure that the Council's contribution to achieving the priorities is proactive, co-ordinated, resourced in line with the MTFs and monitored so that Members and residents can see progress.
- 1.3 All 2015-2017 business plans were completed and detail key service priorities linked to the corporate priorities, deliverables, actions services will take (with timescales) and resources to take forward the priorities in the corporate plan.
- 1.4 To complete the golden thread, all staff have an annual appraisal (with a formal six monthly review). Through this process performance in the last year is reviewed and objectives set for the year ahead. Individual objectives will be set based on business plans, thereby ensuring all staff are focused on priorities. Staff are also assessed against competencies based on the values, on the basis that success depends on the way they go about their job as much as what they do. Individual learning and development needs are also identified through this process.
- 1.5 Alongside a formal appraisal, all staff should have regular supervision or one-to-ones. This enables performance to be monitored and issues addressed. The aim is to help people maximise their performance, but there are formal capability processes should there be consistent under-performance.

2 "What we will deliver" - 2016/17 Key Accountabilities

- 2.1 In the development of the Corporate Plan, a number of Key Accountabilities were identified that linked to the Council delivering the vision and priorities as well as service delivery over the coming year.

2.2 The Key Accountabilities (Appendix 1) are a key element of the corporate performance framework and are reported to CPG, Cabinet on a quarterly basis and at PAASC every 6 months. They are also be used to aid discussions at the quarterly Performance Challenge Sessions.

3 Key Performance Indicators 2016/17

3.1 This report provides an update at Quarter 3 on the key performance indicators for 2016/17 (Appendix 2).

3.2 For 2016/17, in-year targets were introduced (where relevant) to take into account seasonal trends / variations. Previously, progress has been reported based on the end of year target which can result in an indicator being RAG rated inaccurately during the year. By introducing in-year targets, it is much easier to identify progress that is needed at each quarter to ensure performance remains on track to reach the overall target for the year.

3.3 We know that despite aiming to set a balanced budget for 2016/17, there are further savings required and although we believe we have the resources available to deliver the priorities at present we must look forward to ensure we are as efficient as we can be by maximising the opportunities to be digital by design, manage demand for services, generate income and adopt new ways of working through community hubs and a new relationship with the voluntary sector and the community. This is in line with the direction of travel of many local authorities.




4 Performance Summary - Key Performance Indicators

4.1 The key performance indicators focus on high-level areas of importance and allow Members and officers to monitor performance in those areas. In addition to these corporate indicators, services may have service level indicators which provide a more detailed picture of performance monitored locally.

4.2 A detailed breakdown of performance for Quarter 3 2016/17 (April – December 2016) is provided in Appendix 2.

4.3 Those indicators which have seen a significant improvement or may be an area of concern have been included in the body of this report.

4.4 In order to report the latest performance in a concise manner, a number of symbols have been incorporated in the report. Please refer to the table below for a summary of each symbol and an explanation of their meaning.

Symbol	Detail
	Performance has improved when compared to the previous quarter and against the same quarter last year
	Performance has remained static when compared to the previous quarter and against the same quarter last year
	Performance has deteriorated when compared to the previous quarter and against the same quarter last year

G	Performance is expected to achieve or has exceeded the target
A	Performance is within 10% of the target
R	Performance is 10% or more off the target

4.5 Of all the corporate priority indicators which are reported, the following table provides a summary of performance. The table provides the direction of travel since the same time last year (since Quarter 3 2015/16). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel against Quarter 3 2015/16			
↑	↔	↓	N/A
21 (52.5%)	1 (2.5%)	10 (25%)	8 (20%)

The following table provides a summary of the number of indicators with either a Red, Amber or Green rating, according to their performance against target.

RAG Rating against target			
G	A	R	N/A
16 (40%)	8 (20%)	9 (22.5%)	7 (17.5%)

5 Key Performance Indicators – Rated Not Applicable (n/a)

5.1 At Quarter 3, a number of indicators have been allocated a Direction of Travel, or RAG Rating of 'Not Applicable'. The reasons for which are set out in the tables below.

Reason for Not Applicable Direction of Travel	Number of indicators
New indicator for 2016/ 17 or previously reported annually	3
Good performance neither high or low / no target required	5

Reason for Not Applicable RAG rating	Number of indicators
New indicator for 2016/17 so no target set	3
Good performance neither high or low / no target required	4

6 Focus on Performance

6.1 For Quarter 3 2016/17 performance reporting, focus has been given to a small selection of indicators where performance has either greatly improved or has shown a deterioration. It is hoped that by focusing on specific indicators, senior management and Members will be able to challenge performance and identify where action is required moving forward during the year.

6.2 Improved Performance

KPI 26 – The percentage of borough schools rated as good or outstanding

The percentage of schools in Barking and Dagenham judged as ‘outstanding’ or ‘good’ has improved to 90% as at the end at 31st December 2016.

Inspection outcomes for schools remains a key area of improvement to reach the London average and then to the council target of 100% as outlined in the Education Strategy 2014-17. Intensive Local Authority support, the brokering of school to school support from outstanding leaders and Teaching School Alliances and the increasing capacity of school clusters is being provided to vulnerable schools.

Ofsted carried out 7 inspections during the Autumn, including two towards the end of term which have not yet been published. We have an ambitious ultimate target of 100% with a 2016/17 target of 90% representing a milestone on the way to this. During the Spring and Summer terms, impending inspections will be of schools which are currently judged to be good rather than of those requiring improvement. There are also two academies due for their first inspection, which we judge to be vulnerable.

Of the remaining five Requires Improvement (RI) schools, three schools have monitoring boards in place, one is being supported by a school with outstanding leadership, while the remaining RI school is having additional support from a National Leader of Education.

KPI 33 – The percentage of staff who are satisfied working for the Council

During Quarter 3 The temperature check was circulated to all employees through an online survey, and a paper copy to those without regular access to PCs. The response rate for this survey has increased overall, and there were more paper copies returned than the previous quarter.

The percentage of staff satisfied with working for the Council continues to be above target and has remained at the same level as Quarter 1. This is a positive measure, as the number of staff taking part in the survey increased, making the results more reliable. Maintaining high levels of satisfaction with working with the Council during a period of significant change is a very encouraging engagement measure.

We continue to working with managers of staff without regular access to PCs. Their active involvement has led to an increase in the response rate from this group. In addition, Directors encouraged all staff to participate.

We plan to run focus groups with staff to help us understand the temperature check results overall, and engage with them further. Service specific staff roadshows are planned between January and April, and a follow up temperature check will be run in April/May 2017.

6.3 Areas for Improvement

KPI 9: The number of ASB incidents reported in the Borough (ASB Team, Housing, Environmental and Enforcement and Police)

Using ASB incidents reported year to date (April –December 2016) and compared to the same point in the previous year (April – December 2015), overall, ASB incidents reported to services have increased by 10%.

Actions being taken to improve performance:

ASB calls to Police for Rowdy Inconsiderate Behaviour, particularly at Abbey/Gascoigne and Academy Way:

1. Operation Avarice targeting antisocial behaviour and disorder in Barking Town Centre. This has resulted in:
 - 7 Arrests (Including Pointed/Bladed Articles, Thefts & Racially aggravated Public Order)
 - 12 Stop & Searches resulting in 3 Cannabis Warnings
 - 42 Stop & Accounts
 - 7 Alcohol Seizures
 - 3 Dispersal Zones Implemented for Fri & Sat Night Time Economy
 - 10 persons dispersed from area suspected for involvement in ASB
 - 5 Licensed premises visited and 3 prosecutions for under age sales (partnership with TSU, Licensing & Police Cadets)
2. The police have increased the number of Dedicated Ward Officers for Becontree Ward which has allowed for greater capacity to deal with issues in Academy Central. Since this increased resource there have been operations throughout October 2016 focusing on ASB and crime issues on the estate.
3. Action is being taken against key individuals who are believed to be involved in antisocial behaviour to manage their behaviour in the longer term. This action includes the extension of two injunctions against people involved in persistent street drinking and begging in Barking Town Centre which were obtained in December 2016 and are now extended to December 2017 with an extended area from which these individuals are banned. ASB action has also been taken against an individual involved in antisocial behaviour and crime in and around Academy Central.

Calls to ASB Team and Environmental and Enforcement Services: Eyesore Gardens

Eyesore gardens are a largely self-generated request code so this increase is due to officers identifying and dealing with premises proactively and therefore is a positive increase. Enforcement Services have just completed a restructure which has resulted in new staff who are working to reduce environmental issues in the borough and using the enforcement powers available.

Noise complaints

The increase in noise complaints recorded relates to 'people noise or living noise' which are largely the sound of people's voices within their residential property which can be heard in a neighbouring residential property. These cases are now being recorded accurately and reported through the Out of Hours' Noise Service to take enforcement action, hence the increase in the number of complaints. From analysis of these complaints these are not statutory noise nuisance and therefore unlikely to be resolvable via enforcement action. The Noise Team are arranging a meeting with Elevate (who record these complaints) and the ASB Team to agree a process for filtering complaints which are not suitable for enforcement so that these can receive a more appropriate response at an earlier stage. This approach will reduce pressure on the Noise Service and allow this team to focus on the cases which require enforcement action (statutory nuisance cases) and also provide a more appropriate response to 'people noise' complaints (mediation type response) which is more likely to provide a permanent resolution.

Recording issues with Housing and the Capita system:

The process of recording ASB cases on housing case management systems (including Capita) has been reviewed and steps have been taken to correct how housing officers record ASB data on Capita. Relevant Housing Managers have been informed of the under reporting and have briefed their teams accordingly. This has shown a slight improvement but further work needs to be done to improve recording. New ASB case management system is also being trialled.

The interim structure has now been implemented as of 3 January 2017. The new structure will facilitate better reporting and case management. Training for officers on recording data on housing case management systems is a continuous process.

7 Consultation

- 7.1 Corporate Performance Group (CPG) and departments (through Departmental Management Teams) have informed the approach, data and commentary in this report.

8 Financial Implications

Implications completed by: Kathy Freeman, Finance Director

- 8.1 There are no specific financial implications as a result of this report; however in light of current financial constraints it is imperative that Officers ensure that these key performance indicators are delivered within existing budgets. These budgets will be monitored through the existing monitoring process to identify and address potential issues and also any benefits as a result of improved performance on a timely basis.

9 Legal Implications

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

- 9.1 Assembly agreed the vision and priorities in September 2014. The responsibility for implementing them rests with Cabinet. The delivery of these will be achieved through the projects set out in the delivery plan and monitored quarterly. As this report is for noting, there are no legal implications.

10 Other Implications

- 10.1 **Risk Management** – There are no specific risks associated with this report. The delivery plan and ongoing monitoring will enable the Council to identify risks early and initiate any mitigating action. The Council's business planning process describes how risks are mitigated by linking with the corporate risk register.
- 10.2 **Contractual Issues** – Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 10.3 **Staffing Issues** – There are no specific staffing implications.
- 10.4 **Customer Impact** – The vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council's role in place shaping and providing community leadership.
- 10.5 **Safeguarding Children** - The priority **Enabling social responsibility** encompasses activities to safeguard children in the borough and is delivered through the Local Safeguarding Children Board and Children's Trust.
- 10.6 **Health Issues** - The priority **Enabling social responsibility** encompasses activities to support the prevention and resolution of health issues in the borough and is delivered through the Health and Wellbeing Board.
- 10.7 **Crime and Disorder Issues** - The priority **Encouraging civic pride** encompasses activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership.

Background Papers Used in the Preparation of the Report:

- Corporate Plan 2016/17

List of appendices:

- **Appendix 1:** "What we will deliver" – Progress against Key Accountabilities 2016/17
- **Appendix 2:** Key Performance Indicators – Latest Performance

Key Task	Strategic Director	Progress at Quarter 3
Community Leadership and Engagement		
<p>1. Through extensive consultation develop a Borough Manifesto setting out a vision for Barking and Dagenham in 2035</p>	<p>Chris Naylor</p>	<p>The Borough Manifesto received close to 3,000 responses. This represents a marked increase on previous consultations undertaken in the Borough.</p> <p>A partnership conference was held on 14th November at Barking at Dagenham College providing an opportunity to share high level findings from the consultation.</p> <p>Following the conference the strategy and performance team have been developing the manifesto in consultation with relevant officers across the council. The manifesto will set out clear themes, aspirations and targets for the borough to work towards over the next 20-years.</p> <p>Cabinet will consider the Manifesto in April.</p>
<p>2. Create a single programme of events for the Council and community showcasing the best of the borough</p>	<p>John East</p>	<p>An events calendar has been produced setting out all events that the Council takes part in and these will now be advertised on the Council's 'what's on' calendar. From these, the religious events will be identified and taken forward as part of the Religion and Belief Policy. A number of events that will be prioritised corporately have been identified and agreed by corporate strategy group and the portfolio holder for Equalities and Cohesion.</p>
<p>3. Revitalise the Council's approach to engagement and consultation</p>	<p>Chris Naylor</p>	<p>A forward plan has been developed in order to ensure consultation is managed effectively and that the corporate consultation function is able to provide support for consultations in a planned manner and the necessary level of quality is maintained.</p>
<p>4. Develop new partnership arrangements for the borough</p>	<p>Chris Naylor</p>	<p>Following agreement at Cabinet in November, the Barking and Dagenham Delivery Partnership (BDDP) was formally established. The partnership has met informally previously with the first formal since establishment taking place in December.</p> <p>The partnership will meet quarterly and will be chaired by the Cabinet Member for Community Leadership and Engagement. A key part of the groups work programme will</p>

Key Task	Strategic Director	Progress at Quarter 3
		be to oversee the development and delivery of the Borough Manifesto. The next meeting of the partnership is due to take place in February.
5. Develop plans for a reinvigorated community and voluntary sector	Chris Naylor	<p>Cabinet has agreed to partner with Participatory City to develop Every One Every Day in Barking and Dagenham. This will invest considerable resource into five local centres across the Borough supporting residents to participate in a huge range of activities and seek to change the level of community activity being undertaken. A bid to Big Lottery and Esme Fairbairn will be submitted in February.</p> <p>The Council will be launching a Crowdfunding and associated small grants programme in the spring. This will provide up to £120k of match funding to schemes up to the value of £10k.</p>
6. Publish and implement a new Heritage Strategy	John East	Achieved. Adopted by Cabinet (28/06/16).
7. Take forward proposals for the reinvigoration of Abbey Green and the development of an East London Heritage Museum	John East	<p>A stage one Heritage Lottery Fund application is being developed in partnership with St. Margaret's Church. Expected submission date has been moved back to March 2017 at the request of the Church so that they can secure appropriate approvals for the proposed scope of works.</p> <p>A project enquiry form has been submitted to the Heritage Lottery Fund about the East London Industrial Heritage Museum, which has been received favourably. This is the outline stage of their funding process.</p> <p>Now that ownership of the site has been confirmed discussions are starting on taking this project forward, including identifying resources to provide the necessary capacity and technical skills to produce an indicative design and construction cost plan and outline business case.</p>
Equalities and Cohesion		
8. Publish an Equality Strategy for the borough that seeks to support and celebrate our diverse borough	Chris Naylor	The Equality and Diversity Strategy consultation came to an end on 9 th January 2017. The Cabinet Member for Equalities and Cohesion has attended meetings with relevant groups representing the protected characteristics in a targeted consultation ensuring their views are appropriately captured. There was also an online consultation and a staff consultation as part of the staff temperature check. Feedback from the consultation will inform the development of the strategy. The findings from the consultation will now be

Key Task	Strategic Director	Progress at Quarter 3
		considered with a view to having a draft strategy presented to Cabinet in March for sign-off.
9. Promote and embed the Gender Equality Charter and Women's Empowerment Month	Chris Naylor	<p>The Cabinet Member for Equality and Cohesion has been actively promoting the Gender Equality Charter in her meetings with stakeholders and has been encouraging organisations to sign the charter. Over 100 organisations have signed the charter thus far. A working group of relevant council officers has also been established in order to push forward with actions identified as part of the action plan. Progress is being reported to the portfolio holder on a regular basis and work in this area has been gathering momentum. The Council's work in relation to the charter and gender equality were recognised at the recent Global Equality and Diversity Awards in which the Council was runner-up and was highly commended for the work undertaken to improve gender equality.</p> <p>Women's Empowerment Month has been embedded into the Council's events programme. A meeting has taken place with the portfolio holder and the events team in order to start planning for WEM for 2017. The events team are now preparing the delivery of the events for the month.</p>
10. Ensure Members and staff are appropriately trained in equalities issues	Chris Naylor	<p>Equality training was run for Members on 23rd November and was attended by 11 councillors. At the request of the portfolio holder for equalities, Member Services are looking at re-running the training so that members who were unable to attend can have another opportunity to benefit from it.</p> <p>Staff training modules on i-learn are being revised and have been made mandatory for all staff to complete. Reports will be run for Directors so that completion rates amongst staff can be monitored.</p>

Key Task	Strategic Director	Progress at Quarter 3
11. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative	Chris Naylor	The 'Donate a Flag' policy has been modified. The policy will encourage communities to donate a flag for the Council to fly on a day of significance/ celebration for their community. The policy will help celebrate the diversity within the borough. An essential part of the policy is that these flag flying events must be led by the community rather than by the Council. The top 12 nationalities all of which have over 1,000 residents in the borough have been identified. Contact has now been made with potential representatives from all 12 communities asking them to take part in the initiative by donating a flag.
12. Develop a programme to make the Council an exemplar equalities employer	Chris Naylor	The Council's Equality and Diversity policy will ensure the Council is an exemplar in our approach to E&D. In addition to this we will ensure our equality in employment policy continues to demonstrate that the Council is a fair employer and leads by example in championing equalities. This is also a draft objective in the Equality and Diversity Strategy currently being developed.
Enforcement and Community Safety		
13. Consult on and publish a borough-wide parking strategy	Claire Symonds	<ul style="list-style-type: none"> • A Draft Parking Strategy for consultation has been created and has been discussed at CSG, Policy Forum and Labour Group and is to be presented to Cabinet on 19th July (for approval to consult the public). • A public consultation will then take place closing on 1st September. • The Draft Strategy has been cleared through Policy Forum and was adopted by Cabinet on the 18th October. • Half an hour free parking for on street secondary shopping locations came into force in Dec 2016. The move to contactless machines has commenced and the aim is to have this completed by end April 2017.
14. Create a new self-funding Enforcement Service using data and insight to target interventions and maximise impact (subject to public consultation)	Claire Symonds	<ul style="list-style-type: none"> • A new Enforcement Structure has been implemented. Supervisor posts have been recruited to and the street enforcement officers have also been interviewed and appointed. The new service will go live in November 2016. • Meetings have been organised with the Police to undertake joint patrols. It is anticipated that these will also commence in November. • A data/intelligence analyst is being recruited. This will provide the service with intelligence briefings which help direct the enforcement service to the areas and

Key Task	Strategic Director	Progress at Quarter 3
		<p>issues more effectively.</p> <ul style="list-style-type: none"> • A monthly joint tasking meeting with the police/council has commenced.
15. Ensure the Council's Private Sector Licensing Scheme is working effectively and maximise enforcement activity using existing powers against rogue landlords	Claire Symonds	<ul style="list-style-type: none"> • An outline Business Case has been developed, setting out the process for consultation and developing options to introduce a new scheme in August 2019. • The PRL team has executed 36 warrants in this financial year and 12 Prosecutions
16. Progress the Civic Pride agenda through a series of behavioural change campaigns	Chris Naylor	A campaigns plan has been agreed. 'Slim Your Bin' and the '100 Days of Waste' (24/10/16) are campaigns addressing the Civic Pride agenda.
Environment and Street Scene		
17. Publish a new Waste Strategy and review the refuse service to meet strategic aims including a waste reduction campaign that seeks to increase Reduce, Reuse, Recycling awareness	Claire Symonds	<ul style="list-style-type: none"> • Waste Strategy approved by Cabinet on 20th September 2016. • The Council has started implementing activity plans in support of the waste strategic objectives: Reduce, Reuse and Recycling. • Launch of the 'Slim Your Bin' campaign at the Barking Market on 16th August to educate and encourage residents to reduce, reuse and recycle. • Launch of the '1 Tonne of Waste Tour' at the Barking Market on 16th August to educate residents about the volume of waste they produce. • '10 Weeks of Waste' campaign was launched on 23 January 2017, finishes 31st March 2017, to educate and encourage residents about Waste Management and the upcoming enforcement of excess side waste • Bin rationalisation project to commence February 2016, to ensure that Council Policy is adhered with residents having the correct number of bins per household. • Enforcement of excess side waste commences 3rd April 2017, issuing FPN to offenders. With FPN's becoming payable from May 2017.
18. Develop a street and open space cleanliness and community pride campaign that improves civic pride and resident's perceptions of the borough	Claire Symonds	<ul style="list-style-type: none"> • A communications plan has been developed with the Service and Communications Team. • Schools are being engaged with a competition being designed in line with the curriculum to take place after October half term.

Key Task	Strategic Director	Progress at Quarter 3
19. Develop a needs-based targeted approach to street and open space cleanliness	Claire Symonds	<ul style="list-style-type: none"> This approach will be adopted as part of a new management restructure which is being designed to support the creation of the new service delivery blocks.
20. Establish a Highways Improvement Strategy and funded programme with the intention of improving conditions and perceptions of the quality of roads and pavements	Claire Symonds	<ul style="list-style-type: none"> Procurement of new highway contract as agreed by Cabinet is progressing. The joint procurement with Havering has been completed at Marlborough have been appointed at the contractor for the next 5-year period. A capital programme bid has been submitted for highways improvement for the next three years
21. Implement a programme of work to reduce street clutter	Claire Symonds	<ul style="list-style-type: none"> Work has not started on this initiative as yet.
Educational attainment and school improvement		
22. Seek to ensure all young people are in education, employment or training	Anne Bristow / John East	<p><u>Reducing the number of young people who are NEET or unknown ensuring there is sufficient focus on those young people who are looked after. Bringing together resources and influences of the Council and its partners to support this work.</u></p> <p>Good progress, particularly in reducing unknowns through improved tracking. Nov-Jan NEET + Unknown average gone from 13.7% to 8.5% between 2013 and 2015. England average of 7.5%. 2016 Nov-Jan average almost certainly to be within 10% of England, with NEET + Unknown figures for November and December sitting at 7.8% and 7.3% respectively.</p> <p>Participation Plan developed, which sets out key actions to drive up young people's participation in Education, Employment and Training across 4 key objectives. Plan governed by 14-19 Partnership and LBBB NEET Board.</p> <p>Providers' Directory developed and published on the Council's website which provides a summary of training providers for young people. 8 two-year European Social Fund NEET strands in place, engaged with and co-located services being developed. Directory supported by a very active Providers' Forum that meets quarterly. In house team of trackers and NEET advisers identify, support and refer young people. Youth Employability Conference held in January 2017 with 20+ key partners attending, extremely well received.</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>Extra support provided around GCSE and A-Level results days to support progression. Intended Destination data collected for 99.1% of Year 11 cohort and used to support smooth transition into College and Apprenticeships. Proportion of young people with a September Guarantee of EET up 0.5% on 2015 at 95.5%.</p> <p><u>Improving links with businesses and industry.</u> Quarterly meetings with East London Business Alliance (ELBA) set up from May 2016.</p> <p>In house work experience and independent careers advice/ Aim Higher [Education] service purchased by vast majority of borough secondary schools. 2200 work experience placements provided annually, plus a full range of career events and insight days provided alongside a range of Aim Higher activities in partnership with H.E. and specific sectors. Increasing focus on targeting city firms for support of work-related learning.</p>
<p>23. Work with partners (particularly schools) to get more young people to go on to study at 18 and ensure all young people achieve good GCSE and 'A' Level results.</p>	<p>Anne Bristow</p>	<p><u>Developing in conjunction with the Cabinet Member for Economic and Social Development work to further and higher education partnerships so that more young people go on to study at 18.</u></p> <ul style="list-style-type: none"> • This is a priority work stream. ISOS workshop held in June – key point LBBB students are performing about national and within 1% of inner London on overall entries to HE. The gap widens for top third. Phase 1 report received and actions agreed for 14-19 Partnership. • 2015/16 – 6th Form performance was a priority and Cllr Carpenter visited all 6th Forms. • Strengthening local FE/HE partnership – Cllr Carpenter visits to B&D College 9 June; UEL 21 July. • Coventry University College - good contact made with schools. <p><u>Working with schools and Post 16 providers to accelerate attainment by 11, 16 and 18</u></p> <ul style="list-style-type: none"> • Strong primary performance in summer tests for 11 year olds – at London average for the first time. • 2016 GCSE results – 4% improvement – just above national and very strong on new Progress 8 indicator but not closing the gap with London – more work to do here. • 2016 A Level – improvements at A* - B and A*-C – giving increased opportunity for places at more competitive Universities. • Maths Inspiration programme 2015/16 – secondary maths Council-led programme –

Key Task	Strategic Director	Progress at Quarter 3
		<p>to address key weaknesses in GCSE performance. Phase 1 report and awards July 2016 – attended and presented by Cllr Carpenter. Priority actions for Phase 2 – 2016/17 agreed with Headteachers.</p> <ul style="list-style-type: none"> GCSE workshops with all secondary Mathematics departments to share expertise in preparing for the requirements of the new grading system and increased difficulty of the examination specification. <p><u>Review the way in which performance data is used, to ensure it is used effectively with all year groups improving the identification of underperformance and the enabling effective challenge (Ofsted 2014 report).</u></p> <ul style="list-style-type: none"> Problematic introduction of new primary testing regimes and removal of levels has caused much concern over the past year. 2016 outcomes broadly strong against national and London. Focus for School Improvement is on supporting Teaching Schools to lead this work. Warren Junior Teaching School reviewed the performance of all schools in primary tests and assessments September 2016 and is running workshop meetings to help schools prepare effectively for the 2017 tests. Focus on Reading is being maintained.
24. Create 500 new school places for September 2016 and 300 for September 2017	Anne Bristow	<p><u>Leading the campaign for capital funding for school and early education places and ensure that sufficient places are provided for nursery, primary, secondary and special.</u></p> <ul style="list-style-type: none"> Places for 2016 delivered on time. Funding and places for 2017 have been planned and are in development for 2018. DCS and Cllr Carpenter – joint lobbying through respective channels. Capital programme shows on course to secure the £45-40 million per year required for school places. Cllr Carpenter – correspondence with Mike Green to encourage a visit to the Borough. <p><u>Lobbying with London Councils for a national funding formula which does not disadvantage London and jeopardise the success of London schools.</u></p> <ul style="list-style-type: none"> DCS and Cllr Carpenter led campaigning through respective channels – signs are that government is finding issue of schools’ funding very tricky and we continue to lobby. Phase 2 of consultation closes on March 22nd. Quarter 2 correspondence with LGA re early years funding and 30 most deprived

Key Task	Strategic Director	Progress at Quarter 3
		<p>areas group re lobbying against reductions in schools funding.</p> <ul style="list-style-type: none"> NB Overall funding almost certain to reduce – risks to LA centrally retained particularly Advisory Teachers, CMS and Trewern to be worked through.
25. Work with schools to improve teacher recruitment and retention	Anne Bristow	This is the biggest concern for headteachers. Priority work stream in conjunction with Social Care is being developed.
26. Ensure a focus on the needs of vulnerable children in all areas of education including those with Special Educational Needs (SEN) and those looked after	Anne Bristow	<ul style="list-style-type: none"> New SEND Strategy launched – driving key actions. Framework document for every school ensures that the key aspects of the SEND Code of Practice are being carried out effectively (95% schools have their Framework in document in place) Tracking and monitoring of progress of SEND pupils shows that 88% of schools can demonstrate that their SEND pupils make expected or better than expected progress. Looked After Children Education <ul style="list-style-type: none"> Virtual School has visited all Year 5 students and done a work scrutiny to ensure that they are making at least expected progress and to support with transition to most appropriate secondary school. Additional temporary resources in place to focus on preventing and reducing fixed term exclusions of Looked After Children.
27. Ensure every child attends a 'good' or 'outstanding' school, focusing on the schools that are currently 'requires improvement'	Anne Bristow	<p><u>Ensure continued improvement in the proportion of good and outstanding early year's settings and schools with the London standard as the first milestone.</u></p> <ul style="list-style-type: none"> 104 childminders with a graded Ofsted judgment; 95% are graded good or above (56 inspected between 01/09/2015 and 31/12/2016). 5 active early years' settings, 9% of which are graded good or above by Ofsted (29 inspected between 01/09/2015 and 31/12/2016). As at Q3 2016/17, there is one inadequate setting. Of the 2 inadequate settings that previously have been re-inspected, 1 moved to good and the other to requires improvement in May/June 2016. We have three outstanding settings. As at Q3 2016/17, 90% of LBBB schools graded good or outstanding – 1% above national of 89% and 3% below London (benchmark data relates to end of August 2016). <p><u>Exert greater challenge to schools which are carrying forward significant financial balances to ensure that delegated resources reach pupils and that efforts to</u></p>

Key Task	Strategic Director	Progress at Quarter 3
		<p><u>support school improvement are maximised (Ofsted 2014 report).</u></p> <ul style="list-style-type: none"> • Schools in financial difficulty sub group of the Schools' Forum have reviewed TOR to incorporate scrutiny of schools with substantial balances. End of year balances are reported to Forum. • This work with Schools' Forum reinforces the point made by HMI. However, reduced funding to schools means for some balances are being eroded and move to national funding formula bypassing the Council for schools' funding will remove any remaining levers. <p><u>Work with Senior Officers, Headteachers, Governing Bodies and other partners on a local solution to the direction for all schools to become academies by 2020/22</u></p> <ul style="list-style-type: none"> • Initial Road Map agreed with heads. • LA guidance to schools – do not rush, establish strong partnerships first. • Updated item on the Spring Term agenda for governing bodies. • Workshop planned for headteachers' summer term conference. <p><u>Ensure that the local solution maintains the family of schools and partnership with the Council and that is supports schools to continue to improve outcomes for children and young people.</u></p> <ul style="list-style-type: none"> • Options being developed for a formal school improvement partnership supported by Cornerstone. • High level consultations September to December 2016 – CSG, Cabinet, Headteachers and Governing Bodies. Initial consultation with stakeholders completed. • Headteacher Working Party helping to shape the work. January 25th presentation of preferred option to Heads and Chairs of Governors. • OBCD March, full business case May 2017.
Economic and Social Development		
28. Bring forward and consult on proposals to establish a Community Solutions service solving the root cause of demand, not servicing the	Anne Bristow	The TOMs for Community Solutions and Children's Services have now been agreed. Checks have ensured that re-framing services like Troubled Families will work successfully across the new services, and detailed process maps and staffing structures will be ready by the end of March 2017 to enable changes to be made in the new financial year.

Key Task	Strategic Director	Progress at Quarter 3
symptom (subject to public consultation)		
29. Ensure that the troubled families approach is successfully embedded to provide holistic and preventative solutions	Anne Bristow	See task 28 above - the Target Operating Model (TOM) for Community Solutions incorporates Troubled Families. Troubled Families in current form will be incorporated into Community Solutions.
30. Develop and implement an Employment and Skills Strategy	John East / Anne Bristow	<p><u>Reduce the proportion of adults with no qualifications aiming to get London average or below.</u></p> <ul style="list-style-type: none"> • Adult College qualification achievement rates 19+ 14/15 for Entry & Level 1 are 90.4% compared to national 88%. • Number of qualifications achieved by adult college learners in 14/15 at Entry level ,1651 • Number of qualifications achieved by adult college learners in 14/15 at Level 1, 506 • 87% of the adult college's learners are resident in LBBD <p><u>Increase the proportion of adults with Level 2 & 3 qualifications aiming to get to the London average or above Increase employment rate for people of working age aiming at or below the London average by 2030.</u></p> <ul style="list-style-type: none"> • Adult College qualification achievement rate 19+ 14/15 for Level 2 is 79.8% compared to national 86% and for Level 3 is 88.3% compared to national 82.9%. • Number of qualifications achieved by adult college learners in 14/15 at Level 2, 348 • Number of qualifications achieved by adult college learners in 14/15 at Level 3, 40 • 87% of the adult college's learners are resident in LBBD • Work is being undertaken by Adults' Care and Support Commissioning to remodel the current mental health vocational support contract to improve the numbers of individuals in employment with mental health needs. The new model/contractual arrangements will also include services for people with learning disabilities. This is being undertaken as part of the Better Care Fund, in collaboration with the CCG. • A task and finish group of the Learning Disability Partnership Board has also been set up to progress improvements for people with learning disabilities, in partnership with Regeneration and the Adult College. The task and finish group held their first meeting in December 2016 and an action plan has been developed. <p><u>Ensure an effective, action focused local Employability Partnership is in place.</u></p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>The Barking & Dagenham Employability Partnership – with representation from Regeneration, Education, DWP, Work Programme, Adult College, B&D College, NELFT and the voluntary sector – meets quarterly. The Partnership Action Plan includes seven key Growth Commission recommendations as key objectives and a range of actions are underway to deliver against these. Meeting of 20 October 2016 agreed six improvement priorities for the new strategy. Next meeting is scheduled for 20 January 2017.</p> <p><u>Work with sub regional partners to ensure outcomes of the Area Skills Review and the Adult and Community Learning Review maximise curriculum and access opportunities for Barking & Dagenham residents.</u></p> <p>The final meetings of both the ACL and the FE Review Steering Groups were held in November 2016. The final reports and recommendations are expected to be published in January 2017. The Adult College is involved in the early discussions with other Local London ACL providers on exploring the potential opportunities for partnership working emerging from the review.</p> <p><u>Ensure that an effective advice, guidance and job brokerage service is available to support residents into and in work.</u></p> <p>Job shop based at the Adult College since December 15. Adult college has Matrix standard for IAG. Delivery programme of short employability courses for the unemployed under the banner ‘Works for You’ includes; GOALS- motivation and orientation, CV writing, interview techniques, digital skills, self-employment and introductions to vocational areas such as care & finance.</p> <p><u>Develop schemes to increase the availability and take-up of apprenticeships for residents of the Borough, including within the Council.</u></p> <p>Apprenticeships Strategy being drafted for consideration by Workforce Board in early 2017.</p> <p><u>Develop strong relationship with Coventry University to ensure they play a key role in improving skills.</u></p> <p>Positive relations established with schools – CUC have met Headteachers. Plans are in hand to speak to 6th Formers in all schools September 2016. Steering Group proposed to oversee partnership development.</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>Outline discussions planned to take place with key partners on Barking & Dagenham Employability Partnership. Officers feeding into Area Review of FE Skills Provision – Chaired by the Leader – and co-commissioning of the Work & Health Programme. The focus of the latter will largely be on voluntary participants claiming ESA. Work is underway to draw together existing programmes of support for this group, including NELFT (Talking Therapies), Richmond Fellowship, Job Shops, Shaw Trust & Leonard Cheshire (the latter two both have ESF funding through Big Lottery).</p> <p>The Barking & Dagenham Employability Partnership – with representation from Regeneration, Education, DWP, Work Programme, Adult College, B&D College, NELFT and the voluntary sector – meets quarterly. The Partnership Action Plan includes seven key Growth Commission recommendations as key objectives and a range of actions are underway to deliver against these. This is updated annually. BDEP is highlighted as a thematic sub-group of the Barking & Dagenham Delivery Partnership. The next meeting will take place on 25 January 2015, with representatives from Coventry University and UEL invited.</p> <p>Operationally the Job Shop Service remains the key delivery service for employment outcomes using a cocktail of funding streams, the largest of which over the next two years will be the European Social Fund. Almost 900 job entries should be delivered in 16/17, focusing on economically inactive and long-term unemployed residents not supported by mainstream provision. Outreach takes place at John Smith House and Hostels, while links with the Welfare Reform Team are being deepened (as well as ESF the service has DWP funding to support those affected by the benefit cap). Outreach sessions are taking place in JCP offices for those affected by the Benefit Cap and DWP funding of up to £38k has been secured to support this work. Additional resource is being put into employer engagement while Barking Riverside should provide a long-term funding source for the Job Shop Construction Team.</p> <p>Agreement on joint working has been reached with Serco/DABD who have DWP ESF funding to provide employment support for Troubled Families (c280 beneficiaries over 2 years), starting on 23 January. A pilot initiative to refer eligible residents aged over 50 for whom the Job Shop Service is not directly funded to Reed (also funded through DWP ESF) begins 13 January 2017.</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p><u>To work with others to improve the health of the workforce of the council and partners.</u> London Workplace Health Charter- achieved commitment and working towards achievement and excellence.</p>
31. Develop and implement a new Customer Access Strategy	Claire Symonds	<p>A Draft Customer Access Strategy has been developed and been presented to the Customer Information Board.</p> <p>The revised strategy and action plan will be presented to Cabinet in March.</p>
43. Implement plans for new homes across the borough including schemes in: <ul style="list-style-type: none"> • Barking Town Centre • Riverside • Chadwell Heath • Ford Stamping Plant 	John East	<p>Barking Riverside application (10,800) now approved by Mayor of London, S106 currently being finalised. Plots 201-203 approved March DCB (378 homes). Station Square Sub Framework Plan due May 2017 for 1900 homes, leisure centre, health centre etc. Briefing done for March DCB.</p> <p>Planning application for Vicarage Field (850 homes) decision issued following GLA approval</p> <p>Gascoigne West application due April 2017 circa 835 gross new homes. Briefing done for February DCB</p> <p>BE-HERE due to start construction Spring 2017 (597 homes)</p> <p>Cambridge Road – Swan construction started early 2017 (250 homes)</p> <p>Beam Park pre-app meetings going well planning application (2200 homes) expected April 2017</p> <p>Ford Stamping Plant (3100 homes) number of pre-app meetings held. Planning application expected September 2017.</p> <p>Thames Road – Council in process of acquiring several sites (2 acquired in discussion on 12 others) and facilitating relocations, Cabinet report in next three months on procurement route to take forward development of 3000 homes over next ten years. Several pre-app meetings held on sites with Chadwell Heath for circa 500 homes however we have made clear we don't want piecemeal development. We are putting a brief out to tender w/b 12 March for employment study to survey all businesses in Chadwell Heath to identify number of jobs, sectors, leasehold/freehold interests, future business plans etc to help inform how to achieve a successful mixed use development of the area. Priority at moment is Thames Road and Castle Green which will be very challenging in terms of business relocations, Chadwell Heath is a lower priority and will be a project for Be-First to take forward.</p> <p>Fresh Wharf is a development site with outline planning approval for 911 homes but is a</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>classic example of where the private sector has sat on a permission waiting for the optimum time to sell their site / enter into a development agreement. To kickstart the development the Council remains in discussion with Fresh Wharf over the possibility of the Council/Reside agreeing to fund a significant proportion (c.400). The Council has facilitated meetings between the landowners, developers and boatowners to seek to ensure any development maintains their moorings.</p> <p>Initial masterplanning workshops held for Castle Green development with ASF and their architects Farrells for 15,000 homes and 8000 new jobs.</p>
<p>44. Ensure the agreement and publication of a new Local Plan for the borough, taking forward regeneration plans and ensuring high quality build for all new developments</p>	John East	<p>Strategic Flood Risk Assessment complete. Gypsy and Traveller Needs Assessment completed Draft Characterisation Study received and being finalised. Religious meeting places study commissioned due for completion May</p>
<p>45. Develop and take forward transport and infrastructure developments to support and drive growth including:</p> <ul style="list-style-type: none"> • the A13 Tunnel • Crossrail • Barking Station upgrade • Barking Riverside links • C2C stopping at Dagenham East • Lower Roding crossing • Thames crossing • DLR Extension 	John East	<p>Farrells/ASF working up a masterplan for Castle Green tunnel for end of February. TfL looking at interim improvements to A13 and decision on future of Lodge Avenue flyover delayed to enable more work to be done on this. Preferred option is to remove flyover not replace it.</p> <p>Crossrail- Crossrail 1 opens in 2019 at Chadwell Heath. Crossrail2 -Following meeting with MD clear that this will not happen before 2040 therefore focus is on the possibility of diverting some Crossrail 1 trains to Barking and beyond through the Forest Gate Cut. Council to commission feasibility study April 2017 jointly funded by TfL.</p> <p>Lower Roding crossing- TfL have completed initial feasibility study with costing of around £100m. Will explore how this links with Mayor's recent announcement of DLR to Thamesmead</p> <p>Met with C2C, taking forward interim improvements to Barking Station which will be complete by 2019 and architects working up longer term scheme to deck platforms and build above.</p> <p>Mayor of London announced study into London Overground Extension to Abbey Wood and DLR to Thamesmead but not the two road river crossings at Galleons Reach and Belvedere. Overground extension to Barking Riverside, enquiry complete decision due summer 2017.</p> <p>Continuing to make case for C2C stop at Dagenham East in light of plans for film and</p>

Key Task	Strategic Director	Progress at Quarter 3
		media centre at Dagenham East.
46. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy	John East	A brief is being prepared to commission and appoint consultants to undertake work on 'The Future of Our Local Economy and Employment Land' to inform development of the Local Plan. This is due to be issued end of January. The final report is scheduled for July 2017. The developing Employment and Skills Strategy will have as crucial activities the need for the local employment and skills landscape to be responsive to the needs of both local and sub-regional employments and will feed into the Business and Development Strategy for which a brief is concurrently being prepared.
Social Care and Health Integration		
32. Develop joined up initiatives to deliver additional support to vulnerable residents during periods of severe weather	Anne Bristow	<p>The heatwave plan was updated and tested in the hot weather in the summer. The Housing Advice Service is leading on the provision of crisis support for homeless and rough sleepers beyond that which is provided through the SWEP and Cold Weather Plan. Further winter initiatives are being scoped and planned with a view to implement from early November. These will likely take the form of food and clothes collections for distribution through Children's Centres.</p> <p>A seasonal flu plan has been launched. Staff have been offered immunisation through occupational health. Messaging to domiciliary care, supported living and residential care providers is sent promptly to alert to the need for increased vigilance.</p>
33. Bring forward transformation proposals for children and adults social care, disability services (subject to public consultation)	Anne Bristow	<p><u>Redesigning Children's social care maximizing options for efficiency whilst improving outcomes for children and young people.</u></p> <p>The Target Operating Model (TOM) and Full Business Case have been developed accordance with A2020 programme timescales. These were presented, and direction of travel approved, at the A2020 Board on 26 September. A preferred Target Operating Model has been agreed and implementation is underway. Savings targets are on track to be achieved.</p> <p>Consultation is underway across adult care and support services about move from six clusters to three localities, and consultation is concluding with residents and staff at extra care schemes about proposed changes to the arrangements for the delivery of care. Final decisions about to be taken on the restructure of commissioning functions to</p>

Key Task	Strategic Director	Progress at Quarter 3
		ensure that the capacity is well-embedded to manage care markets, drive greater value from spend in the independent sector, and plan effectively for future and emerging need.
<p>34. In redesigning children's social care ensure new arrangements deliver improved outcomes for children and young people whilst delivering a balanced budget through initiatives such as improving the recruitment and retention of social workers.</p>	Anne Bristow	<p><u>Introduce a new Electronic Social Care Recording System to support effective decision-making and reduce transactional costs.</u> The Tender process for the new Electronic Social Care Recording System has ended and the new supplier is LiquidLogic. LiquidLogic will provide a system for both children's and adults system. The implementation programme is being finalised with planned 'go live' dates of late summer 2017 for Children's Care and Support.</p> <p><u>Remodel transport services for children and young people to deliver the required budget savings in a personalised and non-stigmatising way.</u> A Full Business Case is currently being worked up to allow an informed decision to be taken concerning the best option. This is being done partly in conjunction with the London Borough of Havering who has expressed an interest in delivering this service on behalf of, or in partnership with, LBBB.</p> <p><u>Improve recruitment and retention of social workers to drive out costs.</u> Work has taken place to review and update the recruitment strategy. At the same time, actions to recruit staff are continuing. Since August 2016, a further 5 permanent social care staff have taken up post resulting in a total of 9 since April 2016 and the end of the Penna contract. In order to attract more candidates, the first of several adverts with the Guardian was published late November 2016. Further work is taking place as part of the review of the recruitment strategy including developing a vision and 'brand' for the Care and Support Service. The recruitment of social workers is monitored through the SAFE Programme Board chaired by Anne Bristow, Strategic Director, Service Development and Integration.</p> <p><u>Bring the children's social care budget back in line with available funding.</u> At the beginning of the year, the budget forecasted overspend for 2016/17 was 8.9 million. Progress in reducing this overspend has been good, with a total saving of 5.4 million being delivered through the SAFE Programme in 2016/17 and a further 1 million of savings delivered by Children's Social Care through careful management of the S17 and S20 budget. There remains a funding gap of 2.5 million due to the ongoing challenges with the recruitment of permanent social workers and this continues to</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>present a risk to delivering a balanced budget. The full year effect of these savings, combined with the Children's Social Care Redesign should see the 2017/18 budget brought in-line (and the two programmes of work will be combined into a single entity for 2017).</p>
<p>35. Ensure that a range of accommodation options are available to support the delivery of adult social care</p>	<p>Anne Bristow</p>	<p><u>Move on accommodation for those leaving hospitals particularly those with mental health problems.</u> Reviews of current schemes completed and levels of need documented. Review of integrated arrangements for delivery of mental health social care services aligned to accommodation review. New small independent living scheme commenced as model of new future options. Market testing underway for a new model which will drive greater efficiency through combining management of building-based support and floating support.</p> <p><u>Independent living solutions for people with learning disabilities.</u> First draft analysis completed to give a clearer view of volume of independent living options needed for vulnerable groups can inform strategic planning activities and balance need across all priority groups.</p> <p><u>A range of accommodation types for older people.</u> Extra Care & Sheltered Housing review completed, and work continues to shape and consult on a strategy for the future of older people's housing options. Specific service proposals now under development for both commissioned and in-house services, including a 'demonstration' project for new forms of extra care housing.</p> <p><u>Homes for young people leaving care.</u> First draft analysis completed to give a clearer view of volume of independent living options needed for vulnerable groups can inform strategic planning activities and balance need across all priority groups. Work is underway to map the housing needs of vulnerable children and young people. This work incorporates a number of the strands (looking at many vulnerable groups, not just Care Leavers) and is also considering future demand and how best the Council may secure – and procure – suitable accommodation in future.</p> <p><u>Barking Riverside</u></p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>Section 106 negotiations with Barking Riverside have secured 60 units of accommodation for adults and young people with care and support needs. Subject to viability, a mixed tenure extra care village has also been secured in Stage 2 of the developments.</p>
<p>36. Implement the recommendations of the Youth Justice Board (YJB) and Her Majesty Inspector of Prisons (HMIP) inspection with regard to the Youth Offending Service</p>	<p>Anne Bristow</p>	<p>The Youth Offending Service has completed the annual youth justice plan which incorporates improvements and developments needed to address the recommendations highlighted in the HMIP inspection report and YJB audits. This plan will be monitored and updated on a quarterly basis by the YOS COG.</p> <p>Developments are ongoing within the service and changes in the management oversight and monitoring have created a system that is now more responsive and able to identify any areas of concern within practice. There are still some staff that are resistant to changes and these are being managed through the appropriate HR processes.</p> <p>Stronger oversight and management ensures that the service is able to respond quickly and effectively to any issues of risk or safeguarding that may arise for a young person due to any changes in offending or circumstances.</p> <p>The YOS remains involved in the partnership approach to youth violence within the borough and the development of prevention programmes with young people who come to the service on an out of court disposal are underway to tackle these issues at an earlier stage.</p> <p>A further audit by the YJB is expected in the autumn to assess the developments made and ensure that this is reflected in the case files.</p>
<p>37. Ensure that there is an organisational focus on safeguarding vulnerable adults and children and young people through appropriate governance, an updated Domestic and Sexual Violence Strategy and a focus on child sexual exploitation</p>	<p>Anne Bristow</p>	<p><u>Maintain a focus on Child Sexual exploitation to minimize its prevalence in the borough.</u></p> <p>CSE is a key priority of Barking & Dagenham council supported by the LSCB partnership. The Borough works to the MPS CSE Operating document and the Police chair a MASE (multi agency sexual exploitation) group. The LSCB has a multi-agency strategic group that has oversight of the CSE strategy and action plan which is currently being re-drafted. These key documents are based upon requirements set out in Working Together to Safeguard Children - 2015, Safeguarding Children and Young People from</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>Sexual Exploitation – 2009 and the London CSE Operating Protocol – 2015. Together they provide the framework for Barking & Dagenham partnerships to:</p> <ul style="list-style-type: none"> • Understand the prevalence of CSE locally • Implement robust coordinated responses to protect children at risk of CSE • Evidence that interventions are making a positive difference • <p>A full report “Progress and Update on Child Sexual Exploitation” is available upon request. This report was presented to the LSCB and Children’s Trust in September 2016 and is on the Forward Plan for Children’s Services Select Committee. CSE is a priority for the LSCB and was included in the 15/16 BDSCB Annual Report that was presented to the Children’s Trust and the Health & Wellbeing Board and published on the BDSCB website.</p> <p><u>Organisational focus on safeguarding vulnerable adults and children</u> Established and held first session of quarterly ‘Safeguarding Triggers’ meeting between Independent Chair of Safeguarding Adults Board and Local Safeguarding Children’s Board, Leader of the Council, Cabinet Member for Social Care & Health Integration, and the Chief Executive, as clear line of communication to address any areas of concern for both safeguarding practice and systems.</p>
<p>38. Ensure the public health grant is effectively targeted to improve health outcomes and implement a range of behavioural change campaigns to help tackle issues such as obesity, smoking, substance misuse, teen pregnancy and low take up of vaccinations.</p>	<p>Anne Bristow</p>	<p>Tackling the social determinants of poor health is as vital as focusing on the presenting health problems and as such the Public Health Grant in Barking & Dagenham is strongly focused on working across all areas of provision including Adult Social Care, Leisure Services, Children & Young People’s Services, Housing & Resettlement, Education and Transport & Regeneration to deliver a range of preventative interventions that improve population health in the borough and build individual and community resilience, thereby reducing demand on other services.</p> <p>As such, recent collaborative work has been undertaken by Public Health to ensure that internally and externally commissioned services are effective in tackling the major health issues locally such as smoking; obesity; substance-misuse; teenage pregnancy and low take up of vaccinations.</p> <p>This has included developing new outcome based specifications for most ‘in-house’ services and working with external providers to agree new targeted KPIs.</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>This is being backed up through regular monitoring of services to ensure that issues of underperformance are addressed as they arise and through a review of all Public Health Services which is currently taking place to ensure that all services are properly targeted and effective at meeting the borough's priorities.</p> <p><u>Vaccinations</u> Ensuring B&D residents are enabled to benefit from vaccines that avoid preventable diseases is a key priority. The Primary Care Committee has included screening and immunisation as key performance indicators, which places it under the CCG performance improvement regime.</p> <p><u>MMR</u> Public Health England (PHE) sent a letter to all London schools for onward cascade to parents highlighting the outbreak and the importance of vaccinating against measles as an attempt to increase the uptake of MMR vaccinations. NHS England has also been running an MMR vaccination catch up programme, specifically targeting 10 – 16 year-olds who have not completed their MMR vaccinations. This is the population most likely to not be immunised due to the concern over the vaccine being linked to autism in the late 1990s and early 2000s. Therefore, GPs have been asked to specifically target this cohort. NHS England is preparing a London-wide campaign to promote the MMR vaccinations, with plans to engage with local communications teams.</p> <p><u>Pertussis vaccinations for pregnant women (whooping cough)</u> To improve access to vaccinations for pregnant women, NHS England has been in discussions with the Heads of Midwifery at BHRUT for the delivery of both flu and pertussis vaccinations to their pregnant women. An end of year commencement of service is anticipated to allow for staff to be appointed, inducted and trained. NHS England have offered the PHE accredited core curriculum training to BHRUT and have left it to them to book appointed staff onto this. This is to complement the GP delivery programme so that pregnant women will be able to choose where they receive their vaccinations.</p> <p><u>Neonatal BCG vaccination</u> The global shortage of BCG vaccine continues. In addition, the UK is subject to delays in</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>receiving the vaccine from the supplier and further supplies are not guaranteed. PHE are therefore importing BCG vaccine from InterVax in Canada. Whilst used extensively across the world this product does not have a UK license.</p> <p>Due to the limited supply of vaccine, babies and infants are being prioritised according to their risk instead of a universal programme.</p> <p>Between April 2015 and March 2016, the coverage of neonatal BCG in Barking and Dagenham has reduced from 67.6% (April 15) to 6.0% (March 16). The target for BCG coverage is 95%. The limited supply of vaccine has led to the reduction.</p> <p>Rates of TB have decreased across the whole of the Outer North East London boroughs in 2014, in comparison to 2013. In Barking and Dagenham, rates of TB decreased from 36.5 to 34.3 per 100,000 respectively. Provisional data for 2015 indicates that rates of TB in Barking and Dagenham continue to decrease.</p> <p><u>School- age Vaccination Programme</u></p> <p>Earlier in 2016 the contract for this service transferred from NELFT to Vaccination UK, who commenced the service from August 2016. Vaccination UK has been commissioned to provide school-aged immunisations only (Child Flu, HPV, school leaver's booster and Meningitis ACWY). The organisation has made a good start to its programme and continues to be monitored and performance managed by NHSE.</p> <p><u>NHS Health Checks</u></p> <p>The aim of the programme is to reduce chronic illnesses and prevent avoidable premature mortality, as well as reducing the health and social care costs related to long-term ill health and disability.</p> <p>This is a key programme in improving health outcomes in the borough through assessing the risk of heart disease, stroke, high blood pressure and diabetes and giving appropriate advice and support (including behaviour change). Key information on NHS Health Check programme:</p> <ul style="list-style-type: none"> • The health check programme is part of a 5-year rolling programme of which we are in year 4. To date over 17,500 people have received a health check in Barking and Dagenham. • Health Check invitations are sent out regularly to patients. 100% of the eligible population over 5years should be offered a health check (20% per year), with an

Key Task	Strategic Director	Progress at Quarter 3
		<p>annual uptake target of 75%. On average 518 health checks per month is required to stay on trajectory (to meet a yearly target of 6,221 Health Checks).</p> <ul style="list-style-type: none"> • April to December data shows that 3,608 people have received a health check. • In addition to the data on the number of health checks delivered, data is captured on the number of people identified with a new disease, number of people invited for a health check and numbers referred to lifestyle programmes. • Although the activity within the borough is RAG rated red, it should be noted that currently in comparison to most London and England Boroughs, Barking and Dagenham has a better Health Check offer and uptake rate, which means we are doing proportionately better than our peers • Following the recent service evaluation, a number of recommendations were made which are being implemented. • Activity across the practices has subsequently improved and regular engagement with each practice is undertaken to ensure activity does not decline. Practice visits continue and support is provided where needed. All Practices are regularly advised about their individual targets and sent a league table of achievement on alternate months as a reminder and information on the gap to target. • Over the next few months we expect to further increase activity as we have 3 new pharmacies delivering health checks in their stores; this activity began at the end of December 2016 anticipate being able to further increase the provision of health checks by training up more pharmacies to deliver the service in the community. • A steering group will convene in January which will include a strong group of relevant stakeholders. The group is intended to bring a more robust structure to the programme and drive change. Key tasks will be to improve follow-on from the health checks through better pathway development and thus improving referral to lifestyle services and community based programmes (including those to address pre-diabetes). • We are currently working on improving the marketing and communications of health checks, by producing posters and leaflets. The posters are intended to be used in the GP practice to prompt patients to request a health check. They will also be displayed in the pharmacy. Additionally, flyers are to be distributed through the GP surgery, pharmacy, and the community health champions engagements. We are targeting residents who have not previously received a health check and hope to prompt them to request a health check from their respective GP or local pharmacy.

Key Task	Strategic Director	Progress at Quarter 3
		<p><u>Obesity</u> The Healthy Weight Strategy was approved by Health and Wellbeing Board in September 2016 and actions stemming from this are now being taken forward.</p> <p>A <u>Behaviour Change Group</u> has been set up to lead behaviour change interventions in our population. Behaviour change is important if we are to increase the numbers of people who are a healthy weight. To achieve this change, the Council and partners need to make a number of decisions. These include:</p> <ul style="list-style-type: none"> • Who in population has the greatest need to change their weight and would benefit most from behaviour change? • What behaviours should be targeted? • How, when, where these behaviours should be targeted? • What the outcomes should be? <p>Previous reports have highlighted that the population in the borough with the highest level of overweight and obesity is the black African population. The Insight team are doing a detailed piece of analysis to ensure that a robust recommendation is made on which population should be targeted.</p> <p>It is suggested that in line with the findings of the well-respected EPODE project (from the EPODE international network that supports obesity prevention programmes across the world) that the behaviour changes targeted would be:</p> <ul style="list-style-type: none"> • Recognising when a child is overweight • Increase in amount of fruit and vegetables eaten; decrease in the amount of sugary drinks drunk; less high fat food eaten, • Increase in active transport to school, cycling and walking; increase in taking part in sport and decrease in watching television <p>The Behaviour Change Group is due make recommendations in January 17 on the behaviours that are to be targeted.</p> <p>Community engagement is also important in developing this work. It is essential that residents, adolescents, families, and adults have the chance to tell LBBB what would reduce the barriers to them changing.</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>The problem of increasing obesity is a national and London wide problem and the Healthy London Partnership has initiated 'The Great Weight Debate' which aims to find out what changes people living in London think will help children and families lead healthier lives. It is proposed to use the Great Weight Debate to talk to residents in Barking and Dagenham, and to find out what needs to change.</p> <p>In terms of aligning service provision with the aims of the Healthy Weight Strategy (HWS) - an evaluation of the child and adult weight management programmes has also just been completed by the Public Health Team.</p> <p>The findings of these evaluations are that whilst the services provide effective interventions and work with a range of people across the borough there are a number of key areas requiring improvement:</p> <ul style="list-style-type: none"> • There are low referral rates, high attrition levels and low participant follow-up within the services • There is insufficient integration and co-ordination between services • There is little reviewing of the effectiveness of interventions & service adaptation • There is weak engagement with families and key target groups <p>Recommendations being taken forward are:</p> <ul style="list-style-type: none"> • Designing a more holistic approach aligned to the clearer strategic overview set out in the HWS • Developing a stronger family based approach when working with children and young people • Exploring the alignment of programmes through a properly realised stepped model of provision • Ensuring a strong clinical governance and quality assurance approach • Looking at greater integration with community assets / resources <p><u>Teenage Pregnancy</u></p> <p>In terms of teenage pregnancy there are a range of interventions in place to drive down the number of under18 teenage pregnancies and abortions. These include: direct work with vulnerable young people through the Integrated Youth Service; school nursing input and focused PHSE work in schools; and ensuring that the C-Card service continues to be offered to as many young people as possible.</p> <p>Teenage Pregnancy Figures for Q3 2015 were released at the end of November 2016.</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>Our quarterly rate is 32.8 per 1000 under 18s, up just very slightly on the last quarter's figure of 32.1. However, when taken together for the year to date Barking & Dagenham's average annual rate is still slightly lower than the previous year (31.6 vs 31.4) so a continued reduction is demonstrated overall.</p> <p>Nevertheless, other LA's have seen some large reductions in the previous quarter and a rate of 32.8 is nearly double the Outer London average.</p> <p><u>Substance misuse</u> The contracts for substance misuse treatment services will expire March 2018. The needs assessment is soon to be finalised and will shape future service design. Service user representatives have been supporting the process and are keen to be involved throughout. In order to prevent the next generation of drug and alcohol users more emphasis is required within prevention work. Interventions such as the Hidden Harm project – working with children and young people who have been affected by a parent or carer using substances should be expanded. Similarly, young people who have experienced trauma of some kind such as abuse or violence need appropriate therapeutic interventions to ensure they develop the necessary coping skills. The adult drug treatment services were tasked with reviewing individuals who have been in treatment for longer than a year.</p> <p>Currently there are 209 individuals who have been in treatment for 12 months or more. Work has been to identify what individual service users need to support them to be completely drug free. Most of this cohort could be safely detoxed and given the necessary support to successfully complete treatment. To date, 36 individuals are on a reduction plan and will be discharged in the coming months.</p> <p>41 of these individuals are in GP shared care, 31 of which have been on a methadone prescription for more than five years. Work is underway to begin reduction regimes with six individuals having already starting the process.</p> <p><u>Smoking cessation</u> The healthy life expectancy in the borough is low and reducing smoking prevalence is extremely important in driving down dependency on services. This programme plays an</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>important part in helping the borough to achieve its long-term objectives around health and wellbeing.</p> <p>Overall performance of this programme continues to be low with numbers achieving successful 4 week quits remaining well below target (despite a significant reduction in the target).</p> <p>There have though been some areas of improvement in 2016/17 and the tier3 service in particular has shown a significant increase in the numbers accessing the service through the first 2 quarters of this year when compared to last year. The BabyClear programme is also having a considerable impact on the number of pregnant smokers in the borough and has been nationally recognised as an area of good practice. The service is currently achieving a 57% conversion rate (number setting a quit date against the number achieving a CO verified 4 week quit). This is much higher than the national rate. There has also been a considerable increase in the number of quits being delivered by pharmacies and they are currently providing the highest number of quits in the borough.</p> <p>There has also been a reduction in smoking prevalence in the borough. Recent figures released for Jan - Dec2015 show a decrease in prevalence from 23% to 18% in Barking and Dagenham. This may be attributable to the success of the campaigns and promotional activities undertaken by the service but it is not possible to draw a direct correlation and other factors such as the rapid growth in the use of e-cigarettes will also have had a significant impact.</p> <p>Set against these improvements however is the fact that the performance in GP practices has markedly deteriorated this year against an already low starting point.</p> <p>There has also been a growth in the number and use of shisha lounges in the borough and this is an area that is currently being actively targeted through tobacco control initiatives.</p> <p>In relation to improving GP performance the specialist (Tier 3) service (in conjunction with the Public Health team) has organised and commenced a programme of support for primary care. In December, the team completed 9 visits to practices. 5 practices have agreed to the Tier 3 team hosting an on-site clinic, 2 of these have started and are</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>currently running 2 clinics a week. These practices have also agreed to contact patients with long term conditions and invite them to take up the service. The specialist service has also been actively doing promotion sessions in the reception areas of the practices. The team are also engaged in trouble shooting on-going issues around training or use of Quit Manager with practices.</p> <p>A full evaluation of the effectiveness of all the whole Stop Smoking programme has also recently been completed by Public Health. Findings and recommendations are currently being considered with a view to redesigning the programme to ensure that it has a much stronger prevention focus on Children & Young People and that specialist interventions are more tightly tailored and targeted towards key vulnerable groups.</p> <p>As an initial step in providing more preventative interventions specifically targeted towards young people of school age, a school survey is currently being developed. The aim is to ascertain an up to date picture of smoking habits and prevalence among school students. A provider has been appointed to conduct the survey & this is due to take place in late Spring.</p> <p>This survey will also be looking at gauging the attitudes and behaviours of young people in relation to diet and exercise, mental wellbeing, drug and alcohol use and sexual health. This information will also be used to develop school based preventative programmes.</p>
39. Explore the development of an Accountable Care Organisation with health partners	Anne Bristow	<p>Agreement reached across Barking & Dagenham, Havering and Redbridge to push forward with a locality delivery model involving all partners in new ways of working to deliver the best pathways of health and social care in local communities. London devolution settlement awaited January 2017, with potential enabling provisions that will support greater integration and delivery of new contracting forms and delivery mechanisms in local health services. Imminent creation of a joint commissioning infrastructure across Barking & Dagenham, Havering and Redbridge, creating new joint services and care models for the localities to draw on as they step up delivery of locally-drive, responsive health and social care across the area. Top-level governance now operational, led by Cllr Maureen Worby as chair of the new Integrated Care Partnership Board.</p>

Key Task	Strategic Director	Progress at Quarter 3
40. Ensure corporate parenting responsibilities are being successfully undertaken	Anne Bristow	<p>The Corporate Parenting Annual report was presented to the Member Corporate Parenting Group earlier in the year and to Cabinet and to Assembly in Nov 2016. The report sets out the outcomes for children in care and a summary of the progress that had been made in relation to the 'promise' to children in care and the 'pledge' to care leavers by the Member Corporate Parenting Group as part of the Corporate Parenting Strategy.</p> <p>Corporate Parenting responsibilities across the council services and with partner agencies are delivered in two ways, firstly through the care planning for individual children in care and secondly through the Member Corporate Parenting Group.</p> <p>The Member Corporate Parenting Group is a well-established Member led multi agency group that meets five times a year to discuss best ways to improving outcomes for children in care. The membership of the group includes Members, a Director from other than children's services, health, education, a foster carer, social care and children and young people from Skittlez, the Children in Care Council, attend and bring their own issues for discussion as well as contributing to discussions on how best to make improvements.</p> <p>The Children's Select Committee work programme incorporates a number of recommendations made by the Corporate Parenting Group to ensure that they are aware of the work undertaken and are informed by the views of young people. For example, an annual presentation to Pre-Assembly by Skittlez on their work or issues. Skittlez have given presentations to Pre-Assembly in recent years, however, plans are in place for these to take place each October.</p>
41. Deliver the Youth Zone for Parsloes Park	John East	<p>Good progress to date. Architects and design team appointed. Pre-planning submitted and site surveys undertaken. Works expected to start on site in spring 2017 with the venue opening in autumn 2018.</p>
42. Ensure the delivery of the Council's transformation programmes (subject to public consultation)	Anne Bristow	<p><i>See Key Task 24.</i></p>

Key Task	Strategic Director	Progress at Quarter 3
Finance, Growth and Investment		
47. Ensure that the 2016/17 budget is delivered and a MTFS (Medium Term Financial Strategy) agreed	Chris Naylor	At the end of quarter 3, there are still overspends reported on Children's Care and Support and Homelessness of around £4.5m. This has reduced from the Quarter 2 figure of circa £6m. Improvements in both the Children's Care and Support and the Elevate Client Unit have reduced the forecast. There are still pressures in a number of other service areas but all are currently forecast to be managed. These pressures include £1.4m in Adults Care and Support, which will be mitigated as planned through the drawdown of an earmarked reserve created to smooth pressures on the service pending the additional Better Care Fund monies, £0.6m income risk in Enforcement with £0.66m possible mitigations identified and £0.4m in Passenger Transport against which there is a mitigation plan for the full amount.
48. Set a balanced budget for 2017/18	Chris Naylor	The Budget Strategy report will be presented to February Cabinet, proposing to balance the 2017/18 budget through delivery of Transformation savings, reserves and one off funds. The provisional Budget Strategy was agreed by Cabinet in November, which then allowed the budget consultation process will commence as part of the Community Engagement events which ran through December and January. The Statutory Business Rate payers' consultation will also follow the same timescales, with communications with the local Chamber of Commerce and engagement events.
49. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services	Chris Naylor	At the end of quarter 3, Council Tax income, NNDR income and Rent collection are all slightly below the profiled targets. Council Tax is 0.8% below the profiled target, however it should be noted that collection is 0.5% higher than the same period last year (£347k). Current trends estimate that collection will remain at its current level. NNDR is 1.3% below the profiled target. The NCD increased again in December by £156k as new businesses take over previously empty sites. In December Coca Cola enterprises took over a previously empty site. These businesses are expected to pay within the financial year. Current trends suggest that collection is still on target. Rent collection is 0.88% below the profiled target. This was large due to an anticipated gap in the last two weeks of the quarter, and it anticipated that much of the shortfall will be recouped in the early weeks of Quarter 4. Additional resources remain deployed to target outbound calling and new initiatives are being continually considered and undertaken.

Key Task	Strategic Director	Progress at Quarter 3
50. Develop a new HRA business plan and capital investment programme	John East	HRA BP went to CSG January 20. Addressing feedback particularly the need to root it in the Growth Commission work, Infrastructure Housing, right to move, right to invest and right to rent.

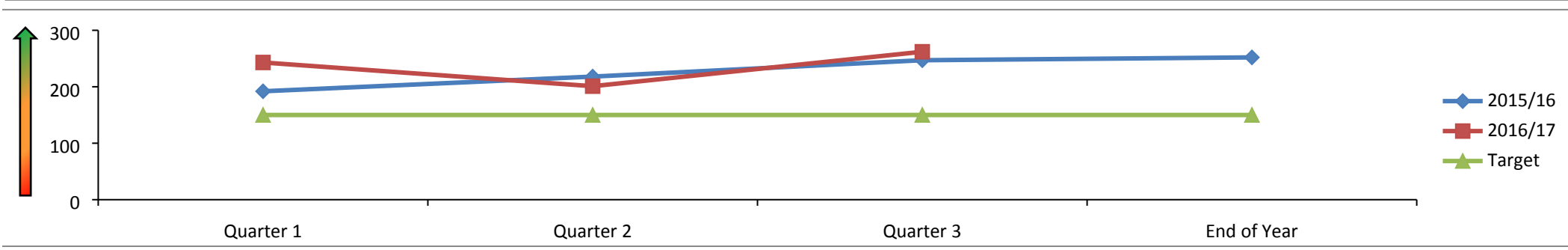
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Community Leadership and Engagement – Key Performance Indicators 2016/17


Appendix 2

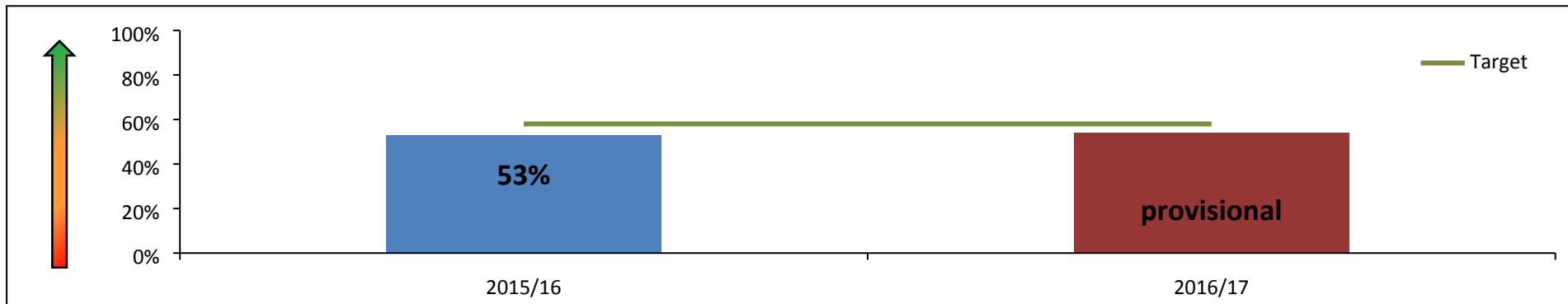
COMMUNITY LEADERSHIP AND ENGAGEMENT					Quarter 3 2016/17
KPI 1 – The number of active volunteers					
Definition	People who have actively volunteered their time in the previous 3 months within any area of Culture and Recreation or been deployed to volunteer by the volunteer coordinator Culture and Recreation.		How this indicator works	This indicator measures the average monthly number of active volunteers that support Culture and Recreation, Healthy Lifestyle and Adult Social Care activities.	
What good looks like	We are working towards a continuous increase in the number of active volunteers within the borough.		Why this indicator is important	Volunteering not only benefits the individual volunteer by increasing their skills and experience, it also has a significant impact on the health and wellbeing on the community as a whole.	
History with this indicator	Historically the number of active volunteers has been increasing. This is a result of increased awareness of volunteering opportunities, the diversity of roles on offer and the corporate shift to deliver some of the library offer to the community and volunteers at 2 sites.		Any issues to consider	Volunteering can be more frequent during Summer months particular in support of outdoor events programmes such as Summer of Festivals.	
Monthly average	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2015/16
2016/17	243	201	262		↑
Target	150	150	150	150	
2015/16	192	218	247	252	

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Performance Overview	<p>Across the 3 months of Quarter 3 (October to December) there was an average of 262 active volunteers. This exceeds the monthly target figure of 150 by 112 people and is 174.67% of the target. In addition, the figure is 30.35% (61 volunteers) higher than the end of Quarter 2 when the average was 201. Some of the increase can be attributed to volunteer work placements with Heritage services for new exhibitions and the implementation of Better Impact software to monitor volunteer activity.</p> <p>The figure is also 6.07% higher than the corresponding period in 2015-2016 when the average was 247 active volunteers. The volunteering recruitment programme is working well and the opportunities afforded are seeing regular numbers continue to give their time often after work placements have ended.</p>	Actions to sustain or improve performance	<p>The success in achieving and maintaining these figures is due to the wide range of volunteer opportunities across the Culture and Recreation portfolio around the borough and summer events programme. There are also a number of public health funded projects running including Healthy Lifestyles, Change for Life programme and Volunteer Drivers Scheme which are attracting regular volunteer numbers. In addition, 2 Libraries are also now community run providing volunteer opportunities and opportunities for volunteering across the branch library network and Heritage Service are also in place.</p>
G			
Benchmarking	No benchmarking data available – local measure only		

COMMUNITY LEADERSHIP AND ENGAGEMENT				End of Year 2016/17
KPI 2 – The percentage of respondents who believe the Council listens to concerns of local residents (Annual Indicator)				
Definition	<p>Residents Survey question: ‘To what extent does the statement “Listens to the concerns of local residents’ apply to your local Council?” The percentage of respondents who responded with either ‘A great deal’ or ‘To some extent’.</p>	How this indicator works	<p>Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1,101 residents (adults, 18+).</p>	
What good looks like	<p>Good performance would see higher percentages of residents believing that the Council listens to their concerns.</p>	Why this indicator is important	<p>Results give an indication of how responsive the Council is, according to local residents.</p>	
History with this indicator	<p>New performance indicator</p>	Any issues to consider	<p>Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.</p>	
			Annual Result	DOT from 2015/16
2016/17	54% (provisional)			
Target	58%			
2015/16	53%			



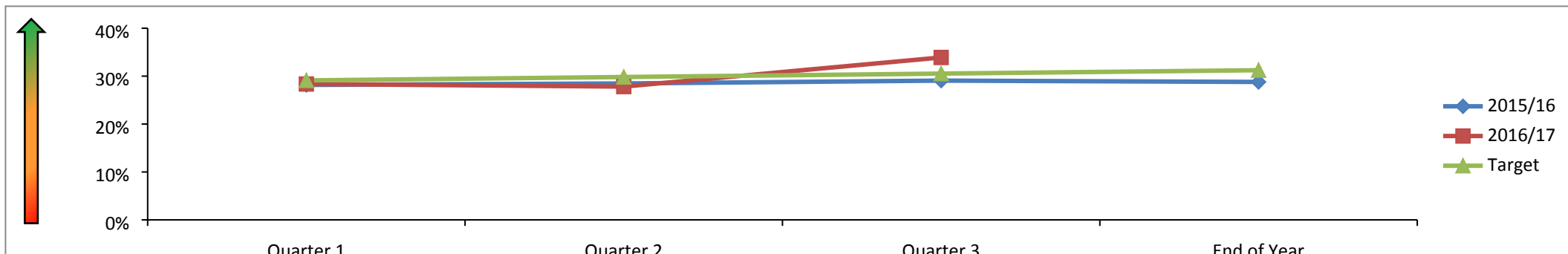
Performance Overview	<p>Performance for this indicator has improved slightly this year although it is still below the target of 58%. The Council has carried out a number of major consultations this year with residents and has made an effort to encourage residents to get involved. This may have contributed to helping ensure performance did not deteriorate over the last year. However, in order to see real improvements on this indicator the Council needs to better be responding to the concerns of residents through dealing effectively with service requests. A key part of this is also about setting clear expectations and service standards so that residents know what to expect.</p>	Actions to sustain or improve performance	<p>Results of the Residents' Survey will be analysed in detail and we will be working over the coming months to ensure the Council responds appropriately.</p>	
A				
Benchmarking	<p>London Average 2015/16: 64% (Benchmarking data for 2016/17 not available)</p>			
COMMUNITY LEADERSHIP AND ENGAGEMENT KPI 3 – Impact / Success of events evaluation				Quarter 3 2016/17
Definition	<p>Survey of people attending the events to find out:</p> <ul style="list-style-type: none"> • Visitor profile: Where people came from, Who they were, How they heard about the event • The experience: asking people what they thought of the event and how it could be improved. • Cultural behaviour: when they last experienced an arts activity; and where this took place. 	How this indicator works	<p>Impact / success is measured by engaging with attendees at the various cultural events running over the Summer. Results are presented in a written evaluation report.</p>	
History with this indicator	<p>This is a new events evaluation for 2016.</p>	Any issues to consider	<p>The outdoor cultural events programme runs from June to September.</p>	

2016/17 Performance Results	<p>We undertook a survey of people (409 responses) who attended three of the Summer of Festivals events (One Borough Community Day, Steam and Cider Fair, and the Roundhouse Music Festival) to develop a visitor profile, evaluate the quality of the experience and gain an understanding of cultural behaviour.</p> <p>The headline findings are as follows:</p> <ul style="list-style-type: none"> • 100% of respondents agreed that these events are worth doing every year and that they are a good way for people of different ages and backgrounds to come together. • 66% of respondents live in the Borough • 43% were first time attenders at the event • 56% had attended an arts event in the previous 12 months • Roughly 25% of respondents heard about the event from LBBD social media activity with a similar percentage for word of mouth or saw a poster, leaflet or banner.
Additional information	<p>When we asked people what they particularly liked about the events and how they think they could be improved, a number of recurring themes were identified: positive comments – free entry, atmosphere, good day out, family friendly; areas for improvement – more seating, cost of rides, more variety of food on sale and more arts and crafts stalls.</p>

Equalities and Cohesion – Key Performance Indicators 2016/17

EQUALITIES AND COHESION			Quarter 3 2016/17
KPI 4 – The percentage of Council employees from BME Communities			
Definition	<p>The overall number of employees that are from BME communities.</p>	How this indicator works	<p>This is based on the information that employees provide when they join the Council. They are not required to disclose the information and many chose not to, but they can update their personal records at any time they wish.</p>
What good looks like	<p>That the workforce at levels is more representative of the local community (of working age).</p>	Why this indicator is important	<p>This indicator helps to measure and address under-representation and equality issues within the workforce and the underlying reasons.</p>
History with this indicator	<p>The overall percentage of Council employees from BME Communities has been on an upward trend for a number of years but the rate of increase does not match that of the local population and the Borough profile.</p>	Any issues to consider	<p>A number of employees are “not-disclosed”, and the actual percentage from BME communities is likely to be higher. Completion of the equalities monitoring information is discretionary and we are looking at how to encourage new starters to complete this on joining the Council and employees to update personal information on Oracle.</p>

Monthly average	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2015/16
2016/17	28.36%	27.82%	33.9%		↑
Target	29.11%	29.82%	30.53%	31.24%	
2015/16	28.17%	28.47%	29.07%	28.79%	

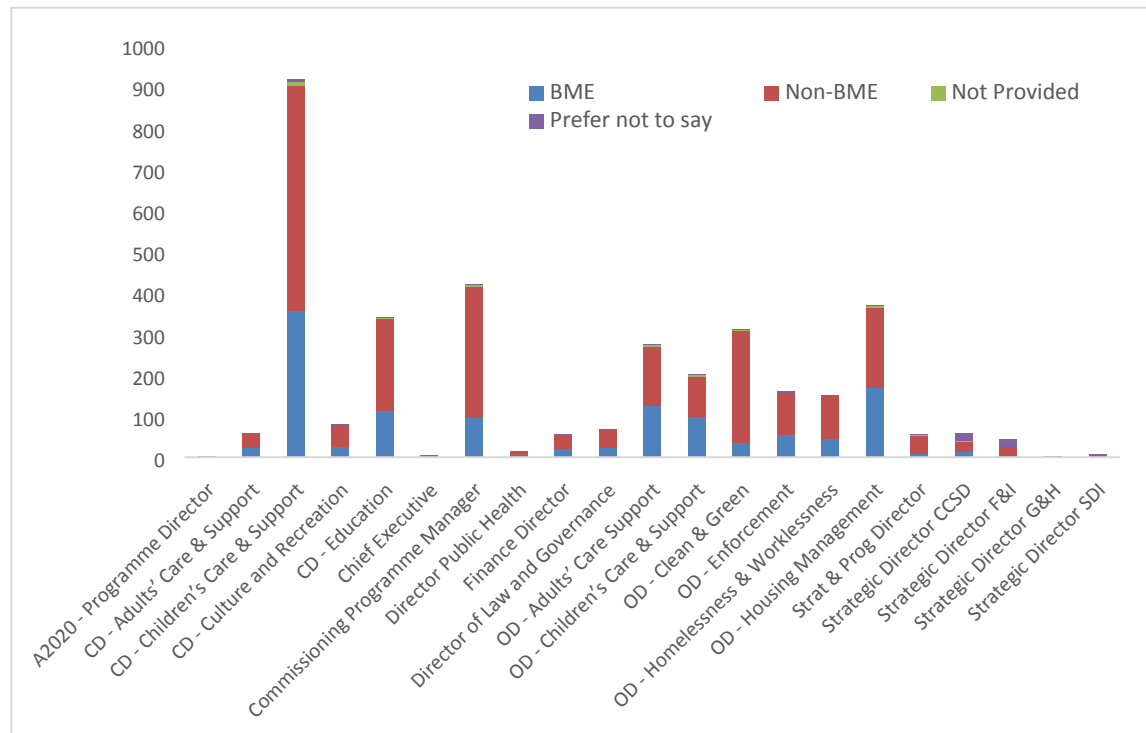


G	Performance Overview	<p>The latest employee's figures show an increase from the last quarter in the percentage of employees from BME communities. There will be variations from quarter to quarter and many of the actions highlighted in the previous action plan are taking time to take effect.</p> <p>There has been a change in the overall numbers of the workforce since the last quarter.</p>	Actions to sustain or improve performance	<p>We continue to work with Business in the Community (BiC) to identify how other organisations have addressed under-representation within the workforce and non-disclosure.</p> <p>We should be able to report on the BiC benchmark for ethnicity, age and gender for the next quarter. Temperature Check results will be analysed by ethnicity to look for trends across the Council and for different services.</p> <p>We will be targeting those services where information on ethnicity has not been provided/prefer not to say, to encourage self-reporting.</p> <p>The implementation of the training plan for managers and staff (including Recruitment and Selection, Unconscious Bias and Dignity at Work) is continuing.</p>
	Benchmarking	Not applicable		

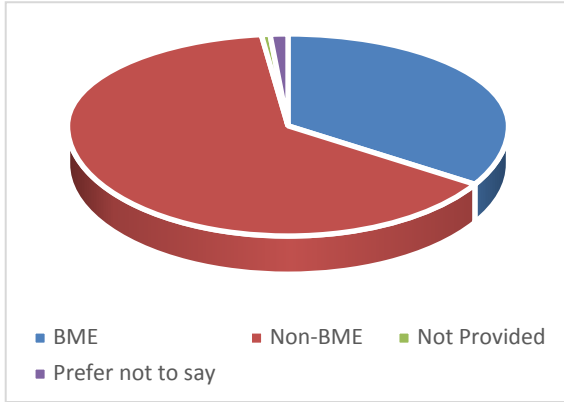
KPI 4 – The percentage of employees from BME Communities

Breakdown by Directors (numbers)

	BME	Non-BME	Not Provided	Prefer not to say
A2020 - Programme Director	2			
CD - Adults' Care & Support	22	36		
CD - Children's Care & Support	355	546	9	6
CD - Culture and Recreation	26	52	1	
CD - Education	113	224	1	1
Chief Executive		4		
Commissioning Programme Manager	95	319	3	2
Director Public Health	4	10		
Finance Director	22	32		
Director of Law and Governance	23	43		1
OD - Adults' Care Support	124	144	5	
OD - Children's Care & Support	98	98	3	1
OD - Clean & Green	35	272	2	2
OD - Enforcement	53	104		3
OD - Homelessness & Worklessness	44	106		
OD - Housing Management	169	195	3	2
Strat & Prog Director	8	45		2
Strategic Director CCSD	14	25		19
Strategic Director F&I	5	20		17
Strategic Director G&H		2		
Strategic Director SDI	1	5		



BME	Non-BME	Not Provided	Prefer not to say
1213	2282	27	56
33.9%	64%	1%	2%



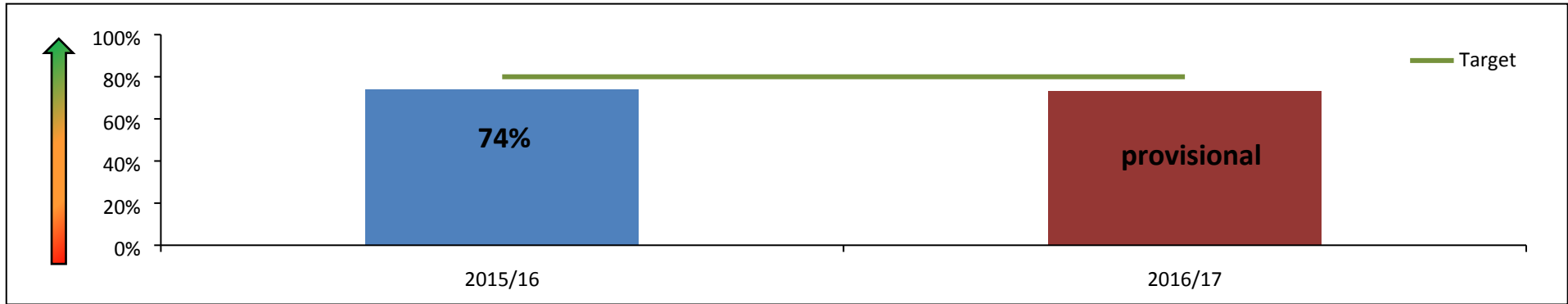
EQUALITIES AND COHESION

End of Year 2016/17

KPI 5 – The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together

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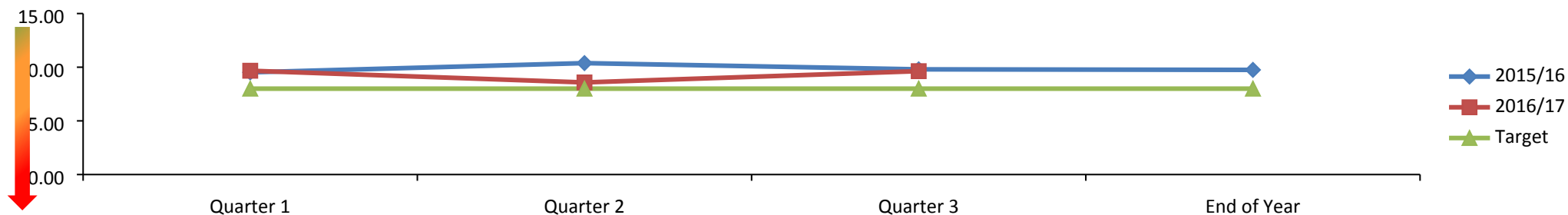
Definition	Residents Survey question: ‘To what extent do you agree that this local area is a place where people from different backgrounds get on well together’ The percentage of respondents who responded with either ‘Definitely agree’ or ‘Tend to agree’.	How this indicator works	Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1000 residents (adults, 18+).
What good looks like	An improvement in performance would see a greater percentage of residents believing that the local area is a place where people from different backgrounds get on well together.	Why this indicator is important	Community cohesion is often a difficult area to measure. However, this perception indicator gives some indication as to how our residents perceive community relationships to be within the borough.
History with this indicator	Although this question was included in the historical Place Survey, due to the survey methodology, results are not comparable.	Any issues to consider	Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.
		Annual Result	DOT from 2015/16
2016/17		73% (provisional)	↓
Target		80%	
2015/16		74%	



A	<p>Performance Overview</p> <p>Results for this indicator have decreased slightly dropping from 74% to 73%. Given the circumstances, nationally as a result of Brexit and the reported rise in hate crime in places across the country it is positive to note that performance for this indicator is holding steady. The borough has not seen a huge increase a hate crime post Brexit. However, the performance for this indicator is still below the target of 80% and therefore RAG rated Amber.</p>	<p>Actions to sustain or improve performance</p>	<p>Results of the Residents' Survey will be analysed in detail and we will be working over the coming months to ensure the Council responds appropriately.</p>
<p>Benchmarking</p> <p>National Average 2015/16: 86% (Benchmarking data for 2016/17 not available)</p>			

EQUALITIES AND COHESION			Quarter 3 2016/17
KPI 32 – The average number of days lost due to sickness absence			
Definition	The average number of days sickness across the Council, (excluding staff employed directly by schools). This is calculated over a 12-month rolling year, and includes leavers.	How this indicator works	The sickness absence data is monitored closely by the Workforce Board and a HR Project Group meets weekly to review this and identify “hot spots”, to ensure that appropriate action is being taken. Managers also have a “dash board” on Oracle to monitor sickness in their areas.
What good looks like	That the target of 8 days by 31 December 2016 is achieved and maintained.	Why this indicator is important	This indicator is important because of the cost to the Organisation of sickness absence and for the well-being of its employees, which is why the emphasis is on early intervention wherever possible.
History with this indicator	Sickness absence rates have gone up and down, which may be for various reasons and changes to the workforce with groups of employees transferring in or out makes comparison difficult.	Any issues to consider	Mandatory briefings sessions are being held for managers, similar to when the Managing Attendance (Sickness Absence) Procedure was introduced in 2013, to ensure that they understand their responsibilities, and take appropriate action when employees hit the “trigger points”.

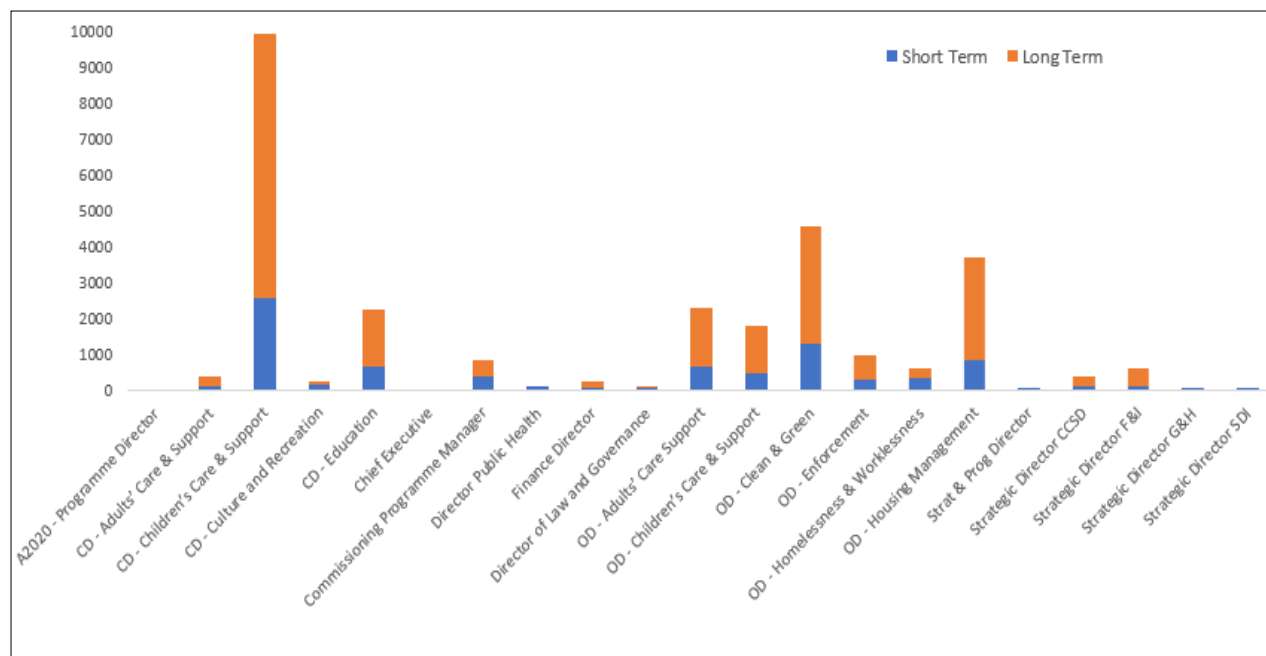
Monthly average	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	9.67	8.58	9.63		↓
Target	8	8	8	8	
2015/16	9.52	10.38	9.80	9.75	



R	<p>Performance Overview</p> <p>There has been an increase in the average sickness absence for Quarter 3.</p> <p>The sickness briefings have been completed. It will take some time for this to show a sustained reduction in absence. We have seen a reduction since last year, but it will take some time for the leavers to not have an impact on average absences. We also have staff with long term absence who have returned to work with good support, and are showing a sustained improvement in absence. However, it will be up to 12 months before this is reflected in their sickness record under the Best Value Performance Indicator calculation.</p>	<p>Actions to sustain or improve performance</p> <p>Sickness briefings have been completed and all but a small number of managers attended. For those managers who were unable to attend, a range of alternative arrangements are in place - this includes practical dashboard sessions, mini-briefings and e-learning. We are confident that key messages will soon be fully understood by all managers and supervisors. This will be followed up by compliance reporting.</p> <p>Analysis shows that a significant number of staff – over 2000 have had no absence over the last 12 months, and our scrutiny of the data will ensure that we target resources on the areas where interventions are required. New hotspots have been agreed. A change to the absence procedure will enable managers to move quickly to absence review.</p> <p>A workplace flu immunisation programme has been completed and higher levels than in 2015/16 were achieved. The Council has been accredited with the Mayor of London Healthy Work Place award at commitment level. We are working on actions which should help us to reach achievement and excellence level. These actions will all continue to promote good health and wellbeing within the workplace.</p>
Benchmarking	<p>The average performance in London is 7.9 days, (across 27 authorities which collect data through the London Authority Performance System (LAPS)). This includes some Councils with small numbers of 'blue collar' staff and sickness levels tend to be lower in these authorities, which will influence the overall average.</p>	

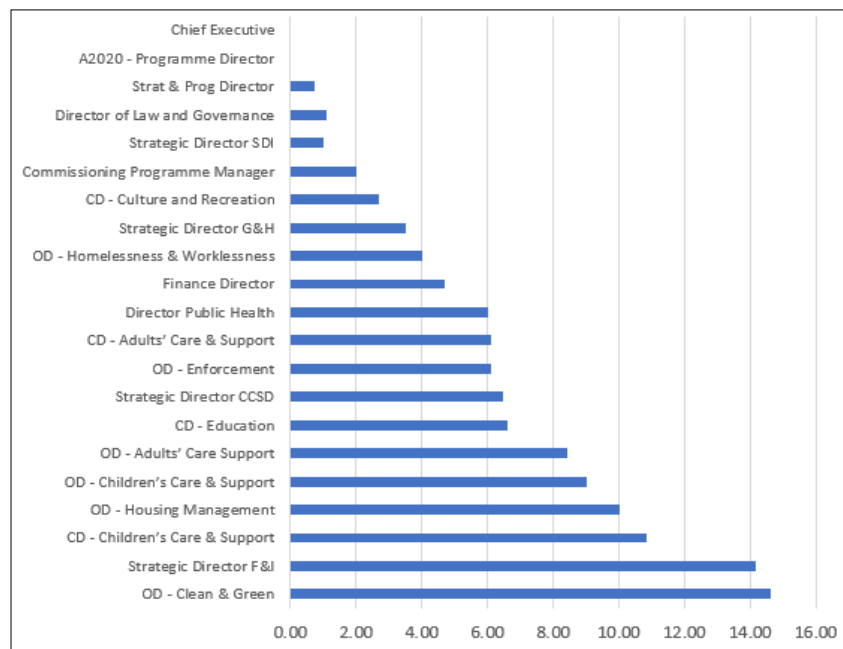
KPI 32 – The average number of days lost due to sickness absence (Additional Information)

Director	Short Term	Long Term	Total days per Directorate
A2020 - Programme Director	0	0	0
CD - Adults' Care & Support	112.75	241.5	354.25
CD - Children's Care & Support	2538.3	7409	9947.3
CD - Culture and Recreation	154.5	59	213.5
CD - Education	640.5	1599	2239.5
Chief Executive	0	0	0
Commissioning Programme Manager	386	449	835
Director Public Health	84	0	84
Finance Director	72	181	253
Director of Law and Governance	63.5	22	85.5
OD - Adults' Care Support	666.5	1631	2297.5
OD - Children's Care & Support	449	1351	1800
OD - Clean & Green	1268.5	3275	4543.5
OD - Enforcement	266.25	713	979.25
OD - Homelessness & Worklessness	310.5	293	603.5
OD - Housing Management	826	2869	3695
Strat & Prog Director	29.5	0	29.5
Strategic Director CCSD	98	278	376
Strategic Director F&I	99	496	595
Strategic Director G&H	7	0	7
Strategic Director SDI	6	0	6



Director	Average Days Per Headcount
OD - Clean & Green	14.61
Strategic Director F&I	14.17
CD - Children's Care & Support	10.86

OD - Housing Management	10.01
OD - Children's Care & Support	9.00
OD - Adults' Care Support	8.42
CD - Education	6.61
Strategic Director CCSD	6.48
OD - Enforcement	6.12
CD - Adults' Care & Support	6.11
Director Public Health	6.00
Finance Director	4.69
OD - Homelessness & Worklessness	4.02
Strategic Director G&H	3.50
CD - Culture and Recreation	2.70
Commissioning Programme Manager	1.99
Strategic Director SDI	1.00
Director of Law and Governance	1.28
Strat & Prog Director	0.54
A2020 - Programme Director	0.00
Chief Executive	0.00



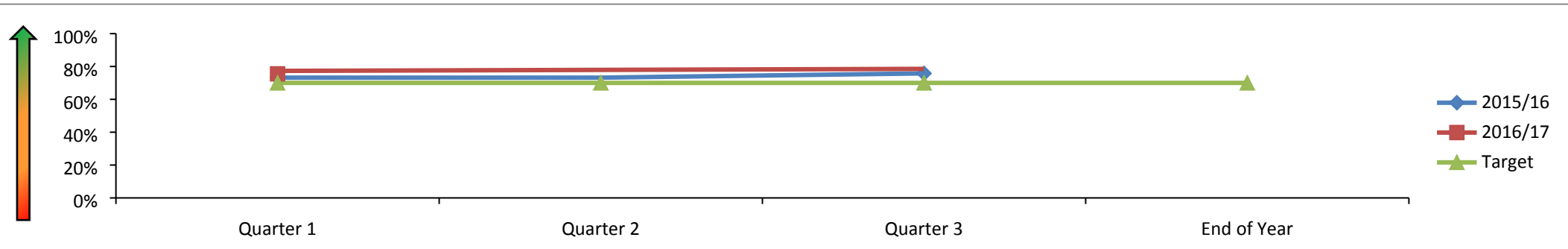
EQUALITIES AND COHESION

Quarter 3 2016/17

KPI 33 – The percentage of staff who are satisfied working for the Council

Definition	The responses to questions in the Staff Temperature Check Survey on working for the Council.	How this indicator works	This is a survey of a representative cross section of the workforce and is followed by focus groups to explore the results. The results are reported to the Workforce Board, Members at the Employee Joint Consultative Committee, Trade Unions and Staff Networks and published on Intranet
What good looks like	That the positive response rate is maintained and continues to improve.	Why this indicator is important	Staff temperature checks are “statistically valid” and this indicator provides an important measure of how staff are engaged when going through major change; it gives them an opportunity to say how this is impacting on them.
History with this indicator	The Staff Temperature Check Survey is run two or three times a year and the questions are linked to those in the all Staff Survey to enable benchmarking with previous years back to 2006.	Any issues to consider	Depends on how changes and restructures continue to be managed locally and / or the impact on the individuals in those areas.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2015/16
2016/17	75.52%	Survey not conducted	76%		↑
Target	70%	70%	70%	70%	
2015/16	73.20%	Survey not conducted	75.80%	Survey not conducted	



Performance Overview	<p>The temperature check was circulated to all employees through an online survey, and a paper copy to those without regular access to PCs. The response rate for this survey has increased overall, and there were more paper copies returned than the previous quarter.</p> <p>The percentage of staff satisfied with working for the Council continues to be above target and has remained at the same level as Quarter 1. This is a positive measure, as the number of staff taking part in the survey increased, making the results more reliable. Maintaining high levels of satisfaction with working with the Council during a period of significant change is a very encouraging engagement measure.</p>	Actions to sustain or improve performance	<p>We continue to working with managers of staff without regular access to PCs. Their active involvement has led to an increase in the response rate from this group. In addition, Directors encouraged all staff to participate. We plan to run focus groups with staff to help us understand the temperature check results overall, and engage with them further. Service specific staff roadshows are planned between January and April, and a follow up temperature check will be run in April/May 2017.</p>
Benchmarking	No benchmarking data available – Local measure only		

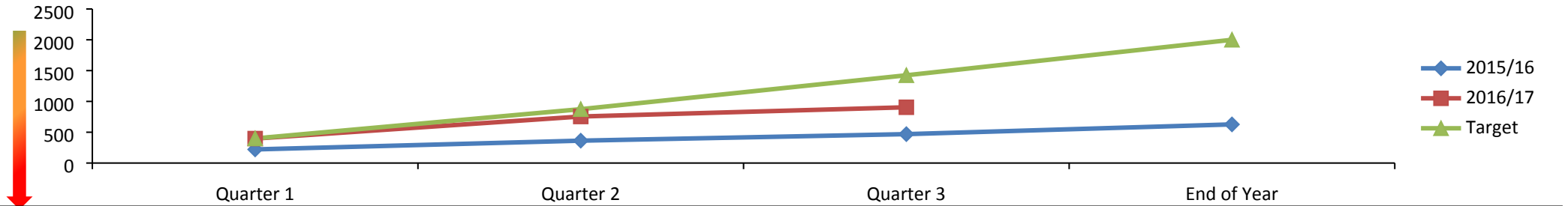
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Environment and Street Scene – Key Performance Indicators 2016/17

ENVIRONMENT AND STREET SCENE Quarter 3 2016/17
KPI 6 – The weight of fly tipped material collected (tonnes)

Definition	Fly tipping refers to dumping waste illegally instead of using an authorised method.	How this indicator works	(1) Fly-tip waste disposed at Material Recycling Facility and provided with weighbridge tonnage ticket to show net weight. The weights for all vehicles are collated monthly by East London Waste Authority (ELWA) and sent to boroughs for verification. (2) Following verification of tonnage data, ELWA sends the data to the boroughs and this is the source information for reporting the KPI.		
What good looks like	In an ideal scenario fly tipping trends should decrease year on year and below the corporate target if accompanied by a robust enforcement regime.	Why this indicator is important	In order to show a standard level of cleanliness in the local authority, fly tipping needs to be monitored. This reflects civic pride and the understanding the residents have towards our service and their own responsibilities.		
History with this indicator	2015/16 – 627 tonnes collected 2014/15 – 709 tonnes collected	Any issues to consider	During Christmas and New Year, fly-tipped waste tends to increase.		
	Quarter 1	Quarter 2	Oct 16 and Nov 16	End of Year	DOT from Qtr 3 2015/16
2016/17	397 tonnes	755 tonnes	905 tonnes		↓
Target	399 tonnes	874 tonnes	1,424 tonnes	2,000 tonnes	
2015/16	221 tonnes	363 tonnes	469 tonnes	627 tonnes	

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G	<p>Performance Overview</p> <p>*We are yet to receive the December 2016 actual figures for this indicator from East London Waste Authority (ELWA). It is anticipated that by the end of January, will received the actual figures for December 2016. Therefore, we are only able to report the actual figures for October – 83.92 tonnes and November – 66.56 tonnes, making the total for quarter 3 thus far to 905 tonnes. Based on these figures, the prediction is that the year-end actual tonnage for this indicator is likely to be below the target of 2000 tonnes.</p>	<p>Actions to sustain or improve performance</p>	<p>Work has also been carried out to monitor our waste tonnage data monthly to be more accurate and have found that there were some discrepancies where waste had been allocated to the wrong waste type. We are now confident that we measure fly-tipped waste separately from household bulky waste which has resulted in higher fly tipped waste when compared to last quarter. Fly-tipped waste correctly removed from the domestic waste stream also improves our recycling rates and residual waste per household indicators respective. Further work includes:</p> <ul style="list-style-type: none"> • The continuing work of the area managers and enforcement team to pursue and prosecute fly-tippers. • Quick response to fly-tips stops them from building up and increasing the tonnage and may deter those who would add to existing fly-tips.
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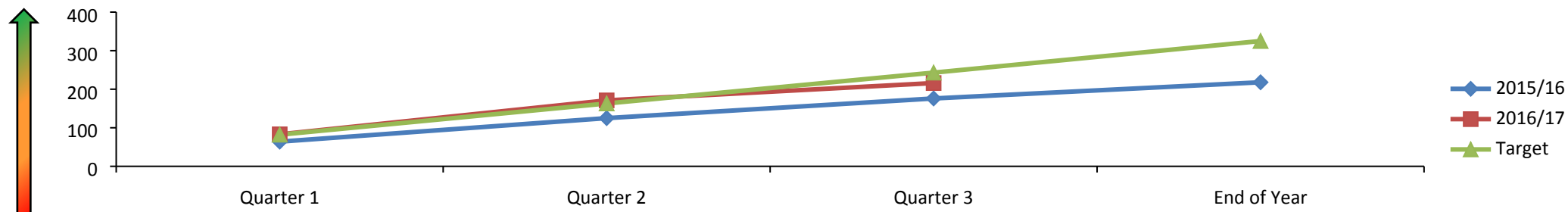
Benchmarking We benchmark our fly tipping waste on a monthly basis with other ELWA partners. However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc).

ENVIRONMENT AND STREET SCENE **Quarter 3 2016/17**
KPI 7 – The weight of waste recycled per household (kg)

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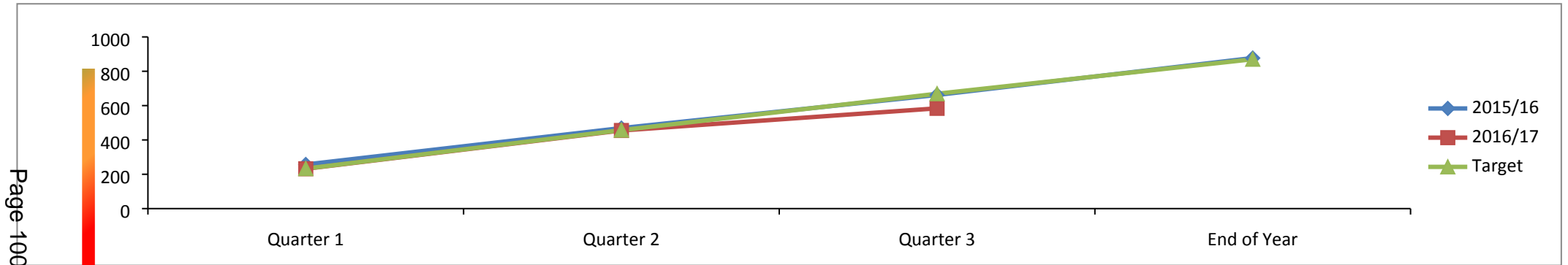
Definition	Recycling is any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes.	How this indicator works	This indicator is the result of all recyclate collected through our brown bin recycling service, brink banks, RRC (Reuse & Recycling Centre) and ‘back-end’ recycling from the Mechanical and Biological Treatment (MBT) Plant. The total recycled materials weight in kilograms is divided by the total number of households in the borough (74,344 households 2016/17).
What good looks like	An increase in the amount of waste recycled per household.	Why this indicator is important	It helps us understand public participation. It is also important to evaluate this indicator to assess operational issues and look for improvements in the collection service.
History with this indicator	2015/16 – 218kg per household 2014/15 – 291kg per household	Any issues to consider	August recycling low due to summer holidays.

	Quarter 1	Quarter 2	Oct 16 and Nov 16	End of Year	DOT from Qtr 3 2015/16
2016/17	83 kg	171 kg	216 kg		
Target	82 kg	163 kg	243 kg	325kg	
2015/16	64 kg	125 kg	176 kg	218kg	



<p>Performance Overview</p> <p style="font-size: 2em; text-align: center; background-color: green; color: black; padding: 10px;">G</p>	<p>*We are yet to receive the December 2016 actual figures for this indicator from East London Waste Authority (ELWA). It is anticipated that by the end of January, will received the actual figures for December 2016. Therefore, we are only able to report the actual figures for October – 23.23 kg per household and November – 21.42 kg per household, making the total for quarter 3 thus far to 216 kg. It is anticipated that the recycling rate at year-end will hold strong when compared to last year.</p>	<p>Actions to sustain or improve performance</p>	<p>The Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. Addressing this issue will be crucial to maintain LBBD’s recycling rate. The Waste Minimisation Team are currently completing a request for funding from Resource London, for a substantial review of contamination in LBBD’s recycling collection to better target the issue. The team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents, instructing and educating to resolve contamination from households.</p>
<p>Benchmarking</p>	<p>We benchmark our recycling waste on a monthly basis with other ELWA partners. LBBD is ranked third out of the four ELWA boroughs (1st Havering; 2nd Redbridge; 3rd LBBD and 4th Newham). However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.)</p>		
<p>ENVIRONMENT AND STREET SCENE KPI 8 – The weight of waste arising per household (kg)</p>		<p>Quarter 3 2016/17</p>	
<p>Definition</p>	<p>Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.</p>	<p>How this indicator works</p>	<p>This indicator is a result of total waste collected through kerbside waste collections, Frizlands RRC (Reuse & Recycling Centre), bulky waste and street cleansing minus recycling and garden waste collection tonnages. The residual waste in kilograms is divided by the number of households in the borough (74,344 households 2016/17).</p>
<p>What good looks like</p>	<p>A reduction in the amount of waste collected per household.</p>	<p>Why this indicator is important</p>	<p>It reflects the council’s waste generation intensities which are accounted on a monthly basis. It derives from the material flow collected through our grey bin collection, Frizlands RRC residual waste, bulk waste and street cleansing collections services.</p>

History with this indicator	2015/16 – 877kg 2014/15 – 952kg		Any issues to consider	Residual waste generally low in month of August due to summer holidays and high during Christmas/New Year and Easter breaks.	
	Quarter 1	Quarter 2	Oct 16 and Nov 16	End of Year	DOT from Qtr 3 2015/16
2016/17	232 kg	455 kg	584 kg		↑
Target	233 kg	457 kg	669 kg	870 kg	
2015/16	257 kg	469 kg	662 kg	877 kg	

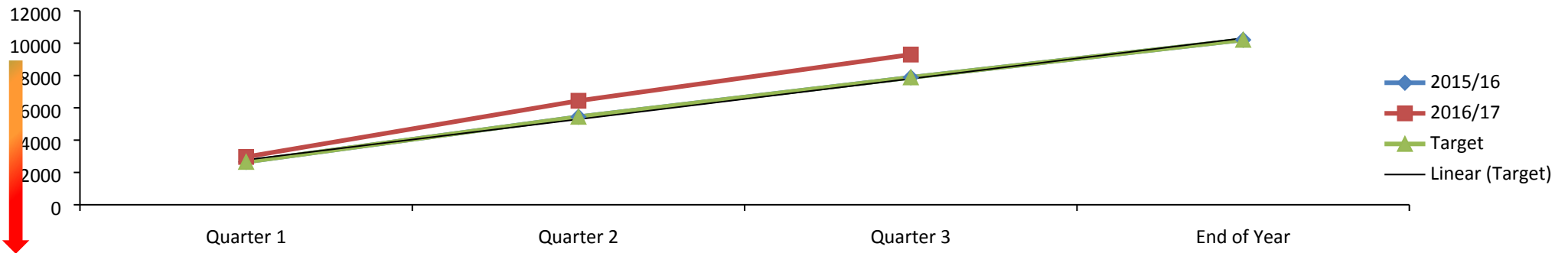


Performance Overview	*We are yet to receive the December 2016 actual figures for this indicator from East London Waste Authority (ELWA). It is anticipated that by the end of January, will received the actual figures for December 2016. Therefore, we are only able to report the actual figures for October – 62.32 kg per household and November – 66.97 kg per household, making the total for quarter 3 thus far to 584 kg. this good performance is due in part to the increase in the levels of recycling this year when compared to last year. Among other things, the more we recycle, the lower the residual waste per household.	Actions to sustain or improve performance	Work is being continued to police the number of large bins being delivered. Increased communications campaigns such as the one tonne tour and the slim your bin campaign are also ramping up through the winter.
G			Corrections to waste reporting have started to have any impact on high household waste levels with waste being correctly categorised and removed from the household waste stream.
Benchmarking	We benchmark our fly tipping waste on a monthly basis with other ELWA partners. However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.).		

Enforcement and Community Safety – Key Performance Indicators 2016/17

ENFORCEMENT AND COMMUNITY SAFETY					Quarter 3 2016/17
KPI 9 – The number of ASB incidents reported in the Borough (ASB Team, Housing, Environmental and Enforcement and Police)					
Definition	Anti-social behaviour (ASB) includes Abandoned Vehicles, Vehicle Nuisance, Rowdy/Inconsiderate Behaviour, Rowdy /Nuisance Neighbours, Malicious/Nuisance Communications, Street Drinking, Prostitution Related Behaviour, Noise and Begging.			How this indicator works	Simple count of ASB incidents reported to the following ASB services: The Council ASB Team, Environmental and Enforcement Services, Housing Services, Police
What good looks like	Ideally we would see a year on year reduction in ASB calls reported to the Police and Council.			Why this indicator is important	ASB is a Community Safety Partnership priority.
History with this indicator	2015/16: 10,208 calls 2014/15: 11,828 calls			Any issues to consider	Corporate reporting measures the combined number of ASB incidents reported to the Police and Council. Police only figures are also reported separately within the organisation.
	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2015/16
2016/17	2,962	6,436	9,297		↓
Target	2,651	5,442	7,883	10,207	
2015/16	2,652	5,443	7,884	10,208	

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Performance Overview	Overall combined reports to ASB services is up 10% (+869 incidents) year to date at December 2016 compared to the previous year. ASB calls to the Police are up by 620 incidents (+14%).		There is a plan in place to address ASB in the main hotspot areas of Abbey / Gascoigne and Academy Way. This plan includes:
R	Overall there has been a 17% increase (up 529 incidents) in ASB reported to both the Council's ASB team and Environmental and Enforcement services ASB incidents reported to Housing was down by 58% compared to the same point last year although this is mainly due to recording issues.	Actions to sustain or improve performance	<ol style="list-style-type: none"> 1. Operation Avarice targeting antisocial behaviour and disorder in Barking Town Centre. 2. Action is being taken against key individuals who are believed to be involved in antisocial behaviour to manage their behaviour in the longer term.
Benchmarking	There is currently no mechanism to benchmark ASB incidents across London Councils.		

KPI 9 – The number of ASB incidents reported in the Borough (Additional information)

Breakdown of ASB categories and types to partnership services

1.1 Breakdown of ASB reported to the police

Asb Type	Asb Category	2015/16 YTD to Dec 2015	2016/17 YTD to Dec 2016	% change	Difference	% of ASB type YTD at Dec 2016	% of overall ASB YTD at Dec 2016
ASB Environmental	Animal Problems	1	2	100.0%	1	1.4%	0.0%
	ASB Nuisance	1		-100.0%	-1	0.0%	0.0%
	Begging / Vagrancy	7	1	-85.7%	-6	0.7%	0.0%
	Fireworks	1	5	400.0%	4	3.5%	0.1%
	Littering / Drugs Paraphernalia	24	21	-12.5%	-3	14.7%	0.4%
	Noise	21	20	-4.8%	-1	14.0%	0.4%
	Not Mapped	15	16	6.7%	1	11.2%	0.3%
	Prostitution Related Activity	1	3	200.0%	2	2.1%	0.1%
	Rowdy / Nuisance Neighbours	14	16	14.3%	2	11.2%	0.3%
	Rowdy Or Inconsiderate Behaviour	22	16	-27.3%	-6	11.2%	0.3%

Asb Type	Asb Category	2015/16 YTD to Dec 2015	2016/17 YTD to Dec 2016	% change	Difference	% of ASB type YTD at Dec 2016	% of overall ASB YTD at Dec 2016
	Trespass	8	17	112.5%	9	11.9%	0.3%
	Vehicle Abandoned - Not stolen	7	9	28.6%	2	6.3%	0.2%
	Vehicle Nuisance / Inappropriate Use	10	17	70.0%	7	11.9%	0.3%
ASB Environmental Total		132	143	8.3%	11	100.0%	2.8%
ASB Nuisance	Animal Problems	23	14	-39.1%	-9	0.3%	0.3%
	ASB Environmental	1	5	400.0%	4	0.1%	0.1%
	ASB Nuisance		1	100.0%	1	0.0%	0.0%
	ASB Personal	5	3	-40.0%	-2	0.1%	0.1%
	Begging / Vagrancy	146	231	58.2%	85	5.1%	4.5%
	Fireworks	87	147	69.0%	60	3.3%	2.9%
	Littering / Drugs Paraphernalia	20	21	5.0%	1	0.5%	0.4%
	Noise	306	321	4.9%	15	7.1%	6.3%
	Not Mapped	255	360	41.2%	105	8.0%	7.1%
	Nuisance Calls	8		-100.0%	-8	0.0%	0.0%
	Prostitution Related Activity	28	24	-14.3%	-4	0.5%	0.5%
	Rowdy / Nuisance Neighbours	507	502	-1.0%	-5	11.1%	9.8%
	Rowdy Or Inconsiderate Behaviour	1654	1926	16.4%	272	42.7%	37.8%
	Street Drinking	21	16	-23.8%	-5	0.4%	0.3%
	Trespass	109	136	24.8%	27	3.0%	2.7%
	Veh Abandoned - Not stolen	77	91	18.2%	14	2.0%	1.8%
	Veh Nuisance / Inappropriate Use	606	716	18.2%	110	15.9%	14.0%
ASB Nuisance Total		3853	4514	17.2%	661	100.0%	88.5%
ASB Personal	Animal Problems	4	5	25.0%	1	1.1%	0.1%
	ASB Environmental	2	1	-50.0%	-1	0.2%	0.0%
	ASB Nuisance	5	2	-60.0%	-3	0.5%	0.0%

Asb Type	Asb Category	2015/16 YTD to Dec 2015	2016/17 YTD to Dec 2016	% change	Difference	% of ASB type YTD at Dec 2016	% of overall ASB YTD at Dec 2016
	Begging / Vagrancy	5	2	-60.0%	-3	0.5%	0.0%
	Fireworks	1	2	100.0%	1	0.5%	0.0%
	Littering / Drugs Paraphernalia	2	1	-50.0%	-1	0.2%	0.0%
	Noise	9	12	33.3%	3	2.7%	0.2%
	Not Mapped	35	49	40.0%	14	11.1%	1.0%
	Nuisance Calls	1		-100.0%	-1	0.0%	0.0%
	Prostitution Related Activity		6	600.0%	6	1.4%	0.1%
	Rowdy / Nuisance Neighbours	206	149	-27.7%	-57	33.8%	2.9%
	Rowdy Or Inconsiderate Behaviour	171	166	-2.9%	-5	37.6%	3.3%
	Street Drinking		1	100.0%	1	0.2%	0.0%
	Trespass	7	3	-57.1%	-4	0.7%	0.1%
	Vehicle Abandoned - Not stolen	3	2	-33.3%	-1	0.5%	0.0%
	Vehicle Nuisance / Inappropriate Use	42	40	-4.8%	-2	9.1%	0.8%
	ASB Personal Total	493	441	-10.5%	-52	100.0%	8.7%
	Grand Total	4478	5098	13.8%	620		100.0%

1.2 Breakdown of number of ASB reports to Police per ward using 2016/17 YTD figures at Dec 2016

Ward	2015/16 YTD to Dec 2015	2016/17 YTD to Dec 2016	% Change	Difference
Abbey	662	954	44.1%	292
Alibon	110	179	62.7%	69
Becontree	226	349	54.4%	123
Chadwell Heath	180	175	-2.8%	-5
Eastbrook	213	174	-18.3%	-39
Eastbury	233	294	26.2%	61
Gascoigne	221	258	16.7%	37

Goresbrook	204	238	16.7%	34
Heath	307	256	-16.6%	-51
KG Not Mapped	44	79	79.5%	35
Longbridge	205	211	2.9%	6
Mayesbrook	289	253	-12.5%	-36
Parsloes	127	197	55.1%	70
River	250	254	1.6%	4
Thames	503	515	2.4%	12
Valence	151	227	50.3%	76
Village	295	226	-23.4%	-69
Whalebone	258	259	0.4%	1
Grand Total	4478	5098	13.8%	620

1.3 ASB reported to Council ASB Team and Environmental Enforcement Services as recorded on Flare

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ASB reported to the Council's ASB Team and Environmental and Enforcement Services combined (Taken from Flare Database)

CATEGORY	2015/16 YTD at Qtr 3	2016/17 YTD at Qtr 3	% Change	Difference	% of 2016/17 YTD Total
(ASB) Criminal damage / vandalism	11	9	-18.2%	-2	0.2%
(ASB) Drug Related	27	10	-63.0%	-17	0.3%
(ASB) Environmental	28	21	-25.0%	-7	0.5%
(ASB) General Harassment	48	50	4.2%	2	1.3%
(ASB) Vehicle related nuisance	16	13	-18.8%	-3	0.3%
(ENF) ASB	0	3	300%	3	0.1%
(EYE) *Eyesore garden	1682	1963	16.7%	281	49.3%
(FR) Noise - Animals	1	1	0.0%	0	0.0%
(FR) Noise - People, DIY, music	8	18	125.0%	10	0.5%
(GRAF) *Graffiti - Non Offensive	498	273	-45.2%	-225	6.9%
(GRAF) *Graffiti - Offensive	201	146	-27.4%	-55	3.7%
(Noise/ASB) *Noise	93	117	25.8%	24	2.9%

(NSE) CIEH - Other Animals and	23	19	-17.4%	-4	0.5%
(NSE) CIEH - People Noise (e.g	813	1335	64.2%	522	33.6%
Grand Total	3449	3978	15.3%	529	100.0%

1.4 ASB reported to the Councils Housing Services as recorded on Capita

	2015/16 YTD at Qtr 3	2016/17 YTD at Qtr 3	% Change	Difference	% of 2016/17 YTD total at Dec 2016
ASB ABANDONED NUISANCE VEHICLE	1	1	0.0%	0	0.5%
ASB ALCOHOL MISUSE	2	3	50.0%	1	1.4%
ASB BULK WASTE REMOVAL	5	0	-100.0%	-5	0.0%
ASB CRIMINAL BEHAVIOUR	17	11	-35.3%	-6	5.0%
ASB DOMESTIC VIOLENCE	11	5	-54.5%	-6	2.3%
ASB DRUG MISUSE OR DEALING	31	19	-38.7%	-12	8.6%
ASB HARASSMENT OR INTIMIDATION	100	70	-30.0%	-30	31.7%
ASB HATE CRIME	9	6	-33.3%	-3	2.7%
ASB LITTER REFUSE FLY-TIPPING	49	6	-87.8%	-43	2.7%
ASB MISUSE OF COMMUNAL AREAS	95	24	-74.7%	-71	10.9%
ASB NOISE NUISANCE	128	59	-53.9%	-69	26.7%
ASB PHYSICAL VIOLENCE	5	6	20.0%	1	2.7%
ASB SEXUAL ACTS OR SEX TRADE	2	2	0.0%	0	0.9%
ASB VANDALISM OR DAMAGE	30	10	-66.7%	-20	4.5%
MARAC	16	0	-100.0%	-16	0.0%
Total	501	221	-55.9%	-280	100.0%

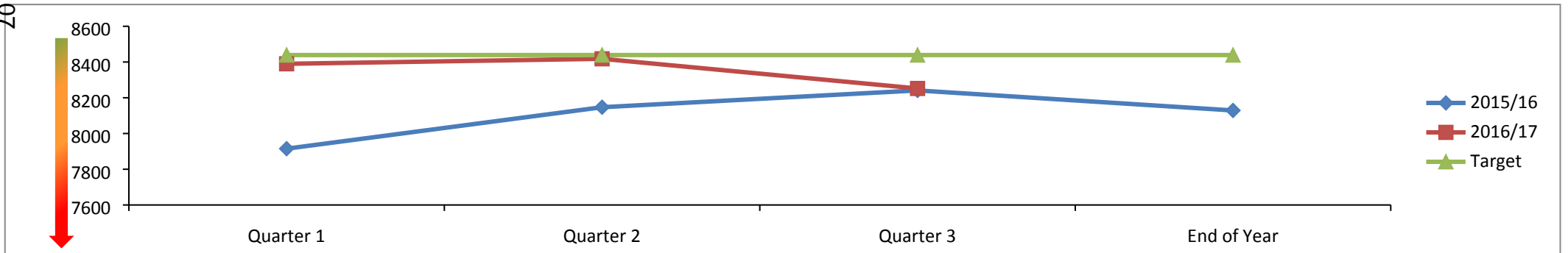
ENFORCEMENT AND COMMUNITY SAFETY

Quarter 3 2016/17


KPI 10 – The total number of Priority Neighbourhood Crimes

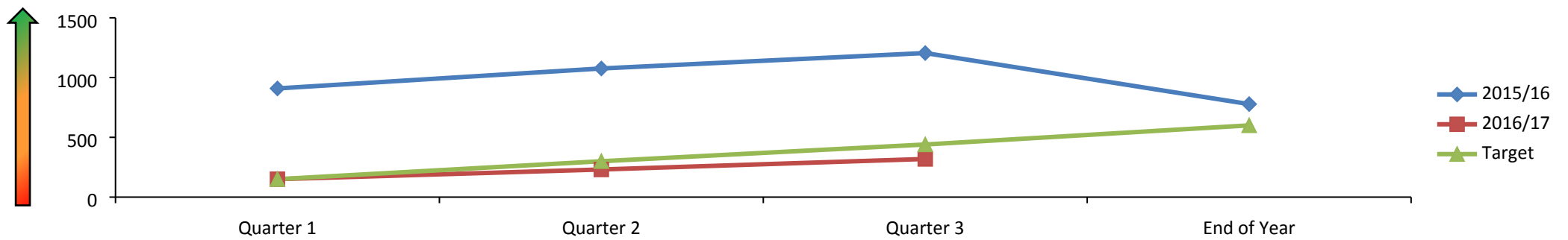
Definition	The number of the 7 neighbourhood crimes (burglary, criminal damage, robbery, theft from a motor vehicle, theft from a person, theft of a motor vehicle and violence with injury) that occur in the borough			How this indicator works	The Mayor’s Office for Policing and Crime (MOPAC) introduced London’s first Police and Crime Plan which set out what the Mayor wanted to achieve by 2016 – reducing the 7 priority neighbourhood crimes.
What good looks like	The Police and Crime Plan set out MOPAC’s challenge to the Metropolitan Police Service to cut 7 neighbourhood crimes by 20% on the 2011/12 baseline to the end of 2015/16.			Why this indicator is important	The MOPAC 7 have been identified as priority neighbourhood crime.
History with this indicator	Barking and Dagenham met the MOPAC challenge to reduce priority crimes by 20% by March 2016 from the 2011/12 baseline (10549), so performance was good. The London average during this period was 18.9% which means the target for London was not met but we achieved our contribution.			Any issues to consider	There will be seasonal variations for the individual crime types. The Mayor’s office is reviewing the Mayor priorities and new targets will be issued in January 2017.
	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2015/16
2016/17	8,390	8,418	8,252		↓
Target	8,439	8,439	8,439	8,439	
2015/16	7,915	8,147	8,241	8,129	

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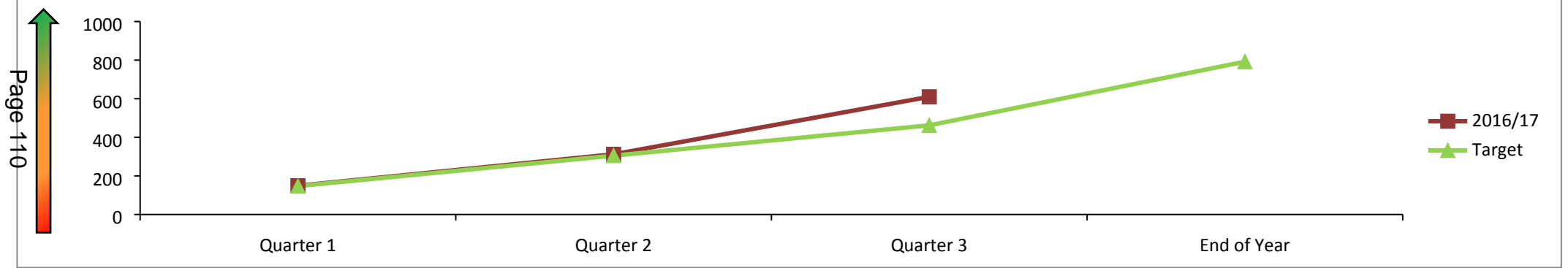
Performance Overview	Using rolling 12 month figures to (3 rd January 2017) (8252) the average across the year is -21.8% against the 2011/12 baseline (10,549). The partnership continues to achieve the 20% reduction against the 2011/12 baseline.	Actions to sustain or improve performance	<u>Burglary</u> - Target hardening through the work of the Community Safety Team in crime prevention road shows. <u>Robbery</u> - Robust targeting of offenders and visible policing in areas identified through crime mapping. <u>Criminal Damage</u> - The Police's proactive response to criminal damage has increased, leading to an increase in the number of arrests for going equipped to commit criminal damage <u>Theft from person</u> : In order to continue to tackle theft from person, the police are currently working on an initiative with the Safer Transport Command aimed at identifying and targeting known 'dippers'.
G			
Benchmarking	The average across the Metropolitan Police is -16.5%.		

ENFORCEMENT AND COMMUNITY SAFETY					Quarter 3 2016/17	
KPI 11 – The number of properties brought to compliance by private rented sector licensing						
Definition	The number of unlicensed non-compliant properties brought to licence by the private sector.		How this indicator works	This indicates the activities relating to the number of unlicensed properties brought to licence through the licensing scheme.		
What good looks like	An increase in the number of unlicensed properties brought to licence		Why this indicator is important	We are aware of 2000 properties that are currently unlicensed and are required to be licensed under the Housing Act 2004. As an enforcement service, we need to ensure those properties are brought into compliance through enforcement licensing intervention.		
History with this indicator	The scheme has been live since September 2014, and compliance visits have now peaked, from the estimated 16,000 properties in the borough targeted for compliance.		Any issues to consider	Compliance visits are generally low during Christmas and year end due to staff taking holidays.		
	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2015/16	
2016/17	150	231	319			
Target	150	300	440	600		
2015/16	909	1,985	3,190	909		



<p>Performance Overview</p> <p style="text-align: center; font-size: 2em; background-color: red; color: black; padding: 10px;">R</p>	<p>Approximately 16,000 licensable properties were identified at the beginning of the private rented licensing scheme in 2014. To date around 12,700 have applied for a licence. A further 2,000 are not eligible for a licence. As a result, the focus of the service is to target the outstanding 1,400 properties who have failed to register. As a result, the target for the number of properties brought to compliance is low when compared to the previous quarter. Officers have been set a target of visiting 100 unlicensed properties per month, and through enforcement intervention aims to bring to licence 50 unlicensed properties. All landlords that fail to licence will be prosecuted.</p>	<p>Actions to sustain or improve performance</p>	<p>There are approximately 1,400 properties left to inspect, these are licensed and require a compliance visit. It is anticipated that these will likely be made compliant through informal or enforcement action. We will continue to inspect properties that become licensed.</p> <p>Whilst the compliance rate is strong, this indicator doesn't reflect the level of enforcement intervention taken to regulate those that were non-compliant and are unlicensed.</p> <p>We anticipated that the properties that licence in year 1&2 would be compliant.</p>
<p>Benchmarking</p>	<p>There is no national comparison but provisional benchmarking indicates that 6 visits a day per compliance officer would be reasonable. LBBD is the only borough that requires an inspection prior to licensing. Other Boroughs do not have direct targets for compliance visits. However, a working group for the LB of Waltham Forest and the LB of Enfield is now on-going and this is expected to show some constituency and comparison between boroughs.</p>		
<p>ENFORCEMENT AND COMMUNITY SAFETY Quarter 3 2016/17</p> <p>KPI 12 – The number of fixed penalty notices paid / collected</p>			
<p>Definition</p>	<p>There is a target to issue 1,056 fixed penalty notices (FPNs) within the financial year. Of those issued a target collection rate of 75% has been set.</p>	<p>Why this indicator is important</p>	<p>This indicator shows how many FPNs are issued by the team on a monthly basis. This indicator allows Management to see if team outputs are reaching their minimum levels of activity which allows managers to forecast trends. It also allows the management team to track the % of FPNs that are recovered within the month.</p>

What good looks like	This is a new indicator with no historical data for comparison. The direction of travel for this indicator could only be compared from quarter to quarter in this financial year 2016/17.		Any issues to consider	Enforcement activities are generally low during Christmas and year end due to staff taking holidays.	
History with this indicator	There is a target to issue 1,056 FPNs within the financial year. Of those issued a target collection rate of 75% has been set.		Why this indicator is important	This indicator shows how many FPNs are issued by the team on a monthly basis. This indicator allows Management to see if team outputs are reaching their minimum levels of activity which allows managers to forecast trends. It also allows the management team to track the % of FPNs that are recovered within the month.	
	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2015/16
2016/17	149	312	610		n/a
Target	147	305	462	792	
2015/16	New performance measure for 2016/17				

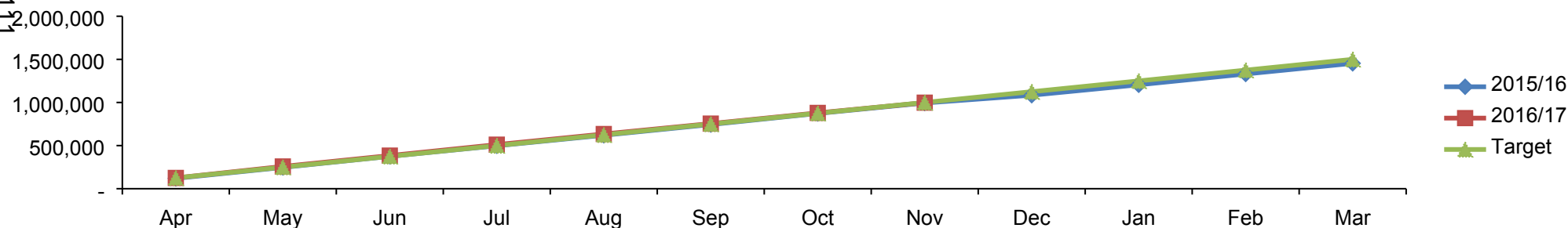


Performance Overview	A new service target of 1,056 fixed penalty notices (FPN's) per year has been set for 2016/17. This equates to 88 FPN's per month. The target for the percentage of fixed penalty notice paid/collected is set at 75%. Being a new indicator, this will be reviewed quarterly and the in-year adjustments made accordingly.	Actions to sustain or improve performance	The service has gone through a restructure. Agency staff have been replaced with permanent officers. It is expected that the number of FPNs will rise steadily.
G			
Benchmarking	It is difficult to benchmark at present as the Team is developing its skills and working practices. Also, the service is currently going through a restructure. Due to this the overall performance of the team is low due to this transitional period.		

Social Care and Health Integration – Key Performance Indicators 2016/17


SOCIAL CARE AND HEALTH INTEGRATION							Quarter 3 2016/17
KPI 13 – The number of leisure centre visits							
Definition	The number of visits to Abbey and Becontree leisure centres.		How this indicator works	The indicator shows the number of visits to Becontree and Abbey leisure centres.			
What good looks like	The target for Leisure Centre Visits is 1,490,000		Why this indicator is important	Low levels of physical activity are a risk factor for ill health and contribute to health inequality. This indicator supports the council in successfully delivering the physical activity strand of the Health and Well Being Strategy. Meeting the target also supports the financial performance of the leisure centres.			
History with this indicator	Total Leisure Centre Visits: 2013/14 = 1,244,668, 2014/15 = 1,282,430, 2015/16 = 1,453,925		Any issues to consider	Performance for July and August 2016 only. Performance for all the entire Quarter 2 period will be available at Quarter 3.			
	Quarter 1	Quarter 2	Oct	Nov	Dec	End of Year	DOT from Qtr 3 2015/16
2016/17	383,895	754,935	878,952	997,736	tbc		↑
Target	367,500	735,000	1,117,500			1,490,000	
2015/16	375,388	744,287	1,084,465			1,453,925	

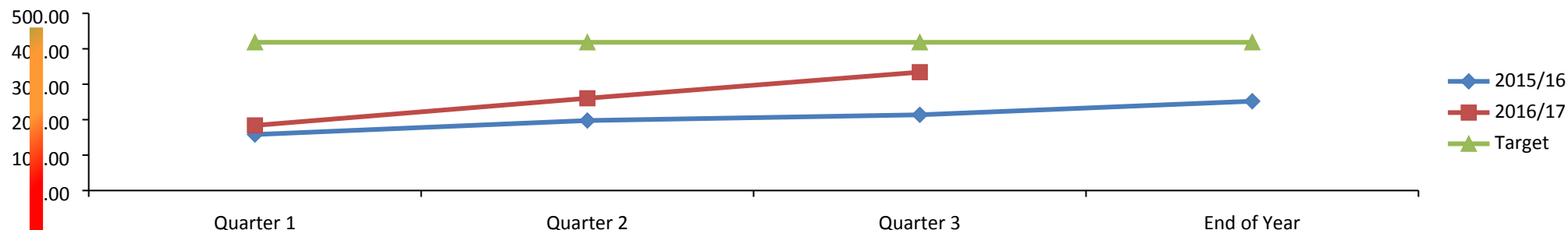
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G	Performance Overview	<ul style="list-style-type: none"> There were 123,325 visits across both leisure centres in August 2016; a 1.2% increase compared to August 2015. To date there have been a total of 634,133 visits to both centres between April and August 2016. This figure compares to 619,990 between April and August 2015. This is an annual increase of 14,143 visits or 2.28%. Abbey has seen a slight reduction in numbers attending compared to the previous year for August and YTD with a 8.4% 	Actions to sustain or improve	<ul style="list-style-type: none"> The One Borough Show was attended by the leisure centre's active team to help promote the centres and memberships. A number of leads were generated which have been followed up. A 'Summer Sizzler' health and fitness membership promotion was launched on 18 July and runs until 31 August 2016. The promotion is for a six week membership for £75.00. After six

	<p>and 7.7% reduction respectively.</p> <ul style="list-style-type: none"> Becontree Heath has an increase of attendance for the month compared to the previous year (1.9%) however the YTD figure has remained similar to the previous year. 		<p>weeks there is a further offer of switching on to a direct debit membership without a joining fee.</p> <ul style="list-style-type: none"> A 'Summer Play Pass' soft play membership promotion was also launched on 25 July and runs until 31 August 2016. The promotion is for unlimited 2 hour play sessions on weekdays throughout the summer holidays.
Benchmarking	No benchmarking data available - local measure only		

SOCIAL CARE AND HEALTH INTEGRATION					Quarter 3 2016/17	
KPI 14 - The total Delayed Transfer of Care Days (per 100,000 population)						
Definition	<p>Delayed transfers of care (delayed days) per 100,000 population aged 18 and over (attributable to either NHS, social care or both) per month.</p> <p>A delayed transfer of care occurs when a patient is ready for transfer from a hospital bed, but is still occupying such a bed. A patient is declared medically optimised and ready to transfer by the clinician(s) involved in their care. The hospital setting can be acute, mental health or non-acute.</p>			How this indicator works	<p>This indicator measures the total number of delayed days recorded in the month regardless of the responsible organisation (social care/ NHS). The figures shown below are per 100,000 18+ residents.</p> <p>Lower is better, in terms of performance, as it indicator that people are transferred as soon as they are able to do so.</p>	
What good looks like	<p>Good performance would be under the Better Care Fund (BCF) target of 418.32 delayed days per month (per 100,000 pop).</p>			Why this indicator is important	<p>This indicator is important to measure as the average number of delayed days per month (per 100,000 pop) is included in the Better Care Fund performance monitoring.</p>	
History with this indicator	<p>The 2014/15 yearly average for the number of delayed days per month was 129.31</p>			Any issues to consider	<p>Please note that these figures are taken from the Department of Health website and have not been verified by Barking and Dagenham Adult Social Care.</p>	
DTC per 100,000	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16	
2016/17	183.74	260.35	334.03			
Target	418.32	418.32	418.32	418.32		
2015/16	158.03	197.53	213.66	252		

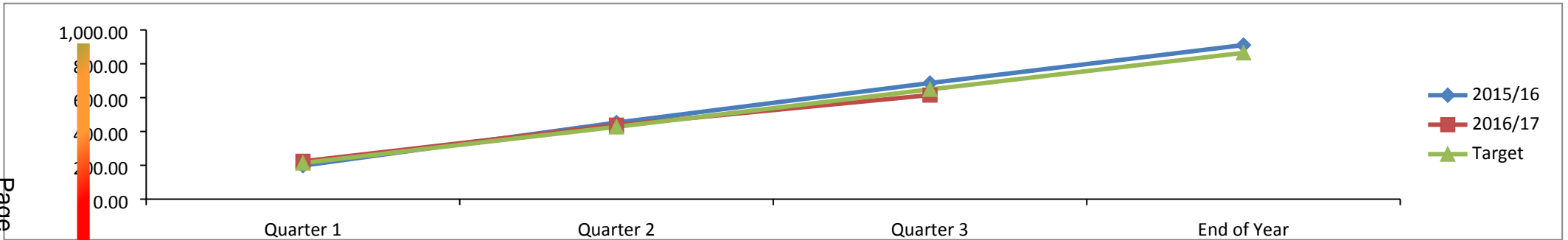


G	Performance Overview		National guidance on recording a delayed transfer of care, revised in 2015, noted that a patient could be declared medically fit and ready for transfer whilst awaiting further care and assessments, which the guidance suggests may be carried out in a non-acute setting. Recording against the revised guidance began in August 2016, across BHR (Barking, Havering and Redbridge. The overall number of delayed days increased significantly from Q2 but as expected there has been little impact on social care's delayed days. Throughout October 473 days were lost due to delayed transfers. Of the days lost; 344 were the responsibility of the NHS, 76 were attributable to Social Care and 53 joint responsibility. When the 473 days lost is converted to a 'per 100,000' figure it becomes 334.03. Performance is good compared with both the target and the current average for England.		Actions to sustain or improve performance	There is currently a Delayed Transfers of Care Plan in place to reduce the number of delayed days. This is being monitored by the Joint Executive Management Committee who oversee the Better Care Fund.	
	Benchmarking						
		Redbridge		Havering		England	
		Total = 495	Per 100,000 = 223.36	Average = 479	Per 100,00 = 245.79	Average = 200,008	Per 100,00 = 463.96

SOCIAL CARE AND HEALTH INTEGRATION			Quarter 3 2016/17
KPI 15 - The number of permanent admissions to residential and nursing care homes (per 100,000)			
Definition	The number of permanent admissions to residential and nursing care homes, per 100,000 population (65+)	How this indicator works	This indicator looks at the number of admissions into residential and nursing placements throughout the financial year, using a population figure for older people. A lower score is better as it indicates that people are being supported at home or in their community instead.
What good looks like	The Better Care Fund annual target has been revised to 170 admissions. This equates to 864.88 per 100,000 population	Why this indicator is important	The rate of permanent admissions to residential and nursing care homes is a good indication that people are supported in their own homes or in the community rather than being placed into long term residential care.

History with this indicator	2014-15 - 177 admissions, 905.9 per 100,000		Any issues to consider	Not applicable		
	2015-16 - 179 admissions, 910.0 per 100,000.					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16	
2016/17	223.7	437.24	615.18		↑	
Target	213.67	427.34	648.66	864.88		
2015/16	198.28	452.49	686.36	910.7		

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Performance Overview	In the year to date there have been 121 admissions to care homes, equivalent to 615.18 per 100,000 people. The number and rate of admissions is lower than the same period last year when 135 people had been permanently admitted to a care home (686.36 per 100,000). This represents a significant improvement in performance, and we are currently on track to achieve the target.	Actions to sustain or improve performance	Integrated Care Group Managers monitor admissions to ensure that they are appropriate and no alternative provision is available in the community. Admissions are also monitored on a monthly basis through Activity and Budget meetings led by the Operational Director for Adult Care and Support.
G			
Benchmarking	2015-16 Adult Social Care Outcomes Framework (ASCOF) comparator group average - 600.10 per 100,000	National average - 628.20 per 100,000	

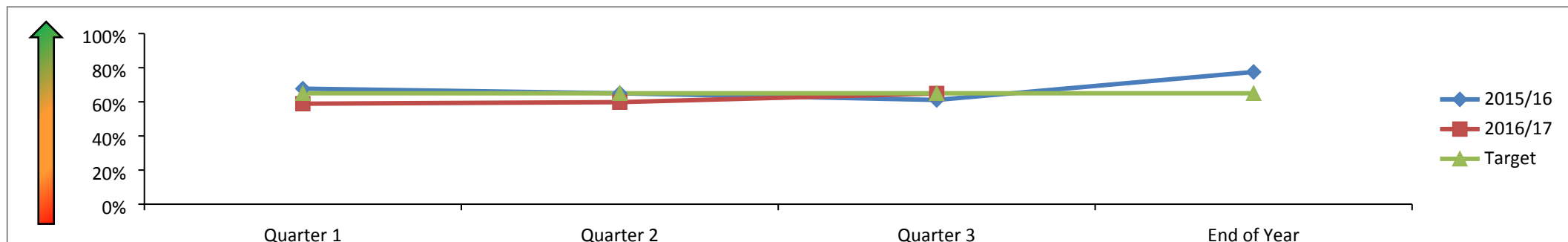
SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2016/17

KPI 16 – The percentage of people who received a short-term service that went on to receive a lower level of support or no further service

Definition	The proportion of new clients who received a short-term service during the year where the sequel to service was either no on-going support or support of a lower level.			How this indicator works	It includes the number of new clients who had short-term support to maximise their independence (known locally as Crisis Intervention) and then went on to receive low level support or no further support. A higher score is better as it indicates the success of Crisis Intervention	
What good looks like	A higher proportion of clients with no ongoing care needs indicates the success of Crisis Intervention in supporting people who have a crisis and helping them to remain living independently.			Why this indicator is important	The aim of short-term services is to re-able people and promote their independence. This measure provides evidence of a good outcome in delaying dependency or supporting recovery - short-term support that results in no further need for services.	
History with this indicator	It is being reported in year for the first time in 2016-17. The previous annual values were: 2014-15 - 55% 2015-16 – 78.5%			Any issues to consider	Since 2014-15 this indicator had been calculated annually based on figures submitted in the Short and Long Term statutory return. 2016-17 is the first year it is reported in-year.	
	Quarter 1	Quarter 2	Quarter 3		Quarter 4	DOT from Qtr 3 2015/16
2016/17	58.9%	59.8%	64.9%			↑
Target	65%	65%	65%		65%	
2015/16	67.7%	65.0%	61.1%		77.5%	

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Performance Overview	In Q3 174 episodes of Crisis Intervention came to an end. Of these 64.9% (113) went onto have a low-level service, were signposted to other services or had no ongoing service. Performance has improved since the last quarter and is now 0.1% away from the target of 65%.	Actions to sustain or improve performance	Adult Social Care Group Managers closely monitor service length and the outcomes for people using the service. This indicator also monitored through Adult Social Care Performance Callover.
A			
Benchmarking	Adult Social Care Outcomes Framework (ASCOF) comparator group average – 70.8%		National average – 75.8%

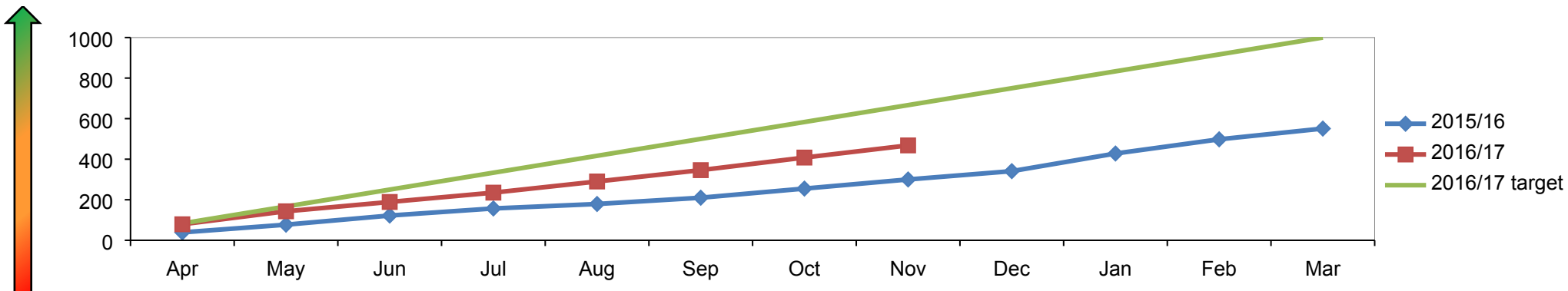
SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2016/17

KPI 17 – The number of successful smoking quitters aged 16 and over through cessation service

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Definition	The number of smokers setting an agreed quit date and, when assessed at four weeks, self-reporting as not having smoked in the previous two weeks.		How this indicator works	A client is counted as a 'self-reported 4-week quitter' when assessed 4 weeks after the designated quit date, if they declare that they have not smoked, even a single puff of a cigarette, in the past two weeks.		
What good looks like	For the number of quitters to be as high as possible and to be above the target line.		Why this indicator is important	The data allows us to make performance comparisons with other areas and provides a broad overview of how well the borough is performing in terms of four week smoking quitters.		
History with this indicator	2012/13: 1,480 quitters 2013/14: 1,174 quitters 2014/15: 635 quitters 2015/16: 551 quitters		Any issues to consider	Due to the nature of the indicator, the quit must be confirmed at least 4 weeks after the quit date. This means that the data will likely increase upon refresh next month. Data is released with a time lag, so performance up to August is presented.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16	
2016/17	189	346	468			
Target	250	500	750	1,000		
2015/16	122	210	341	551		



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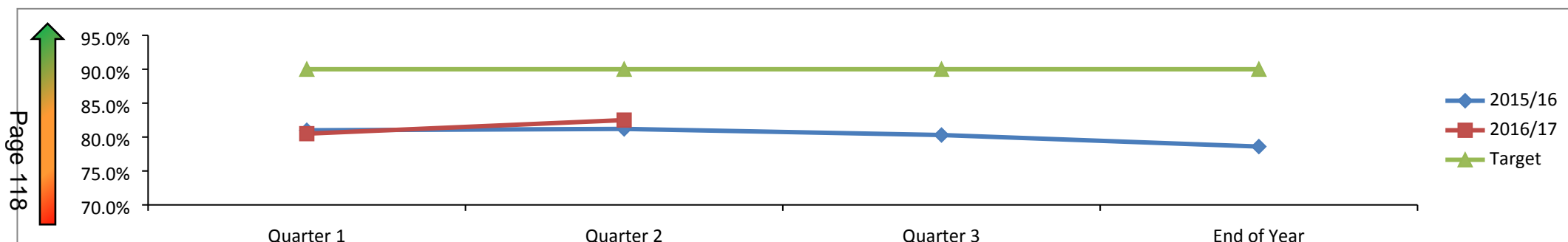
<p>Performance Overview</p> <p style="text-align: center; font-size: 2em; background-color: red; color: black; padding: 10px;">R</p>	<p>From April to November there have been 468 quitters. This is 47% achievement of yearly target; however, November figures are not yet complete.</p> <p>Although the indicator is still RAG rated as Red, the figures continue to show an improvement in performance on the previous year; at this point in time, we are ahead by 153 quitters relative to November 15/16.</p>	<p>Actions to sustain or improve performance</p>	<p>Pharmacy are now the highest performing element of the services (192 quits), followed by Tier 3 (184) and then General Practice (92). Since Nov 1st, Tier 3 have been engaged in visiting and supporting the poorest performers in General Practice and pharmacy and will contribute to support areas of highest prevalence. The status of below target is largely due to the performance of GPs, actions are in place to address this. A full evaluation of the effectiveness of all the Stop Smoking programme has recently been completed by Public Health. Findings and recommendations are currently being considered with a view to redesigning the programme to ensure that it has a much stronger prevention focus on Children & Young People and that specialist interventions are more tightly tailored and targeted towards key vulnerable groups. Further detail on actions to improve this indicator is included in the RAG red additional commentary.</p>
<p>Benchmarking</p>	<p>Between April and June 2016/17 there were 186 quitters, during the same period the following boroughs within the North-East London Region achieved the following number of quitters: Redbridge (44), Havering (2), Newham (20), Hackney (183), City of London (283), Waltham Forest (60) and Tower Hamlets (95). Quarter 2 data for Benchmarking will be available at the end of January.</p>		

SOCIAL CARE AND HEALTH INTEGRATION Quarter 3 2016/17

KPI 18 – The percentage uptake of MMR (Measles, Mumps and Rubella) vaccination (2 doses) at 5 years old


<p>Definition</p>	<p>Percentage of children given two doses of MMR vaccination by their fifth birthday.</p>	<p>How this indicator works</p>	<p>MMR 2 vaccination is given at 3 years and 4 months to 5 years. This is reported by COVER based on RIO/Child Health Record.</p>
<p>What good looks like</p>	<p>Quarterly achievement rates to be above the set target of 95% immunisation coverage.</p>	<p>Why this indicator is important</p>	<p>Measles, mumps and rubella are highly infectious, common conditions that can have serious, potentially fatal, complications, including meningitis, swelling of the brain (encephalitis) and deafness. They can also lead to complications in</p>

			pregnancy that affect the unborn baby and can lead to miscarriage.		
History with this indicator	2011/12: 82.8%, 2013/14: 82.3%, 2015/16: 80.3%	2012/13: 85.5%, 2014/15: 82.7%,	Any issues to consider	Quarter 3 data 2016/17 is expected to be available March 2017.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	80.5%	82.5%	Data due March 2017		↑
Target	90%	90%	90%	90%	
2015/16	81.0%	81.2%	80.3%	78.6%	

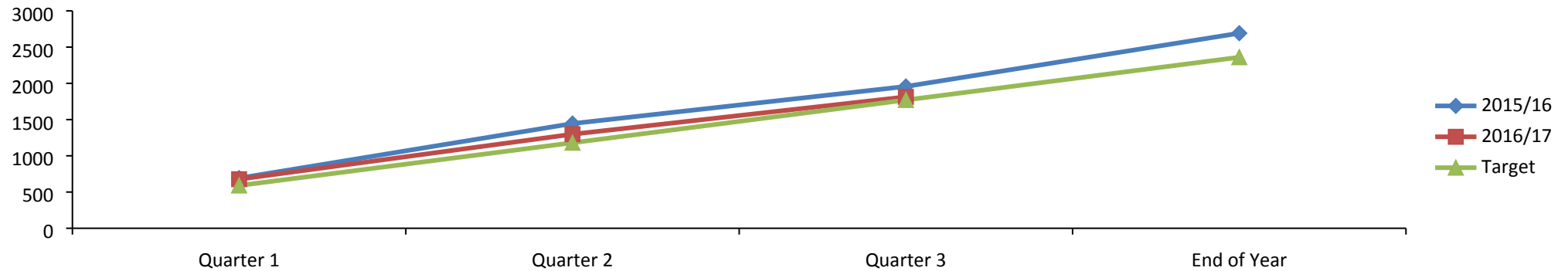


Performance Overview	Poor performance is seen across the whole of London with this indicator, and the borough's performance is similar to the London average but is below the national average for England. Low immunisation coverage is a risk to unimmunised children who are at risk of infection from the vaccine-preventable diseases against which they are not protected.	Actions to sustain or improve performance	Ensure Barking and Dagenham GP Practices have access to I.T. support for generating immunisation reports. Children who persistently miss immunisation appointments followed up to ensure they are up to date with immunisations. Identifying what works in the best performing practices and share. Practice visits are being carried out to allow work with poor performing practices in troubleshooting the barriers to increasing uptake. Encourage GP practices to remove ghost patients.
R			
Benchmarking	In Quarter 2 2016/17, Barking and Dagenham's MMR2 coverage at 5 years was 82.5%, this is marginally above London rate 79.1% and below England coverage levels at 87.3%.		

KPI 19 – The number of children and adult referrals to healthy lifestyle programmes

Definition	The number of children and adult referrals to healthy lifestyle programmes			How this indicator works	The number of referrals to the Child Weight Management scheme.
What good looks like	Achieving the 2016/17 target of 2,360 referrals.			Why this indicator is important	The Child Weight Management programme allows the borough's GPs and health professionals to refer individuals who they feel would benefit from physical activity and nutrition advice to help them improve their health and weight conditions.
History with this indicator	2015/16: 2,692 referrals against a target of 3,301			Any issues to consider	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	677	1,298	1,813		
Target	590	1,180	1,770	2,360	
2015/16	692	1,445	1,957	2,692	

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Performance Overview	As of the end of Q3 December 2016, the service has achieved 1,813 referrals, 102% of the YTD target of 1,770 for the year.	Actions to sustain or improve performance	Officers attend the Healthy Weight Alliance and work with partners to promote and refer to the programme. Following discussions with North East London Foundation Trust (NELFT) a direct referral to the Child Weight Management service from NCMP will now (from Jan 17) be provided where a child is found to be overweight or obese. Pre-diabetes clinics are being set up at local GP surgeries, where a lifestyle coach will be carrying out lifestyle assessments and referring patients to the programmes. To date, 5 GP practices have signed up. An application has been sent to the CCG requesting a time slot at the GP's and Practice nurses PTI meetings. PTI meeting to be attended to promote the new referral software. Work is continuing to strengthen the link between HL programmes and the NHS Health Check programme. Retention is low on all programmes and measures are being explored to improve this position. A full evaluation of the effectiveness of all the Healthy Lifestyle programmes has recently been completed by Public Health and findings and recommendations are currently being considered.
G			
Benchmarking	No benchmarking data available – local measure only.		

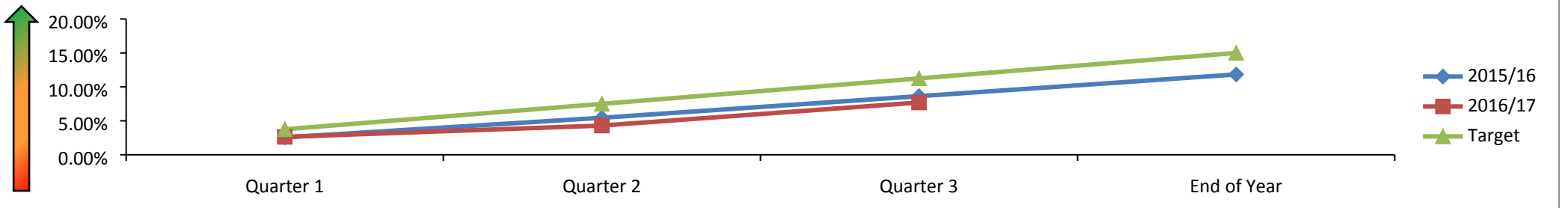
SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2016/17

KPI 20 – Those aged 40-74 who receive Health Check

Definition	<p>The NHS Health Check is a 5-year programme offered to people between the ages of 40 – 74yrs who have not previously been diagnosed with long term conditions, particularly - heart disease, stroke, diabetes, chronic kidney disease and certain types of dementia (eligibility criteria).</p> <p>Depending on the results of the risk score following the assessment, some patients may need to be referred to the relevant lifestyle programme or potentially included on a disease register.</p> <p>Data reporting: Performance as a percentage of the 5-year programme. Time period: April 2016 to March 2017.</p>	How this indicator works	<p>The programme is a 5-year rolling programme that intends to invite 100% of its eligible population to receive a Health Check. Evidence suggests that for the programme to be truly cost effective nationally, 75% of those offered should receive a NHS Health Check.</p> <p>Number offered Health Check- maximum 20% of the population annually Number received Health Check – aspirational* 75% of those offered <i>*PHE requests that this figure should at least be better than the previous year data.</i></p>
What good looks like	<ul style="list-style-type: none"> • Improvement on the previous year's performance. • Increased numbers of patients diagnosed with long term conditions. 	Why this indicator is important	<p>The NHS Health Check programme aims to help prevent heart disease, stroke, diabetes, and kidney disease. It is a key approach for new patients to be identified and</p>

	<ul style="list-style-type: none"> Increased numbers of referrals made to existing lifestyle programmes. 				clinically managed with long term conditions to prevent premature deaths; also to influence lifestyle choices of patients to improve their overall health and wellbeing.
History with this indicator	2012/13*: 10.0%, 2013/14*: 11.4% received 2014/15*: 16.3%, 2015/16*: 11.7% received <i>*Please note this is a fraction of the 5-year programme</i>			Any issues to consider	There is sometimes a delay between the intervention and data capture- this means that the data is likely to increase upon refresh next month.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	2.63%	5.4%	7.7%* - quarter not complete		
Target	3.75%	7.50%	11.25%	15.0%	
2015/16	2.56%	5.45%	8.63%	11.83%	

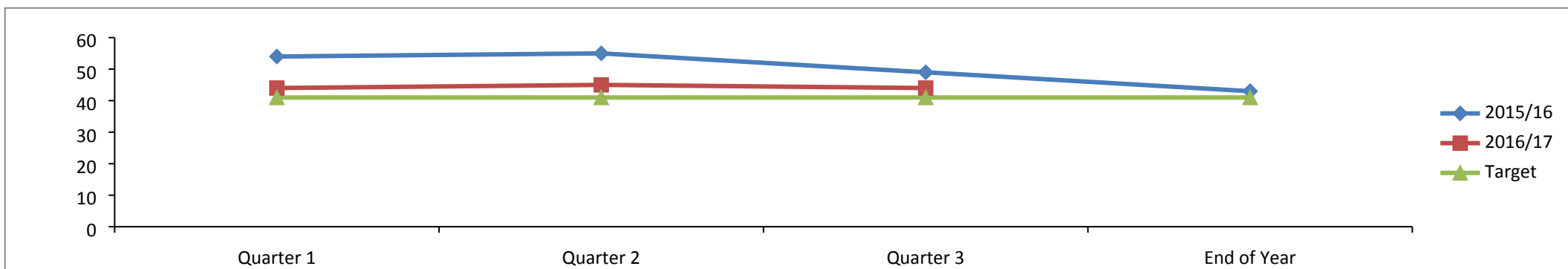


R	<p>Performance Overview</p> <p>The service needs to deliver 518 health checks a month to stay on trajectory for meeting the target. April to December has delivered an average of 402 health checks per month. This means that the monthly target has not been met.</p>	<p>Actions to sustain or improve performance</p> <p>A recent evaluation of the programme by Public Health made several recommendations which are now being implemented. As noted from the Q3 figures activity across the practices has subsequently improved and regular engagement with each practice is being undertaken to ensure activity does not decline.</p> <p>We are currently working on improving the marketing and communications of health checks, by producing posters and leaflets. The posters are intended to be used in the GP practice to prompt patients to request a health check. They will also be displayed in the pharmacy. Additionally, flyers are to be distributed through the GP surgery, pharmacy, and the community health champions engagements. We are targeting residents who have not previously received a health check and hope to prompt them to request a health check from their respective GP or local pharmacy. Further detail on actions to improve this indicator is included in the RAG red additional commentary.</p>
Benchmarking	<p>In 2015/16 LBBD completed eligible health checks on 11.8% of the eligible population. This is above the England and London rates of 9% and 10.7% respectively.</p>	

KPI 21 – The number and rate per 10,000 of children subject to child protection plans

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Definition	The number and rate of children subject to Child Protection Plans per 10,000 of the under 18 population (60,324).		How this indicator works	This indicator counts all those children who are currently subject to a Child Protection plan, and this is divided by the number of children in the borough aged 0-17 to provide a rate per 10,000.	
What good looks like	To be in line with population change and rate per 10,000 to be in line with benchmark data and in particular in line with London rate.		Why this indicator is important	This is monitored to ensure that children who are at significant risk are identified and monitored in accordance to law and threshold of the borough.	
History with this indicator	Child Protection numbers and rates have fluctuated over the last few years – Rate per 10,000 was 55 in 2011, before falling to 36 in 2013. The rate rose to 60 in 2015, but has since fallen back to 45 per 10,000 as at Q2 2016/17.		Any issues to consider	No current issues to consider.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17 Number	259	271	266		n/a
2016/17 Rate	44	45	44		
Target Rate	41	41	41	41	
2015/16 Number	320	323	292	253	
2015/16 Rate	54	55	49	43	




Performance Overview	As at end of Q3 2016/17, Barking and Dagenham had 266 children subject to child protection plans, representing a rate of 44 per 10,000 children aged 0-17. This is lower than the Q2 figure of 271 and child protection numbers are much lower than this time last year (323). The rate per 10,000 is 44 is in line with national (43), above the London rate (38) but lower than the Local Authority's statistical neighbours (49).	Actions to sustain or improve performance	Local weekly and monthly monitoring is in place.
A			
Benchmarking	Based on the borough's rate per 10,000, performance is close to the local target set at 41 per 10,000.		

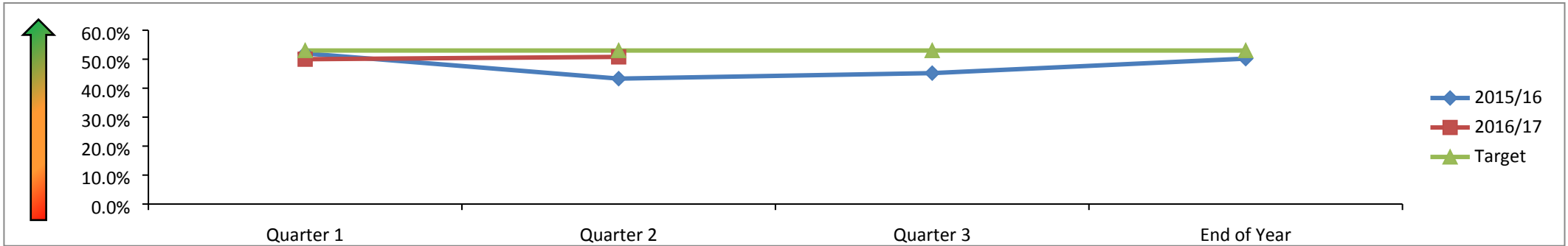
SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2016/17

KPI 22– The percentage of Care Leavers in employment, education, or training (EET)

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Definition	The number of children who were looked after for a total of 13 weeks after their 14th birthday, including at least some time after their 16th birthday and whose 17th, 18th, 19th, 20th or 21st birthday falls within the collection period and of those, the number who were engaged in education, training or employment on their 17th, 18th, 19th, 20th or 21st birthday		How this indicator works	This indicator counts all those in the definition and of those how many are in EET either between 3 months before or 1 month after their birthday. This is reported as a percentage.		
What good looks like	Higher the better		Why this indicator is important	The time spent not in employment, education or training leads to an increased likelihood of unemployment, low wages, or low quality work later on in life.		
History with this indicator	The cohort for this performance indicator has been expanded to include young people formally looked after whose 17th, 18th, 19th, 20th or 21st birthday falls within the collection period i.e. the financial year.		Any issues to consider	Care leavers who are not engaging with the Council i.e. we have no contact with those care leavers so their EET status is unknown; or in prison or pregnant/parenting are counted as NEET.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16	
2016/17	50.0%	50.8%	52.3%			
Target	53%	53%	53%	53%		
2015/16	52.0%	43.3%	45.2%	50.2%		

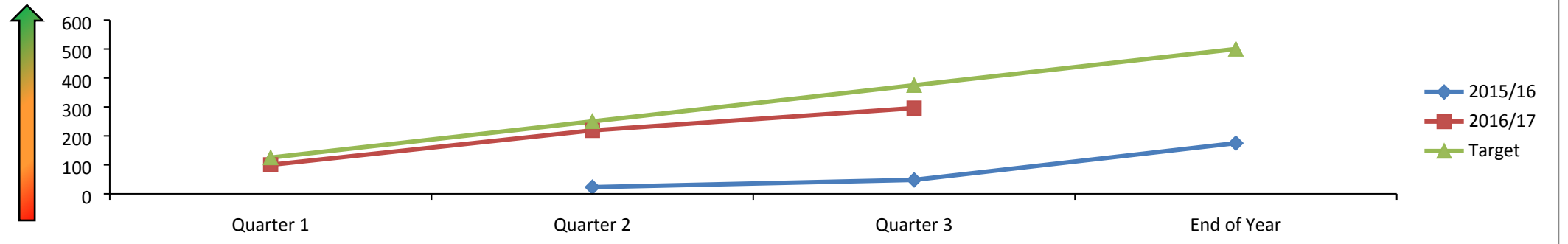


Performance Overview <div style="background-color: yellow; text-align: center; font-size: 2em; font-weight: bold; padding: 10px;">A</div>	<p>In Q3 2016/17, 52.3% of care leavers were in EET (101 out of 193 care leavers), higher than the 2015/16-year end figure and 6% higher than Q3 last year. Performance is above London and statistical neighbours, but just below London average of 53%. The 2016/17 target has been set to bring us in line with the London position and currently performance is RAG rated Amber based on progress to target.</p>	<p>Actions to sustain or improve performance</p>	<p>The L2L service has developed a detailed action plan to address EET. In January 2017, a member officer workshop is being held to develop a shared understanding of the current position and consider together how we might tackle this with a view to getting more young people on a positive path.</p>
Benchmarking	<p>London average 53%, National average 48%, Statistical Neighbour Average 48%.</p>		

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SOCIAL CARE AND HEALTH INTEGRATION			Quarter 3 2016/17
KPI 23 – The number of turned around troubled families (rolling figure)			
Definition	Number of families turned around - have met all the outcomes on their outcome plan and have shown significant and sustained improvement (rolling figure) (TF2)	How this indicator works	The term turned around family refers to a family who have met all the outcomes of their action plan, and sustained these outcomes for a sustained period of between 3 months – 12 months as per the Troubled Families Programme.
What good looks like	The higher the better.	Why this indicator is important	TF2 is a pay by results (PbR) programme set out by the Department for Communities and Local Government (DCLG). LBBB are committed to turn around 500 families in 2016/17, which is set out by the funding arrangements for the programme until 2020. DCLG are encouraging front loading the programme to enable successful outcomes in 2020. LBBB are committed to turn around 2,515 families by April 2020.
History with this indicator	Please see table below.	Any issues to consider	No current issues to consider.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	100	219	296		↑
Target	125	250	375	500	
2015/16	n/a	23	48	175	



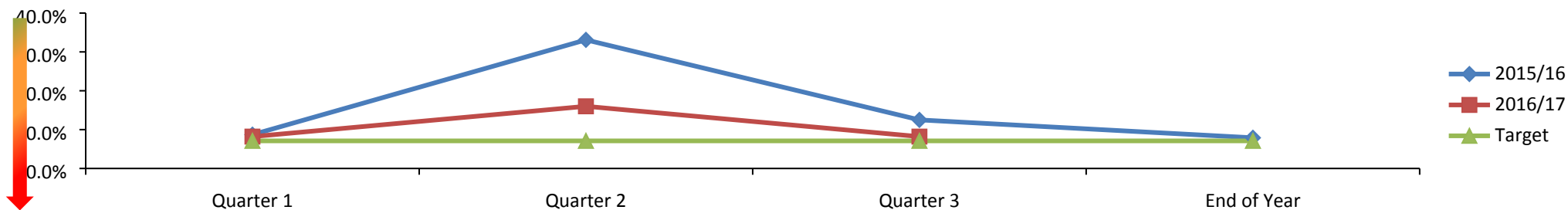
Performance Overview	<p>Since TF2 programme commenced (September 2015), 471 claims have been authorised (175 in 2015/16 and 296 in 2016/17 up to Q3). The DCLG is extremely positive about our TF2 progress. LBBB is the highest for submitted claims in London and is in the top quartile nationally. Based on progress to the local target of 500, performance is RAG rated Red only because we are more than 10% away from local target as at Q3. Claims need to increase to around 14-15 per week in Q4 to reach target of 500.</p>	Actions to sustain or improve performance	<p>Claims can be submitted for sustained progress and improved outcomes against any combination of the problems listed; getting a family member into work 'trumps' all other criteria. The DCLG Troubled family's claims window is also now open continuously with payments being made quarterly.</p> <p>A DCLG spot check on claims/process undertaken in June 2016 produced very positive comments.</p>
Benchmarking	Benchmark data is not available to date.		

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Educational Attainment and School Improvement – Key Performance Indicators 2016/17

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT Quarter 3 2016/17 KPI 24 – The percentage of 16 to 18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations (new measure replacing 16-18 NEET KPI)

Definition	The percentage of resident young people academic age 16 – 17 who are NEET or Unknown according to Department for Education (DfE) National Client Caseload Information System (NCCIS) guidelines.		How this indicator works	Data is taken from monthly monitoring information figures published by our regional partners and submitted to DfE in accordance with the NCCIS requirement.	
What good looks like	A lower number of young people in education, employment, or training (not NEET) a lower number of young people- the lower the better.		Why this indicator is important	The time spent not in employment, education, or training leads to an increased likelihood of unemployment, low wages, or low quality work later in life. Those in Unknown destinations may be NEET and in need of support.	
History with this indicator	The new indicator of NEETs + Unknowns was introduced on 1 September 2016. The annual measure is an average taken between November and January (Q3/4).		Any issues to consider	Although NEET and Unknown figures are taken monthly, figures for September and October are not counted by DfE for statistical purposes. This is due to all young people's destination being updated to unknown on 1 September until re-established in destinations. The main annual indicator is an average taken between November and January and published in the NEET and Unknown Scorecard.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	8.2%	16%	8.2%		↑
Target	7.1%	7.1%	7.1%	7.1%	
2015/16	8.7%	33.1%	12.5%	7.9%	



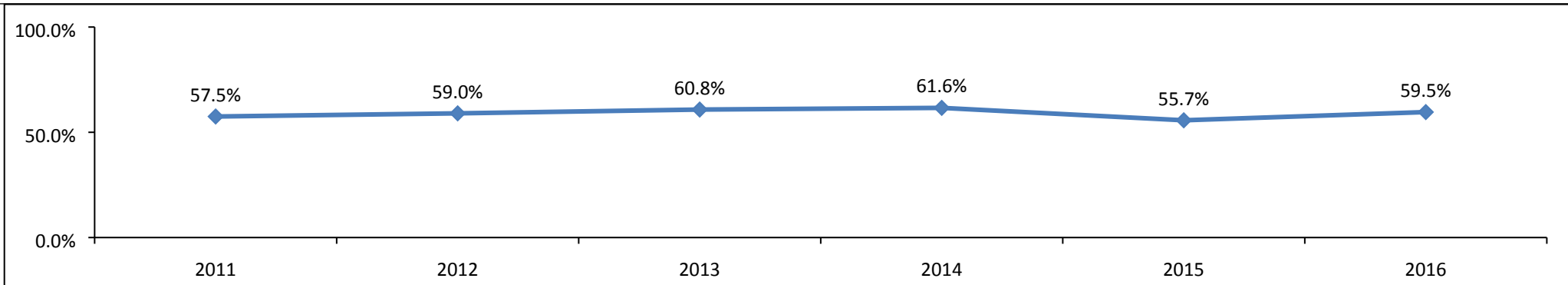
Performance Overview <div style="background-color: red; color: black; text-align: center; padding: 20px; font-size: 2em; font-weight: bold;">R</div>	<p>Comparative historical data has been included and reports improvements in each quarter on last year. Q3 2016/17 performance has improved to 8.2% compared to 12.5% as at Q3 last year. The target set is to be in line with national at 7.1% (Nov-Jan average 2015). The Nov-Jan NEET + Unknown average is the key DfE published national measure. Our November 2016 figure was 7.8% and our December 2016 figure was 7.2%. January will match or improve on this figure further, placing performance well within 10% of the national figure of 7.1% - this will take us from Red to Amber.</p>	Actions to sustain or improve performance	<p>Several ESF programmes targeting our NEETs have begun and contact details of our NEET young people have been shared with all contracted providers under a data sharing agreement. To reduce unknowns, we have signed Data sharing agreements with the National Apprenticeship Service and are taking part in a programme to match our unknowns with the national FE database of Individual Learning Records (ILRs). In January 2017, a member officer workshop is being held to develop a shared understanding of the current position and consider together how we might tackle this with a view to getting more young people on a positive path.</p>
Benchmarking	National Average – 7.1% for the benchmark Nov-Jan average in 2015 (i.e. between the final 2 months of Q3 and the first month of Q4).		

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT	Summer 2016
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KPI 25 – The percentage of pupils achieving A* - C in GCSE English and Maths (New Annual Indicator)
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Definition	This indicator shows the percentage of pupils at the end of Key Stage 4 achieving grades A*-C in both English and maths GCSEs.			How this indicator works	To be counted in the indicator, pupils must have achieved the equivalent of grade C or above in both English and mathematics GCSEs.		
What good looks like	For the percentage of pupils achieving this standard to be as high as possible, improving each year to above national and our target is to reach London standards.			Any issues to consider	This education measure is important because it improves the life chances of our young people in the borough, enabling them to stay on in sixth form and choose the right A Levels or to access other appropriate training. Please note from 2016 new education measures are going to be reported and published e.g. Attainment 8 and Progress 8.		
History with this indicator	2011	2012	2013	2014	2015	2016	DOT from 2015
	57.5%	59.0%	60.8%	61.6%	55.7%	59.5%* (provisional)	



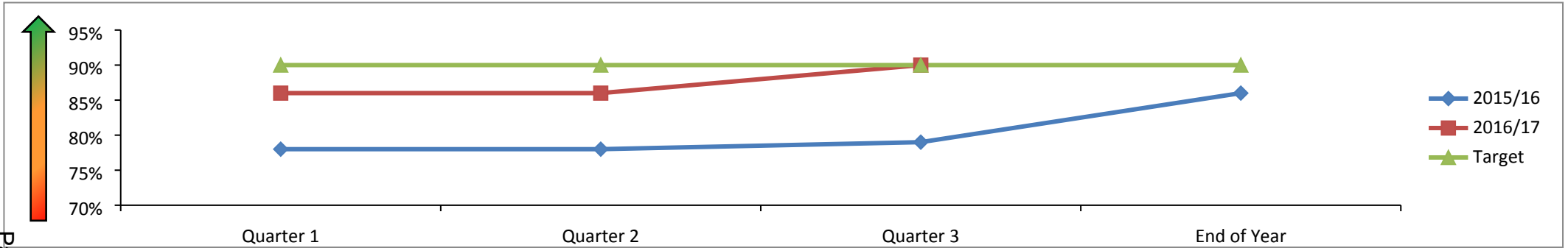
A	<p>Performance Overview</p> <p>2016 provisional headline result for the borough at A*-C English and maths show marked improvement on 2015 with a 3.8 percentage point rise to 59.5%. This reverses last year's dip and importantly is a result of all schools improving on the 2015 performance. Attainment is above the national average (58.7%).</p>	<p>Further Performance comments</p> <p>2016 sees the introduction of some significant changes to national performance measures. The percentage of pupils achieving 5 or more GCSE grades A*-C including English and maths as the headline indicator has been removed and replaced by A*-C in English and maths (see Education KPI Dataset).</p>
	<p>Benchmarking</p> <p>Performance for 2016 is above national (58.7%), in line with statistical neighbours (59.9%), but below the London average of 65.9%.</p>	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT Quarter 3 2016/17

KPI 26 – The percentage of borough schools rated as good or outstanding

<p>Definition</p> <p>Percentage of Barking and Dagenham schools rated as good or outstanding when inspected by Ofsted. This indicator includes all schools.</p>	<p>How this indicator works</p> <p>This indicator is a count of the number of schools inspected by Ofsted as good or outstanding divided by the number of schools that have an inspection judgement. It excludes schools that have no inspection judgement. Performance on this indicator is recalculated following a school inspection. Outcomes are published nationally on Ofsted Data View 3 times per year (end of August, December and March).</p>
<p>What good looks like</p> <p>The higher the better.</p>	<p>Why this indicator is important</p> <p>This indicator is important because all children and young people should attend a good or outstanding school in order to improve their life chances and maximise attainment and success. It is a top priority set out in the Education Strategy 2014-17 and we have set ambitious targets.</p>

History with this indicator	Please see below. Performance has risen from 78% in Q1 15/16, to 86% as at 31 st August 2016.		Any issues to consider	No current issues to consider.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16	
2016/17	86%	86%	90%		↑	
Target	90%	90%	90%	90%		
2015/16	78%	78%	79%	86%		



G	<p>Performance Overview</p> <p>The % of schools in LBBDD judged 'outstanding' or 'good' has improved to 90% as at the end at 31st December 2016. Ofsted carried out 7 inspections during the Autumn, including two towards the end of term which have not yet been published. We have an ambitious ultimate target of 100% with a 2016/17 target of 90% representing a milestone on the way to this. During the Spring and Summer terms, impending inspections will be of schools which are currently judged to be good rather than of those requiring improvement. There are also 2 academies due for their first inspection, which we judge to be vulnerable.</p> <p>Of the remaining 5 Requires Improvement schools, 3 schools have monitoring boards in place, 1 is being supported by a school with outstanding leadership, while the remaining RI school is having additional support from a National Leader of Education.</p>	<p>Actions to sustain or improve performance</p> <p>Inspection outcomes for schools remains a key area of improvement to reach the London average and then to the council target of 100% as outlined in the Education Strategy 2014-17. Intensive Local Authority support, the brokering of school to school support from outstanding leaders and Teaching School Alliances and the increasing capacity of school clusters is being provided to vulnerable schools.</p>
Benchmarking	London Average – 93% National Average – 89% (as at 31 st August 2016).	

Finance, Growth and Investment – Key Performance Indicators 2016/17

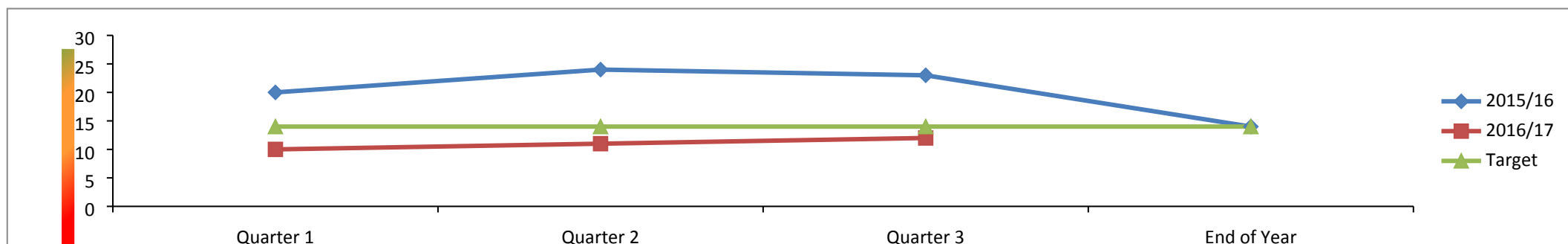
FINANCE, GROWTH AND INVESTMENT

Quarter 3 2016/17

KPI 30 – The average number of days taken to process Housing Benefit / Council Tax Benefit change events

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Definition	The average time taken in calendar days to process all change events in Housing Benefit and Council Tax Benefit		How this indicator works	The indicator measures the speed of processing	
What good looks like	To reduce the number of days it takes to process HB/CT change events		Why this indicator is important	Residents will not be required to wait a long time before any changes in their finances	
History with this indicator	2014/15 End of year result – 9 days 2015/16 End of year result – 14 days		Any issues to consider	There are no seasonal variances, but however government changes relating to welfare reform, along with Department for Work and Pensions (DWP) automated communications pertaining to changes in household income impact heavily on volumes and therefore performance.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	10	11	12		↑
Target	14	14	14	14	
2015/16	20	24	23	14	

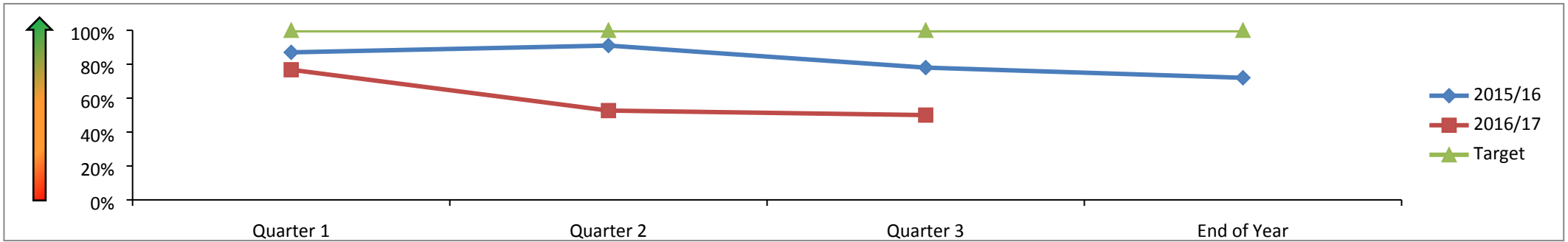


Performance Overview	Performance has increased slightly from last quarter by one day but has remained below the target. This relates to an increase in Automated updates from DWP pertaining to Tax Credits requiring more physical intervention from back office staff to implement.	Actions to sustain or improve performance	Whilst volumes remain high due to various welfare reform impacts, the service has now stabilised the processing times, and is consistently now achieving or exceeding this target.
G			
Benchmarking	London Family Group (as per Elevate contract) 2015/16 – Lower quartile 8.5 days, Upper quartile 4.5 days, Average 7 days		

FINANCE, GROWTH AND INVESTMENT
Quarter 3 2016/17
KPI 31 – The percentage of Member enquiries responded to within deadline

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Definition	The percentage of Member enquiries responded to in 10 working days	How this indicator works	Of the total number of Member enquiries received, the percentage that are responded to within the timescale.		
What good looks like	Comparable with London and National	Why this indicator is important	The community often request support from members on issues important to them. A quick response rate will assist with Council reputation.		
History with this indicator	2015/16 end of year result – 72% 2014/15 end of year result – 88%	Any issues to consider	Quality of response must also be taken into account.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17 Quarter	76.74%	52.66%	50%		
2016/17 YTD	76.74%	64.7%	59%		
Target	100%	100%	100%	100%	
2015/16	87%	91%	78%	72%	



Performance Overview <div style="background-color: red; color: white; text-align: center; padding: 5px; font-weight: bold; font-size: 2em;">R</div>	Performance on the last quarter has declined. This is because service areas are failing to respond within the deadlines.	Actions to sustain or improve performance	Completion of the restructure and the training programme for the new roles will enable staff to support the service areas in answering enquires.
Benchmarking	No benchmarking data available – local measure only.		

KPI 31 – The percentage of Member enquiries responded to within deadline (Additional Information)

The following shows member's casework performance by area for Quarter 3

Directorate	Member enquiry	MP Enquiry
Adult Social Care	63% (12/19)	69% (9/13)
Chief Executives Unit	75% (3/4)	100% (1/1)
Children's Services	56% (23/41)	18% (3/17)
Community Services	44% (170/386)	40% (87/219)
Elevate	78% (25/32)	90% (55/61)
Finance & Resources	53% (10/19)	60% (9/15)
Growth & Homes	0% (0/0)	0% (0/0)
Housing Services	54% (161/296)	52% (219/422)
Customer, Commercial and Service Delivery	0% (0/3)	0% (0/1)
Finance, Investment, Strategy & Programmes	0% (0/1)	0% (0/0)

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Percentage financial year so far

Directorate	Member enquiry	MP Enquiry
Adult Services	42% (5/12)	20% (2/10)
Adult Social Care	70% (46/66)	58% (14/24)
Chief Executives Unit	50% (5/10)	100% (2/2)
Children's Services	54% (77/142)	27% (10/37)
Community Services	54% (424/789)	47% (202/426)

Community Services (Adult Social Care)	76% (153/201)	0% (0/0)
Customer, Commercial and Service Delivery	62% (195/314)	63% (167/267)
Elevate	80% (103/128)	86% (76/88)
Finance, Investment, Strategy & Programmes	75% (6/8)	67% (2/3)
Finance & Resources	60% (41/68)	66% (25/38)
Growth & Homes	61% (27/44)	53% (41/77)
Housing Services	68% (610/891)	56% (389/693)
Law & Governance	0% (0/1)	100% (1/1)
Service Development & Integration	50% (1/2)	50% (1/2)

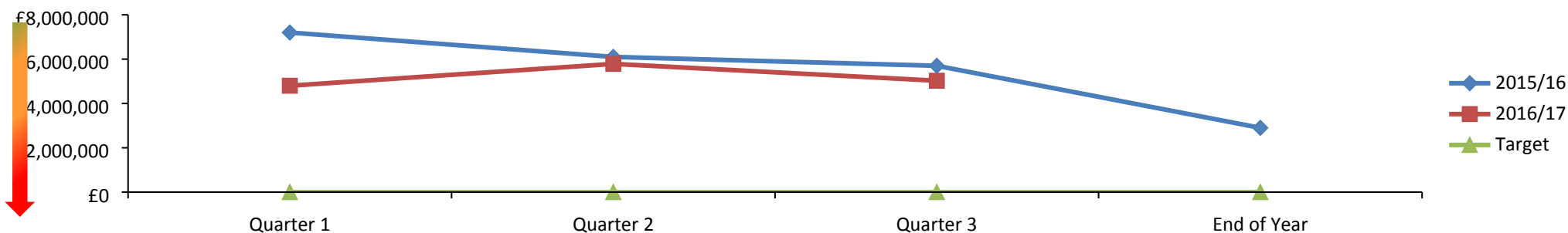
Percentage answered timeframe

	0-5 days	6-10 days	10+ days	Outstanding	Total
Total for year to date	<u>1,043</u>	<u>1,391</u>	<u>1,491</u>	<u>226</u>	<u>4,151</u>
% answered	25%	34%	36%	5%	
Total for Q3	273	434	690	16	1,413
% answered	19%	31%	49%	1%	

KPI 34 – The current revenue budget account position (over or under spend)

Definition	The position the council is in compared to the balanced budget it has set to run its services.		How this indicator works	Monitors the over or under spend of the revenue budget account	
What good looks like	In line with projections, with no over spend.		Why this indicator is important	It is a legal requirement to set a balanced budget.	
History with this indicator	2015/16 end of year result - £2.9m overspend 2014/15 end of year result - £0.07m overspend		Any issues to consider	No current issues to consider.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	£4,800,000	£5,796,000	£5,026,000		↑
2015/16	£7,200,000	£6,100,000	£5,700,000	£2,900,000	

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Performance Overview	At the end of quarter 3, there are still overspends reported on Children’s Care and Support and Homelessness of around £4.5m. This has reduced from the Quarter 2 figure of circa £6m. Improvements in both the Children’s Care and Support and the Elevate Client Unit have reduced the forecast. There are still pressures in a number of other service areas but all are currently forecast to be managed.	Actions to sustain or improve performance	Pressures include £1.4m in Adults Care and Support, will be mitigated as planned through the drawdown of an earmarked reserve created to smooth pressures on the service pending the additional Better Care Fund monies, £0.6m income risk in Enforcement with £0.66m possible mitigations identified and £0.4m in Passenger Transport against which there is a mitigation plan for the full amount.
n/a			
Benchmarking	No benchmarking data available – Local measure only		

Economic and Social Development – Key Performance Indicators 2016/17

ECONOMIC AND SOCIAL DEVELOPMENT			2016/17
KPI 27- The number of new homes completed (Annual Indicator)			
Definition	The proportion of net new homes built in each financial year	How this indicator works	Each year the Council updates the London Development Database by the deadline of August 31. This is the London-wide database of planning approvals and development completions.
What good looks like	The Council's target for net new homes is in the London Plan. Currently this is 1236 new homes per year.	Why this indicator is important	It helps to determine whether we are on track to deliver the housing trajectory and therefore the Council's growth agenda and the related proceeds of development, Community Infrastructure Levy, New Homes Bonus and Council Tax.
History with this indicator	14/15- 512 13/14 – 868 12/13 – 506 11/12 – 393 10/11 - 339	Any issues to consider	The Council has two Housing Zones (Barking Town Centre and Barking Riverside Gateway) which are charged with the benefit of GLA funding to accelerate housing delivery in these areas. There are 13,000 homes with planning permission yet to be built and planning applications currently in the system for another 1,000. The Housing Trajectory for the Local Plan identifies capacity for 27,700 by 2030 and beyond this a total capacity for 40,000 new homes. This translates into a target of 1925 homes per year. The Mayor of London will shortly publish his timetable for updating the London Plan and as part of this will undertake a Strategic Housing Land Availability Assessment in partnership with the London Councils. Out of this exercise will come the Council's new net housing supply target which is likely to be around 1925 net new homes per year. This is clearly a significant increase on the Councils current target but reflects the Council's ambitious growth agenda and commitment to significantly improving housing delivery. Completions for 16/17 and 17/18 are forecast to be similar to 18/19. However as set out in KPI 29 a number of large housing schemes have been approved recently and these will deliver significant higher completion rates in 18/19 onwards.
Annual Result			
2016/17	Available September 2017		
Target	1236 net new homes a year		
2015/16	746		

KPI 28- The number of new homes completed that are sub-market (Annual Indicator)

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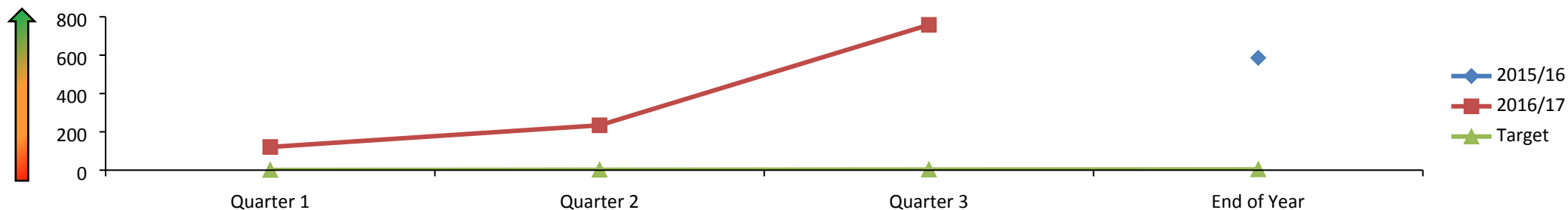
Definition	The proportion of net new homes built in each financial year that meet the definition of affordable housing in the National Planning Policy Framework	How this indicator works	Each year the Council updates the London Development Database by the deadline of August 31. This is the London-wide database of planning approvals and development completions.
What good looks like	The Mayor of London is likely to set out a target of 35-50% of all new homes as affordable across London in Supplementary Planning Guidance due to be issued in November. Good would be anything within this range. Anything over 50% and anything below 35% would not be good. Anything below 35% would indicate the Council has not been successful in securing affordable housing on market housing schemes but equally anything above 50% would suggest an overreliance on supply of housing from Council and RSL developments and lack of delivery of homes for private sale or rent on the big private sector led developments. This has historically been an issue in Barking and Dagenham and explains why the proportion of new homes which are affordable is one of highest in London over the last five years.	Why this indicator is important	This indicator is important for the reasons given in the other boxes.
History with this indicator	LBBD is one of best performing boroughs . The London Annual Monitoring Report shows that 49% of all new homes built between 2011/12 and 2013/14 were affordable. This was the highest proportion in London and in terms of numbers the 10 th highest of the 33 London Councils. In 14/15 68% of new homes were affordable. Data will shortly be available for 15/16 when the London Development Database is updated. As explained above though the target should be to keep the proportion of new affordable homes within the 35%-50% range.	Any issues to consider	The Growth Commission was clear that the traditional debate about tenure is less important than creating social justice and a more diverse community using the policies and funding as well as the market to deliver. At the same time the new Mayor of London pledged that 50% of all new homes should be affordable and within this a commitment to deliver homes at an affordable, “living rent”. This chimes with the evidence in the Council’s Joint Strategic House Market Assessment which identified that 52% of all new homes built each year in the borough should be affordable to meet housing need and that the majority of households in housing need could afford nothing other than homes at 50% or less than market rents. This must be balanced with the Growth Commission’s focus on home ownership and aspirational housing and what it is actually viable to

			deliver. The Council will need to review its approach to affordable housing in the light of the Mayor's forthcoming guidance and take this forward in the review of the Local Plan.
	Annual Result		
2016/17	Available September 2017		
Target	The Council does not have an annual target for net new homes completed that are sub-market. London-wide the London Plan aims for 40% of all new homes as affordable but this is not expressed as a target.		
2015/16	19 social rented (gross 86), 83 intermediate/SO and 223 affordable rent. Net total 325 (43% of total housing completions)		

ECONOMIC AND SOCIAL DEVELOPMENT
Quarter 3 2016/17
KPI 29 – The number of new homes that have received planning consent

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Definition	Number of new homes that received planning permission.			How this indicator works	The data is recorded on the London Development Database
What good looks like	To determine this requires an analysis of the pipeline of supply against the housing trajectory. From consent to build is roughly 18 months to two years therefore for the housing trajectory to be maintained the schemes on it should be approved 18 months to two years before we anticipate units starting to be completed. Therefore, there is not a numerical target for this indicator.			Why this indicator is important	It helps to determine whether we are on track to deliver the housing trajectory and therefore the Council's growth agenda and the related proceeds of development, Community Infrastructure Levy, New Homes Bonus and Council Tax.
History with this indicator	There are currently permissions for 13,000 homes in the borough that have not been built. This includes Barking Riverside, 10,000 homes, Gascoigne 1575, Freshwharf 911 Cambridge Road 274 and Trocoll House 198.			Any issues to consider	The impact of the Mayor of London's emerging affordable housing policy on sites coming forward.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	163	234	758		n/a
Target	This is annual net housing completions target in London Plan. This is being reviewed in development of Local Plan in line with the ambition to complete 35,000 net new homes by 2035. We do not have a target for approval. We will consider how to go about setting a target taking into account the backlog of unimplemented approvals that exist.				
2015/16	Previously reported annually				586

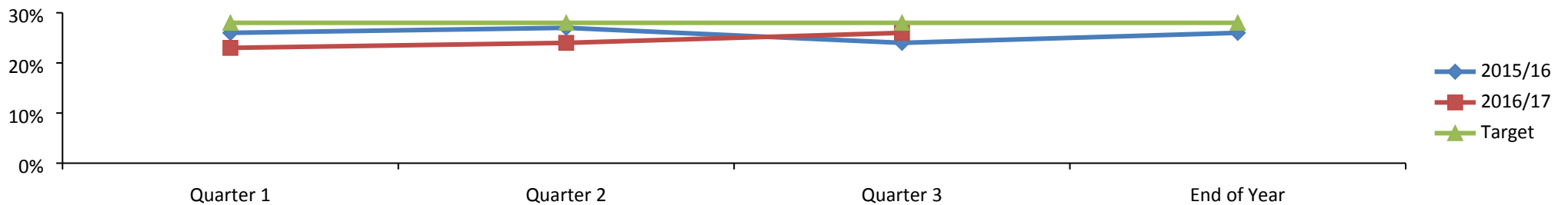


Performance Overview	In the last two quarters a number of housing zone sites have been approved including Cambridge Road 274, Abbey Industrial Park 118 and Trocoll House 198. In addition, in the first and second quarters 16/17 the Council's planning committee has approved the Abbey Retail Park scheme 597 and Barking Riverside 10800. The decision was issued for Abbey Retail Park in Q3 and Barking Riverside's will be issued in Q4. Planning applications have also been received for the Abbey Sports Centre 150 and Vicarage Fields sites 850 which will be determined within this financial year. Finally Beam Park, Gascoigne West, Ford Stamping Plant and Crown House schemes are due in this year for approximately an additional 6000 homes.	Actions to sustain or improve performance	Set up BE-FIRST to improve delivery. Delivering agreed Housing Zone outputs with GLA. Recruitment and retention remains a significant issue in the Council's Development Management Team. Two posts are covered by agency staff and a further recruitment exercise will begin shortly to try and fill these posts with permanent staff. Planning Performance Agreements are now used on all major sites so that developers and the Council agree on the timeline for their decision and the resources required to achieve this.
n/a			
Benchmarking	The Benchmark is the Council's Housing Trajectory and the recent approvals, submissions and planning submissions are in line with its forecast of housing completions.		

ECONOMIC AND SOCIAL DEVELOPMENT		Quarter 3 2016/17	
KPI 35 – Repeat incidents of domestic violence (MARAC)			
Definition	Repeat Incidents of Domestic Violence as reported to the Multi Agency Risk Assessment Conference (MARAC)	How this indicator works	Victims of domestic violence referred to a MARAC will be those who have been identified (often by the police) as high or very high risk (i.e. of serious injury or of being killed) based on a common risk assessment tool that is informed by both victim and assessor information. Repeat victimisation refers to a violent incident occurring within 12 months of the original incident coming to the MARAC
What good looks like	The local target recommended by Safelives is to achieve a repeat referrals rate of between 28-40%. The target is based on the level of DV in the borough and rate of referral to MARAC. This target was set during the first study of MARACs where Amanda Robinson from former Coordinated Action Against	Why this indicator is important	Safelives recommends a rate of 28-40% because domestic violence is rarely a one off incident. It is a pattern of behaviour that escalates over time. Therefore, for high risk cases even where a support plan has been put into action, it would be normal for other incidents of DV to occur. So in order to manage high risk cases, if another incident occurs within a 12 month period, the case should be referred back to MARAC and is counted as a repeat.

	Domestic Abuse (CAADA now Safelives) observed repeat rates of around 40% with some variance. A lower than expected rate usually indicates that not all repeat victims are being identified and referred back to MARAC. All agencies should have the capacity to 'flag and tag' MARAC cases in order to identify any further incidents within a year of the last referral and re-refer the cases to MARAC. A low repeat rate often indicates that these systems are not or only partially in place		Where MARACs are not receiving the recommended levels of repeat referrals Safelives recommend that the MARAC review information flows from partnership services to the MARAC to ensure MARAC is well informed about all incidents and developments in the case, that these changes are being assessed and that the victims are receiving ongoing support.
History with this indicator	2015/16: 86 (25%) 2014/15: 58 (20%)	Any issues to consider	Safelives guidance states that to manage high risk cases if another incident were to occur within a 12 month period the case should be referred back to MARAC and counted as a repeat. We note locally that we have some clients return to MARAC but they are outside of the 12 month time-frame and therefore are not counted as a repeat. If the same clients return to MARAC but with another perpetrator these are not counted as a repeat. This is standard practice amongst all boroughs.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	23%	24%	26%		↔
Target	28% - 40%	28% - 40%	28% - 40%	28% - 40%	
2015/16	26%	27%	24%	26%	




Performance Overview	In Qtr 3 we are 26%, the target for 2016/17 is 28 – 40 %. This is below the local target set by Safelives is 28-40%.	Actions to sustain or improve performance	The Community Safety Partnership successfully bid for MOPAC funding to conduct a MARAC Review. An independent consultancy was commissioned to undertake the review, which has now concluded. A number of recommendations were made and improving the boroughs identification of repeat victims to MARAC will be included in the action plan to deliver recommendations of the MARAC review.
A			
Benchmarking	Benchmarking data is available from Safelives on the level of repeat referrals to MARAC. The latest data is for 1 st April 2015 – 31 st March 2016 where there averages for London, our Most Similar Group (MSG) and national was 20%, 26% and 25% respectively. Safelives have produced a comparison of all 32 boroughs repeat rates. Barking and Dagenham are had the 6 th highest rate of repeat referrals to the MARAC in 2015/16. Taking this and the corporate performance teams guidance on RAG rating into consideration we have updated the performance to Amber (performance is within 10% of the target)		

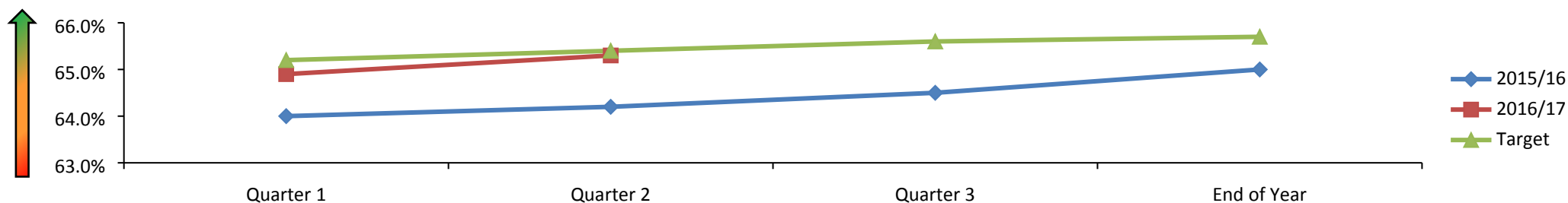
ECONOMIC AND SOCIAL DEVELOPMENT

Quarter 3 2016/17

KPI 36 – The percentage of economically active people in employment

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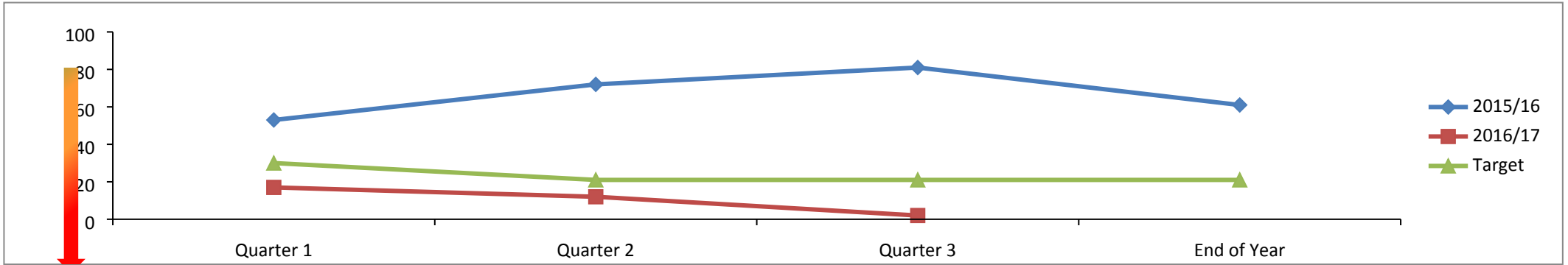
Definition	“The employed are defined as those aged 16 or over, who are in employment if they did at least one hour of work in the reference week (as an employee, as self-employed, as unpaid workers in a family business, or as participants in government-supported training schemes), and those who had a job that they were temporarily away from (for example, if they are on holiday).”		How this indicator works	The figures presented for Barking & Dagenham are a rolling average of the last three years (e.g. Q1 figures are an average of July 13-June 14, July 14-June 15 and July 15-June 16). The reason for this is that the figure is derived from a sample survey (the Annual Population Survey).	
What good looks like	An increase in the percentage of our economically active residents who are in employment.		Why this indicator is important	Employment is important for health and wellbeing of the community and reducing poverty	
History with this indicator	The employment rate for the borough is principally driven by London and economy-wide factors. The figure for the borough has shown steady growth over the last year.		Any issues to consider	Each 1% for the borough is equivalent to a little over 1,200 borough residents.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	64.9%	65.3%	Available 12 April 2017	Available 12 July 2017	
Target	65.2%	65.4%	65.6%	65.7%	
2015/16	64.0%	64.2%	64.5%	65.0%	



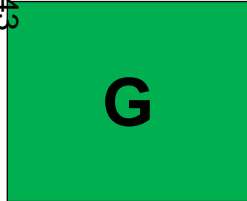
A	<p>Performance Overview</p> <p>The published figure for the borough is 66.4%, with the rolling average figure 65.3%.</p>	<p>Actions to sustain or improve performance</p> <p>The Barking & Dagenham Employability Partnership brings together a range of partners, including Department for Work and Pensions (DWP) and Work Programme Providers who are collaborating to reduce the claimant count and the numbers claiming income support or employment & support allowance. The next meeting takes place on 25 January 2017 and the Partnership is listed as a thematic sub-group of the B&D Delivery Partnership.</p> <p>ESF-funded provision is now coming on stream and is being integrated into the work of local programmes and services (e.g. DWP Troubled Families & DWP over 50s). The Job Shop Service is delivering sessions in both JCP offices in the borough to support those affected by the benefit cap as well as seeking to recruit economically inactive residents claiming income support or employment and support allowance as part of the Council's own ESF-funded provision.</p>
Benchmarking	<p>The gap with the London-wide figure (73.6%) remains at 8.3%. Around 10,600 additional residents would need to move into work to match the London employment rate.</p>	

ECONOMIC AND SOCIAL DEVELOPMENT			Quarter 3 2016/17
KPI 37 – The average number of households in Bed and Breakfast			
Definition	Number of homeless households residing in B & B including households with dependent children or household member pregnant	How this indicator works	Snapshot of households occupying B & B at end of each month.
What good looks like	In order to satisfy budget pressures, end of year average of 21 households in B & B would be considered excellent	Why this indicator is important	Statutory requirement and financial impact on General Fund
History with this indicator	Historically target was not met	Any issues to consider	Increasing demand on homelessness, impact of welfare reform, impact of housing market and regeneration programme.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	17	12	2		↑
Target	30	21	21	21	
2015/16	53	72	81	61	



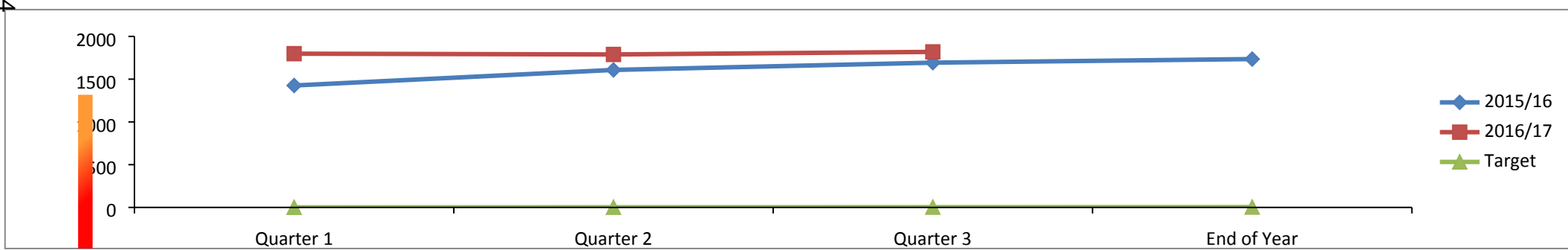
Performance Overview	<p>Numbers of households within B & B continue to decrease. No families were accommodated in B & B at the end of December 2016, with the average across the quarter lower than 2. In addition, families placed in B & B accommodation have been provided with alternative Housing within 6 weeks in line with legal requirements.</p>	Actions to sustain or improve performance	<p>Alternative Hostel sites are being sought to reduce dependency upon bed and breakfast. There are ongoing initiatives to increase the supply of PSL accommodation and there has been a price reduction negotiated with the local bed and breakfast provider. Case management and homeless prevention options are under constant review to limit the number of households placed in temporary accommodation.</p>
Benchmarking	No benchmarking data available.		



KPI 38 – The average number of households in Temporary Accommodation

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Definition	Number of households in all forms of temporary accommodation, B&B, nightly Let, Council decant, Private Sector Licence (PSL) (in borough and out of borough)		How this indicator works	Snapshot of households in temporary accommodation at end of each month	
What good looks like	Increase in temporary accommodation / PSL supply however with a reduction in the financial loss to the Council leading to a cost neutral service		Why this indicator is important	Financial impact on General Fund	
History with this indicator	PSL accommodation was considered cost neutral. Due to market demands, landlords/agents can now request higher rentals exceeding LHA rates		Any issues to consider	Increasing demand on homelessness, impact of welfare reform, impact of housing market and regeneration programme.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	1,798	1,789	1,819		↓
2015/16	1,426	1,608	1,693	1,735	



Performance Overview	Increase in trend of acquiring good quality self-contained accommodation to meet homelessness demands. There is a reluctance to set a target for the average number of households, although there is an ambition to reduce the reliance of procuring temporary accommodation. This will need to be balanced with the ongoing demands to provide Housing at a time when market trends show that house prices are rising both in the private rented and buyers' market coupled with concerns of the impact of Welfare Benefit Reform.	Actions to sustain or improve performance	Hostel expansion programme. Collaborative working within Housing Options and delivering new ways of working in line with Andy Gale critical analysis report of service.
n/a			
Benchmarking	No benchmarking data available		

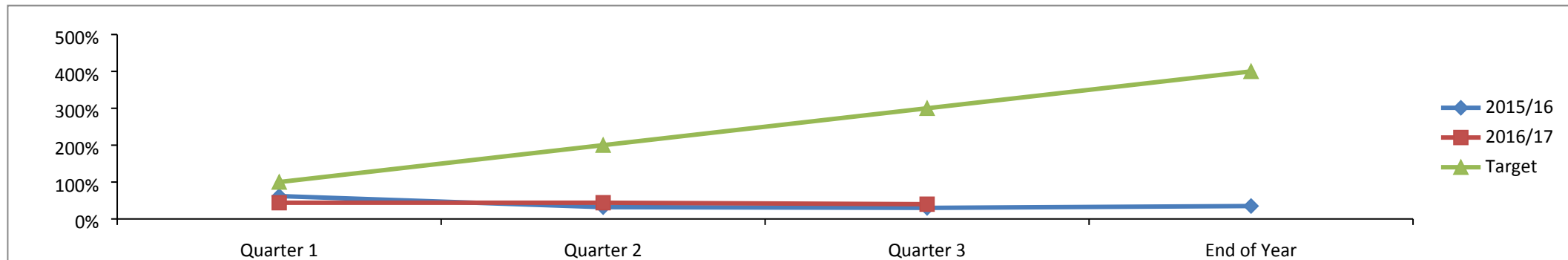
ECONOMIC AND SOCIAL DEVELOPMENT

Quarter 3 2016/17

KPI 39 – The percentage of complaints upheld

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Definition	The percentage of complaints upheld		How this indicator works	Of the total number of complaints received the number that are deemed to be upheld	
What good looks like	Comparable with London and National		Why this indicator is important	Lower number of complaints upheld indicates that the Council is providing an adequate or good service.	
History with this indicator	2015/16 End of year result – 35%		Any issues to consider	Quality of response must also be taken into account.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17 Quarter	44%	41%	40%		n/a
2016/17 YTD	44%	44%	40%		
2015/16	62%	32%	30%	35%	



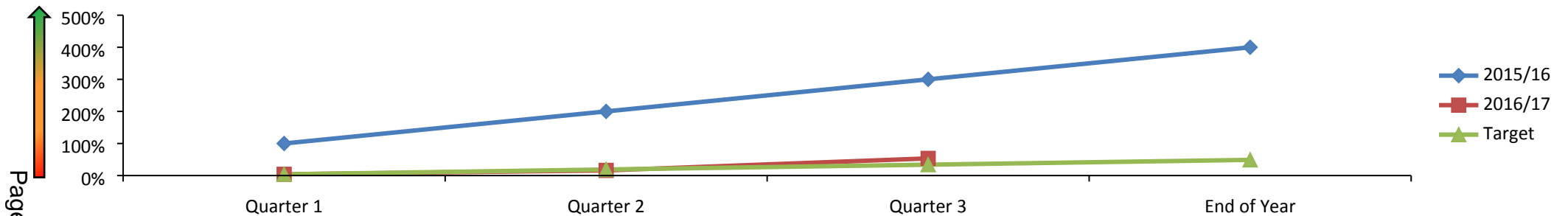
Performance Overview	Overall, when looking at the year to date figures, performance has remained static over the past 6 months.	Actions to sustain or improve performance	A restructure of the complaints team has been undertaken alongside a review of the complaints process.
	n/a		
Benchmarking	Local Government Ombudsman Annual Review of Local Government Complaints 2015/16 showed that the number of complaints upheld by them in Barking and Dagenham has gone down.		

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ECONOMIC AND SOCIAL DEVELOPMENT Quarter 3 2016/17
KPI 40 – The percentage of people affected by the benefit cap now uncapped

Definition	Percentage of people affected by welfare reform changes now uncapped / off the cap	How this indicator works	For a resident to be outside of the benefit cap (off the cap), they either need to find employment (more than 16 hours) and claim Working Tax Credit or be in receipt of a benefit outside of the cap; Personal Independence Payment, Disability Living Allowance, Attendance Allowance, Employment Support Allowance (care component) and (upcoming in September 2016) Carers Allowances or Guardians Allowance.
What good looks like	Moving residents from a position of being in receipt of out-of-work benefit (Income Support / Employment Support Allowance or Job Seekers Allowance) to working a minimum of 16 hours (if a single parent) or 24 hours (if a couple) or receiving a disability benefit which moves residents outside of the cap.	Why this indicator is important	Welfare reform changes impact on resident's income which will affect budgets, choices and lifestyle. Financial impact on General Fund

History with this indicator	This is a new indicator introduced in 2016/17.			Any issues to consider	The Capped/Uncapped status of a resident is not solely down to the Welfare Reform (WR) team work but includes both Housing Benefit (HB) and the Department of Works & Pension (DWP). If the DWP do not confirm the uncapped status of a resident then HB do not removed this status on academy. All our information comes from the DWP, via HB.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2015/16
2016/17	3.9%	16.07%	53.47%		n/a
Target	3.9%	18.9%	33.9%	48.9%	
2015/16	New indicator for 2016/17				



Performance Overview	The baseline for this KPI is 890 people of whom 290 were capped and 600 that the DWP informed us were likely to be capped when the threshold was lowered. This happened on 7 th November and it shows that the number of people expected to be capped was overstated by the DWP to err on cautions side. The team now work only from a list only containing people who have been capped and with the lower cap thresholds going live customers are now more likely to engage.	Actions to sustain or improve performance	The team is now working closely with the Job Shop and DHP services to incentivise customers to engage with the Council. The letters and scripts have been amended to strengthen the message and are undergoing further review. Links have been established with Housing Management, Rents team and Temporary Accommodation who will carry out visits to get customers to engage.
Benchmarking	No benchmarking data available – Local measure only		

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CABINET**21 March 2017**

Title: One Oracle Successor Arrangement	
Report of the Cabinet Member for Finance, Growth and Investment	
Open Report	For Decision
Wards Affected: None	Key Decision: Yes
Report Authors: Paul Ingram, ICT Consultant	Contact Details: E-mail: paul.ingram@lbbd.gov.uk
Accountable Director: Kathy Freeman, Finance Director	
Accountable Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>The current hosting contract for the Council's HR & Finance system (Oracle) ends in July 2018. The renewal offer from the incumbent supplier is untenable for the Council and as a result the Council needs to procure a suitable successor option to have in place by the end of the current contract.</p> <p>This paper sets out the options and recommends a course of action to procure replacement hosting and support for our current version of the system.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to:</p> <ul style="list-style-type: none"> (i) Agree the procurement of a contract for the provision of installation, hosting and support services of the Council's Oracle E-Business Finance and HR system, in accordance with the strategy set out in the report; and (ii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Growth and Investment and the Director of Law and Governance, to award and enter into the contracts and all other necessary or ancillary agreements. 	
<p>Reason(s)</p> <p>The current hosting contract with Cap Gemini is due to end in July 2018. This requires us to give notice 1 year before contract end ie: July 2017</p> <p>To avoid un-necessary cost and ensure that the Council is better able to maintain the delivery of the Oracle E-Business platform to meet its needs until late 2020.</p>	

1. Introduction and Background

1.1 Oracle E-Business is the software application used by the Council to provide core Finance and HR functionality. Oracle E-business suite requires quite complex infrastructure and specialist skill sets to provide the service the Council requires. To date the required infrastructure and skills have been provided by One Oracle, a consortium arrangement between 7 London councils. The Councils involved are:

- Barking and Dagenham
- Brent
- Croydon
- Havering
- Lambeth
- Lewisham
- Newham

1.2 A key component of the One Oracle service has been the provision of hosting by Cap Gemini. The Cap Gemini hosting contract ends in July 2018 and participants in One Oracle are obliged to give notice a year earlier if they intend to exit the contract at that stage. If we do not give notice, the service can be continued at a cost that is equivalent to what the consortium pays today, however the charges per council will escalate as councils leave the Consortium to ensure that Cap Gemini continue to receive the same fee ie:

- £3M / 6 Councils = £0.5M per Council Per annum
- £3M / 2 councils = £1.5M per Council Per annum

1.3 This level of cost risk is not acceptable to any of the partners so all are considering alternative arrangements.

2. Proposed Procurement Strategy

2.1 This contract is intended to provide an as-is migration of the Council's Oracle environment from the current arrangement. It is not intended to provide new functionality or Oracle upgrades. The new contract will provide a replacement Oracle hosting platform and service for the Council's Oracle 12 services currently provided by One Oracle as well as:

- Migration service from One Oracle to the new hosting service
- Oracle product support

2.2 The estimated contract value is £3.1m and the project will seek the most advantageous economic terms available within the capability of the compliant framework selected. This will be a minimum of two years and a maximum of five years with suitable extensions to meet the business need.

2.3 The solution will be procured via a G-Cloud Framework (actual framework to be defined in consultation with Crown Commercial Services) but likely to be either G-Cloud 9 (opening in May 2017) which can offer us the required services, breadth of potential suppliers and length of contract but may be too late for our needs. RM1032 may also be considered offering the option of a longer contract period, a specialist focus on Oracle and being current right through our proposed tendering

period. G-Cloud 7 and 8 have also been considered, G-Cloud 7 closes in June 2017 and represents too high a risk of not contracting in time and needing to start again at a critical stage. G-Cloud 8 does not allow the Council to contract all 3 packages in one contract, leading to a risk around managing multiple suppliers instead of a single contract and it is a pure cloud framework which may unnecessarily limit supplier options. Once a final framework has been chosen the route to procure will be in line with Council's Procurement Rules and EU regulation- competitive tender conducted in a fair and transparent manner.

2.4 This contract will be structured into the following three work packages and financed from existing budgets currently being used to provide the Oracle E-Business service:

- a) Implementation, migration & test
- b) Hosting and level 2/3 support
- c) Oracle product support

2.5 A range of options have been considered and the proposed contract should be lower cost than the current service. The table below shows cost comparators from market testing.

	One Oracle (Comparator)	Partner Council Budgetary Proposal	Supplier A Budgetary proposal	Supplier B Budgetary proposal
Implementation Cost	N/A	Included	£204K	£280K
Annual Hosting cost inc DBA service	£600K	£535K	£360K	£300K
Oracle product support	£375K	£375K	£375K	£187.5K
Annual ongoing	£975K	£910K	£735K	£487.5K
Term Years	N/A	4	4	4
Term Total	N/A	£3,640K	£3,144K	£2,230K

2.6 Tender Evaluation Criteria will be developed in detail once the procurement framework is selected and the tender schedules are developed. They will however focus heavily on price with the split likely to be in the order of:

- Price = 70% of award criteria
- Technical solution quality = 10% of award criteria
- Ability to execute = 15% of criteria
- Other Matters = 5% of award criteria

2.7 There is a potential TUPE implication with four staff currently seconded from Elevate to One Oracle. It is possible that the Council will want them to return to Elevate or possibly to transfer them to the Council. The detail of this will be worked out in parallel with the procurement process.

2.8 This procurement is required to ensure that the Council retains core Finance and HR functionality, without which it cannot transact financial business nor deal with HR matters such as hiring and payroll. A loss of this critical service would severely degrade the Council's ability to deliver service in all wards and all services.

2.9 The table below sets out the options considered in the development of this proposal. The preferred option is option 4.

Option	Description	Advantages	Disadvantages
1	Do nothing, renew with Cap Gemini	None	Very High cost exposure
2	Move to Oracle Cloud	Oracle's latest product Cloud scalability (upward) New features Long future	High implementation cost (in house) This would be a complete re-implementation of the Oracle Service with similar levels of cost and complexity to implementing Oracle in the first place. Lack of downward scalability within contracts May not be the best product for the Council's longer term needs (too big, too complex)
3	Option to re host all One Oracle at another Council	Very similar to current service.	Medium cost Limits the Council's ability to save cost from change / re-scale services downward
4 Recommended Option	Commercial hosting option	Lowest cost Low technical risk Option for 3rd party support leading to further cost reduction Best flexibility to realise savings from scaling down in the future Best flexibility to implement rapid changes to environment	Loss of rights to future Oracle product versions if we use non-Oracle support.

2.10 The disadvantage of not having upgrade rights to future versions of Oracle products is unimportant because Oracle is now focussing its efforts on migration of accounts to its Cloud product, where other disadvantages would outweigh this one. The third-party support option, if selected, would continue to provide key software patches and necessary year-end processing support.

3. Equalities and other Customer Impact

3.1 This procurement provides, as far as is practicable, a like for like service to the one currently existing. On that basis, there are no new equalities and customer impact issues.

4. Other implications

4.1 Risk and Risk Management

Risk	Mitigation
Major business impact due to proposed changes	Change is limited to running a copy of the existing system in new hardware rather than implementing a new system. This simplifies the work considerable and removes the need for business change.
Costs arising from additional data migration activity from Cap Gemini	Synchronizing early data migrations with other One Oracle councils means that the early data cuts can be shared reducing the cost per Council.
Copies of our data being held by other councils and copies of their data being held by us	A process to be agreed between One Oracle partners for post migration removal or obfuscation of other partner's data.
Supplier is unable to execute the required changes or lacks appropriate skillsets	The tender specification will require extensive Oracle hosting, migration and support experience. Possibly requiring Oracle Gold partner status if this does not limit the competition too much.
Security of data in Cloud infrastructure	The tender specification will require ISO 27001 accreditation and compliance with a range of Government security standards.
Lack of Council resource for UAT	Clear commitment from Executive level to completing the project successfully, including prioritizing internal resources as needed for a successful outcome.

5. Consultation

5.1 The proposals in this report were endorsed by the Procurement Board on 13 February 2017. Consultation has also taken place with Council officers, relevant Elevate and Agilisys officers and One Oracle Consortium members.

6. Corporate Procurement

Implications completed by: Euan Beales, Elevate Procurement Manager

6.1 Procurement of the service needs to be complete before notice is given on the existing contract in July 2017. This limits the choices of routes to the market.

6.2 The recommended approach is to transact via a G Cloud framework contract and to consult with Crown Commercial Services to assure that the most appropriate compliant approach is used.

7. Financial Implications

Implications completed by: Stephen Hinds, Chief Accountant.

- 7.1 The cost for Year 4 of hosting (current year) with Cap Gemini is £477,345. This does not include any costs for any in-year amendments or changes to the system.
- 7.2 It is clear that the Council needs to give notice to end the arrangement with Cap Gemini given that the other members of the consortium are leaving and the financial implications of staying with Cap Gemini are prohibitive and would significantly increase the budget pressures experienced by the Council.

8. Legal Implications

Implications completed by: Bimpe Onafuwa, Contracts and Procurement Solicitor

- 8.1 This report is seeking approval to undertake a procurement exercise for the provision of implementation, hosting and support services for the Oracle system. The proposed contract is for the supply of services which are subject to the Public Contracts Regulations (PCR) 2015. Additionally, as the current estimated value of the contract, over a possible five-year period is £3.1 million, it is fully subject to the provisions of the PCR 2015.
- 8.2 This procurement also has to comply with the Council's Contract Rules. There is therefore a requirement that it be tendered competitively and that the process be transparent, non-discriminatory and that it ensures the equal treatment of bidders. Clause 2.6 of this report states that the contract will be procured from the Crown Commercial Services (CCS) G-Cloud framework. The CCS framework would have undergone a compliant tender process prior to being set up and made available for use by procuring authorities. In order to call-off this framework, the Council will have to comply with the terms and procedures for its use. Clause 2.3 also outlines the timetable for the procurement process, while clause 2.6 sets out the evaluation criteria of the tenders received. These are elements of a transparent and fair procurement process. The Law and Governance team is available to provide legal support to the procuring directorate throughout this project.

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

List of appendices: None

CABINET**21 March 2017**

Title: Tri–Borough Civil Protection Service	
Report of the Cabinet Member for Enforcement and Community Safety	
Open Report	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: Jonathon Toy, Operational Director, Enforcement Services	Contact Details: Tel: 020 8227 3683 E-mail: jonathon.toy@lbbd.gov.uk
Accountable Director: Jonathon Toy, Operational Director, Enforcement Services	
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>Barking and Dagenham Council and Waltham Forest Council established a bi Borough Civil Protection Service in 2010. The service is delivered by Barking and Dagenham who employ civil protection staff to manage the Council’s preparedness to respond to emergency planning incidents, act as Emergency Duty Officers and ensure that the council’s business continuity arrangements are robust.</p> <p>In the summer 2016, Redbridge Council approached Barking and Dagenham with a view to explore joining the bi-Borough arrangement. A review was carried out between September and December 2016 to consider the options, including the financial benefits to each borough. A business case was developed in collaboration with the three Councils at a civil protection officer and operational director level.</p> <p>The business case and recommendation is to be reported to the Cabinet for formal adoption.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree that the Council enters into a tri-borough service arrangement with Waltham Forest and Redbridge Councils in respect of civil protection services on the terms set out in the report; and (ii) Authorise the Chief Operating Officer, in consultation with the Cabinet Member for Enforcement and Community Safety and the Director of Law and Governance, to enter into all necessary agreements to implement, manage and operate the shared service. 	
<p>Reason(s)</p> <p>To assist the Council to achieve its priority of a “Well run organisation”.</p>	

1. Introduction and Background

- 1.1 Emergency Planning is a statutory responsibility for all Local Authorities under the Civil Contingencies Act 2004. Boroughs discharge their duties through the development, exercising and execution of strategic and operational plans, in partnership with other 'Category 1' responders, including the Police, Fire and Health Services.
- 1.2 Local Plans feed into pan-London and sub-regional resilience arrangements and all Boroughs must aim to meet the Emergency Preparedness Minimum Standards for London. This work is supported by small local teams of professional Emergency Planning Officers.
- 1.3 In 2016, the London Local Authority Panel (LLAP) commissioned a review of Local Authority emergency planning arrangements, partly in response to concerns that resources for this work were being reduced across the Capital.
- 1.4 One of the recommendations from that review was for greater collaboration at the sub-regional level. The nature of that collaboration has been left to the discretion of the Chief Executives in each sub-regional cluster. As a minimum, the review recommended that 'a sub-regional lead Local Authority should be identified to co-ordinate enhanced collaboration and support a more equal contribution and benefit from sub-regional and regional operational and contingency planning. This arrangement should be underpinned by an output based Service Level Agreement and reviewed against clearly defined success criteria every two years.
- 1.5 The North East cluster comprises of Redbridge, Waltham Forest, Barking and Dagenham, Havering and Newham. The lead Chief Executive representing the North East Cluster at the London Local Authority Panel is Kim Bromley-Derry, from Newham.
- 1.6 Barking and Dagenham Council and Waltham Forest Council established a bi-Borough Civil Protection Service in 2010. The service is delivered by Barking and Dagenham who employ civil protection staff to manage the Councils' preparedness to respond to emergency planning incidents, act as Emergency Duty Officers and ensure that the Councils' business continuity arrangements are robust.
- 1.7 In the summer of 2016, Redbridge Council approached Barking and Dagenham with a view to explore joining the bi-Borough arrangements. A review was carried out between September and October 2016 to consider the options, including the financial benefits to each Borough. A business case was developed in collaboration with the three Councils at a civil protection officer and operational director level.

2. Proposal and Issues

- 2.1 Senior officers representing the three Boroughs and managers from the respective civil protection teams, have held a series of meetings to explore the options related to civil protection arrangements for Barking and Dagenham, Redbridge and Waltham Forest.

2.2 There has been a number of shared principles that emerged that are consistent across the three Boroughs. They are as follows:

- That there should be an identified lead senior civil protection officer for each Borough.
- Each team member should have a specialisation, or area of expertise in emergency planning and business continuity which they would provide for all three local authorities.
- Civil Protection Officers should be aligned to projects, as opposed to being constrained to one Borough.
- There should be flexibility in the emergency planning and business continuity responses, that align with the local variations within each Borough.
- Senior Managers highlighted a requirement for a Governance Board, held at a director level to ensure that performance measures are established and the team is effectively responding to the needs of each Borough.
- An annual report is published, including a review of the service, setting out the performance measures and how the Minimum Standards for London, related to civil protection are being met.

2.3 These principles have helped shape the consideration of the options for civil protection across the three Boroughs. Options that were discussed included:

- Option 1 - Each Borough considers delivering its own single Borough in-house service.
- Option 2 - Redbridge, Waltham Forest and Barking & Dagenham collaborate to contract out Emergency Planning to a private sector civil contingencies provider
- Option 3 - Barking and Dagenham and Waltham Forest continue with the existing bi-Borough arrangement.
- Option 4 - Shared Service between Redbridge, Waltham Forest and Barking & Dagenham, with one Borough taking the lead, supported by a Joint Governance Board.

2.4 There has been a number of other key consideration factors that were discussed as part of the option appraisal. These included:

- That each Borough benefited from future savings related to any Tri Borough arrangement. It was clear that for the financial year 17/18, Redbridge would achieve a higher proportion of savings through any joint arrangement. This is due to the fact that Barking and Dagenham and Waltham Forest have already, successfully, achieved savings through the current arrangements. It has been agreed that any savings achieved in year two (18/19) would benefit Barking and Dagenham and Waltham Forest on a 50-50 basis. Savings achieved from year 3 onwards would be apportioned equally across the three local authorities.
- The direction of travel for civil protection arrangements in London means that there will be a greater emphasis on sub regional collaboration and delegated authority for civil protection co-ordination. A cross Borough arrangement that enhances the reputation and authority at a regional level will become more important as these changes are being developed.
- A key consideration is that the arrangement maintains effective links and engagement with key council and non-council partners in each Borough. This

included the links with blue light services and the direction of travel for cross Borough structures which are being considered by the Metropolitan Police.

- 2.5 Option 4 is considered to be the most closely aligned with the principles and other key considerations as set out above.

Implementation process

- 2.6 Subject to approval of the proposal, a high-level Implementation Plan will be developed with a commencement date of 1st April 2017.
- 2.7 The implementation plan will be managed by the Operational Director for Enforcement, Barking and Dagenham Council and reported through the tri- Borough Governance Board as highlighted above. The Governance Board will comprise senior operational directors from each local authority with responsibility for civil protection and the Civil Protection Manager.
- 2.8 A set of performance indicators and processes will be developed as part of an implementation plan to measure the impact and performance of the new Service, including financial benefits. The Tri Borough Governance Board will monitor these and produce an annual plan for each local authority.

3. Options Appraisal

- 3.1 The options appraisal is included in section 2 above.

4. Consultation

- 4.1 Consultation took place with strategic managers and emergency planning officers through September to December 2016.
- 4.2 In addition consultation has taken place with senior HR managers from Barking and Dagenham Council and Redbridge Council to explore the options and best approach. In line with Option 4, existing staff within the Civil Protection Service in Redbridge Council will be transferred to Barking and Dagenham on existing terms and conditions and subject to TUPE arrangements.
- 4.3 The paper was approved at Corporate Strategy Group on the 16th February 2016.

5. Financial Implications

Implications completed by: Katherine Heffernan, Group manager for Services Finance

- 5.1 The overall budget for 2017/18 across the tri-Borough arrangement is £425,000, of which £363,500 relates to the staffing structure. This figure excludes the funding for the Public Health post in emergency planning jointly contributed by Barking and Dagenham and Waltham Forest.
- 5.2 The full-year equivalent saving in the first year equates to £67,000 in total. This is broken down to £46,000 (full-year equivalent) for Redbridge and £10,500 each for Barking & Dagenham and Waltham Forest. This will be achieved through

management savings and will commence as soon as the management recruitment process has been completed (estimated 30 June 2017). Therefore, the projected part-year saving in 2017/18 is £34,500 for Redbridge and £7,875 each for Barking and Dagenham and Waltham Forest.

- 5.3 The shared service is expected to deliver further savings. Under the terms of the agreement, this will be shared equally between Barking & Dagenham and Waltham Forest in 2018/19 and as a three-way split with Redbridge from 2019/20 onwards.

6. Legal Implications

Implications completed by: Kayleigh Eaton, Contracts and Procurement Solicitor, Law and Governance

- 6.1 This report is seeking approval to enter into a three-year, shared service arrangement, with an option to extend for up to two years, with the London Boroughs of Redbridge and Waltham Forest for the provision of a Civil Protection Shared Service. This report notes that all local authorities have duties under the Civil Protection Act 2004 (the 'Act') and it is the intention of the three named Council's to collaborate to discharge their duties under the Act.
- 6.2 This report advises that this is a shared service arrangement led by this Council. Under the Public Contracts Regulations 2015 ("PCR 2015") an exemption has been provided for contracts which establish or implement co-operation between contracting authorities. Providing the arrangement is a genuine collaboration between the local authorities, this will not be an agreement which is subject to the PCR 2015.
- 6.3 This report also notes that in line with the preferred option, staff from Redbridge will be transferred to Barking and Dagenham. Advice should therefore be sought on the application of the Transfer of Undertakings (Protection of Employment) Regulations 2006 to this arrangement.
- 6.4 The Law and Governance Team will be on hand to assist and advise on the proposed documentation to be adopted for the shared service arrangement and will be available to answer any queries which arise throughout the contract period.

7. Other Implications

- 7.1 **Risk Management** – The only risk management issues relates to ensuring that there is continuity of provision of the Council's emergency planning and business continuity response. This has been addressed by ensuring that each local authority retains a lead officer and the changes do not affect the emergency response structure that exists in each local authority.
- 7.2 **Staffing Issues** - Civil Protection Officers will be consulted on a new staff structure for the joint service during the implementation phase, after all staff have been transferred to Barking & Dagenham. It is proposed that in year one (2017/18) the officer structure for the Tri-Borough shared service should retain the existing level of front line staff resource, reducing in year two, when leaner processes and the full benefits of the Tri-Borough Service can be realised. These draft structures are attached as part of the Business case.

7.3 **Corporate Policy and Customer Impact** - As currently, the same emergency response will continue to be provided to relevant incidents, irrespective of where those incidents are located in the three boroughs or which communities are affected.

Services to vulnerable groups during emergency incidents will be prioritised under the new Shared Service as they are at present.

7.4 **Property / Asset Issues** – There are no specific property asset issues associated with this report. The number of officers being transferred are limited to two and this will not have any impact on the current smarter working arrangements within the council.

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

List of appendices: None

CABINET**21 March 2017**

Title: Debt Management Performance and Write-Offs 2016/17 (Quarter 3)	
Report of the Cabinet Member for Finance, Growth and Investment	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Author: Gill Hills, Head of Revenues, Elevate East London	Contact Details: Tel: 0208 724 8615 E-mail: gill.hills@elevateeastlondon.co.uk
Accountable Director: Kathy Freeman, Finance Director	
Accountable Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>This report sets out the performance of the Council's partner, Elevate East London, in carrying out the contractual debt management function on behalf of the Council. This report covers the third quarter of the financial year 2016/17. The report also includes summaries of debt written off in accordance with the write off policy that was approved by Cabinet on 18 October 2011.</p> <p>Performance is in line with expectations overall, in particular in the light of the impact of welfare reform on collection.</p> <p>Stretch targets have been agreed with Elevate for 2016/17, meaning that in some areas their performance may be below target, but is above last year's collection achievement at the same time of year.</p> <p>There has been investment in new ways of working, and we are beginning to see further improvements to collection as a result.</p>	
<p>Recommendation(s)</p> <p>Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of enforcement agents; and (ii) Note the debt write-offs for the third quarter of 2016/17. 	
<p>Reason</p> <p>Assisting in the Council's Policy aim of ensuring an efficient organisation delivering its statutory duties in the most practical and cost-effective way. This ensures good financial practice and adherence to the Council's Financial Rules on the reporting of</p>	

debt management performance and the total amounts of debt written-off each financial quarter.

1. Introduction and Background

- 1.1 The Council's joint venture company, Elevate East London LLP (Elevate), operates the Council's Revenues, Benefits, General Income and Rents Service. The service is responsible for the management and collection of the Council's debt. It also collects rent on behalf of Barking and Dagenham Reside. Council debts not collected by Elevate are not included in this report, for example parking and road traffic debt (prior to warrants being granted) and hostel and private sector leasing debt.
- 1.2 This report sets out performance for the third quarter of the 2016/17 financial year and covers the overall progress of each element of the service since April 2016. In addition, it summarises debts that have been agreed for write off in accordance with the Council's Financial Rules. All write offs are processed in accordance with the Council's debt management policy agreed on 18th October 2011.

2. Performance of the Collection Services in Quarter 3

- 2.1 Table 1 below sets out the performance achieved for the main areas of debt for quarter three, 2016/17.

Table 1: Collection Rate Performance – Quarter Three 2016/17

Type of Debt	Year-end target	Quarter 3 target	Quarter 3 Performance	Variance	Actual collected £m
Council Tax	95.6%	82.7%	81.9%	-0.8%	£54.593m
Council Tax Arrears	£1.992m	£1.527	£1.842	+£0.315m	£1.842m
NNDR	98.2%	78.5%	77.2%	-1.3%	£46.335m
Rent	98.16%	72.76%	71.88%	-0.88%%	£75.462m
Leaseholders	98.00%	74.69%	75.93%	+1.24%	£3.195m
General Income	95.60%	85.00%	91.13%	+6.13%	£66.814m

Council Tax Collection Performance

- 2.2 Council Tax collection ended the quarter 0.8% (£133k) below the profile target at 81.9%. However, this is 0.5% above last year at the same time or the equivalent of £322k additional revenue. It is anticipated that the gap will narrow in the last quarter with more payments scheduled to arrive in February and March, because of tax payers catching up on payments missed earlier in the year and a higher number paying by 12 instalments compared to previous years.

- 2.3 Council Tax collection remains challenging with Council Tax Support (CTS) reducing by 3.1% (£418km) and the number of CTS claimants having reduced by 1,053 since the start of the year. This reduction in CTS payments has resulted in an increase in the amount of Council Tax to be collected from those residents most likely to be in financial difficulty. The typical methods of enforcement (enforcement agents and committal) are least effective with these residents. A longer-term approach has been adopted, allowing them more time to catch up with their arrears before facing enforcement action.

Council Tax Arrears

- 2.4 By the end of quarter three £1.527m had been collected; this is £0.315m above the target.
- 2.5 As with in-year Council Tax, a more proactive approach taken in 2015/16 has been continued into 2016/17. This approach, which allows taxpayers to catch up and take a more holistic view of their debt, has resulted in a significant rise in arrears collection.
- 2.6 Council Tax collection for all prior years continues and is classified as arrears. Whilst pursuit of these debts does not cease, the older the debt becomes the harder it is to collect. In many older cases the debtor has absconded and cannot be traced. The table below shows the collection rates for each year in which the debt is raised and what percentage has been collected over time.
- 2.7 The Council Tax team focus on collecting both current and arrears debts to ensure that customers do not accrue unmanageable Council Tax arrears. Since the introduction of CTS this has become a vital part of the service and every effort is made to help customers bring their accounts up to date in the shortest possible time period.

Table 2: Cumulative Council Tax Collection

Quarter 3 - 2016/17								
Year	Charge Year (Current)	Year 1 (Arrears)	Year 2 (Arrears)	Year 3 (Arrears)	Year 4 (Arrears)	Year 5 (Arrears)	Year 6 (Arrears)	Year 7 (Arrears)
2009/10	92.9	95.0	95.7	96.1	96.4	96.6	96.8	96.8
2010/11	92.9	95.0	95.7	96.1	96.3	96.6	96.7	
2011/12	94.1	95.7	96.3	96.6	96.8	97.0		
2012/13	94.6	96.2	96.6	96.9	97.1			
2013/14	94.1	96.0	96.6	96.8				
2014/15	94.3	96.1	96.6					
2015/16	94.8	96.1						

Business Rates (NNDR) Collection Performance

- 2.8 The NNDR collection rate achieved 77.2% by the end of the third quarter. This is 1.3% below the target of 78.5%.
- 2.9 The collection rate for quarter 3 continued to be affected by the same factors reported in quarter 2 in that new businesses starting in the borough have increased the net collectable debit by £348k since April 2016. These in year changes create a charge to the end of the year, but, as NNDR is payable monthly and there is a lag before payments start, this lowers the collection rate in the short term. The largest new companies are Coca Cola, The Go-ahead Group and Veolia ES (UK) Ltd. Payments are being received so the collection rate is expected to recover in the fourth quarter.

Rent Collection Performance

- 2.10 As at the end of quarter three, the collection stood at 71.88% which was 0.88% below the target of 72.76% (£900k). Housing Benefit (HB) income to the HRA has reduced significantly over the last few years. The proportion of the rent paid by HB was 49.17% in 2015/16 compared to 51.33% in 2014/15. So far this year it has fallen further to 46.44% (a change of £2.3m). The HB caseload has fallen this year from 11,980 in March to 11,597 in December, a fall of 383 or 3.2%.
- 2.11 These challenges are being combatted by:
- A comprehensive continuous service improvement plan;
 - The deployment of additional resources;
 - Utilising DHP where possible;
 - Regular rent campaigns - on door step and by telephone;
 - Additional support through outbound calling made to tenants in arrears;
 - Process automation to maximise the time available to focus on dealing with tenants in arrears; and
 - Debt segmentation and other customer insight initiatives.

Reside Collection Performance

- 2.12 In addition to collecting rent owed on Council tenancies, Elevate also collects the rent for the B&D Reside portfolio.
- 2.13 Rent collection, excluding former tenant arrears, is stable with a collection rate of 99.35%.

Leaseholders' Debt Collection Performance

- 2.14 At the end of the third quarter collection reached 53.09%, with a total of £2.234m having been collected, this is 2.45% above target. Continued good performance is supported by early contact with those tenants falling behind with payments.

General Income Collection Performance

- 2.15 General Income is the term used to describe the ancillary sources of income available to the Council which support the cost of local service provision. Examples of areas from which the Council derives income collected by Elevate include: social

care charges; rechargeable works for housing; nursery fees; trade refuse; hire of halls and football pitches. The One Oracle financial system is used for the billing and collection of these debts and also to measure Elevate's performance.

- 2.16 At the end of quarter three collections in this area remained strong reaching 91.13%.

Adults' Care and Support: – Collection of Care Charges (Community and Residential)

- 2.17 The Council introduced a new Care and Support Charging policy for 2015/16 following the implementation of the Care Act 2014.
- 2.18 Collection of debt for contributions to costs of Community and Residential Care is reported separately. Residential care debt which the Council has secured by way of a property charge under its Deferred Payment scheme, is not included in these figures. The agreed measure for 2016/17 is the amount collected against the in-year debt that has been invoiced.
- 2.19 The collection rate for contributions to Community Care costs by the end of quarter three reached 69.12% which was 4.12% above target for the quarter. The collection rate was 86.54% for prior year charges. For contributions to Residential Care charges the in-year collection rate was 80.74% and arrears 94.64%.
- 2.20 The debt recovery process for these debts is similar to that of other debts, but with extra recognition given to particular circumstances. To ensure that the action taken is appropriate and to maximise payments, each case is considered on its own merits at each stage of the recovery process and wherever possible payment arrangements are agreed. In addition, a further financial reassessment of a client's contribution is undertaken where there is extraordinary expenditure associated with the care of the service user. The relevant procedures have been updated to take account of the Care Act.

Penalty Charge Notices (PCN) – Road Traffic Enforcement

- 2.21 This recovery work only includes debts due to Penalty Charge Notices (PCNs) for parking, bus lane and box junction infringements once a warrant has been obtained by Environmental and Enforcement Services (Parking Services) from the Traffic Enforcement Centre (TEC). Elevate enforce these warrants through enforcement agents acting on behalf of the Council and closely monitor the performance of these companies.
- 2.22 Overall collection rates on PCNs are reported by Parking Services. Elevate's collection performance is measured only when a batch of warrants has expired, i.e. after 12 months. Since April 2016, 14 batches of warrants have expired for which the collection rate is 15.3%. The total amount of cash collected through enforcement of road traffic warrants is £548,977 for quarters one, two and three.

Housing Benefit Overpayments

- 2.23 By the end of the third quarter collection totalled £3,659,656 with £9,687,587 having been raised in new overpayment debt from April to Dec 2016. A driver of the increase in invoicing is the receipt by the Benefits Service of a high volume of cancellation notices from the DWP following an exercise to identify discrepancies within customer's applications.
- 2.24 The total outstanding Housing benefit overpayment debt for the Council stands at £22,350,409 - 25% was created between July 2002 and March 2013 and 75% was created from April 2013 to date. The below table provides a yearly breakdown.
- 2.25 Approximately 68% of the total outstanding debt is being actively recovered via arrangements, tracing, letters to customers and through the referral of debts to debt recovery agencies.
- 2.26 As a result of two recently concluded DWP fraud investigations a total £752k of debt has been created. These are part of a larger multi-borough investigation which has increased the amount of overpayments outstanding.

Years debt created	Value of outstanding overpayments @Dec 2016	%
July 2002 to March 2007	£504,940	2%
April 2007 to March 2013	£337,765	23%
April 2008 to March 2009	£474,830	
April 2009 to March 2010	£764,570	
April 2010 to March 2011	£971,831	
April 2011 to March 2012	£1,242,406	
April 2012 to March 2013	£1,324,278	
April 2013 to March 2014	£1,626,503	75%
April 2014 to March 2015	£2,380,546	
April 2015 to March 2016	£5,884,875	
April 2016 to Dec 2016	£6,837,867	
	Total £22,350,409	100%

- 2.27 Collection at the end of the third quarter stands at 37.8%. The target is 42%, meaning that current performance is 4.2% below target. This shortfall is due to the rapid increase in overpayments arising from DWP notifications. A new national system for recovering overpayments from other state benefits will be fully implemented during the next quarter.

Enforcement Agent (Bailiff) Performance

- 2.28 Enforcement agent action is a key tool for the Council to recover overdue debts but is only one area of collection work and is always the action of last resort.
- 2.29 Information on the performance of the enforcement agents is set out in the table below by type of debt for the first and second quarter of 2016/17.

Table 3: Enforcement Agent Collection Rates – 2016/17

Service	Value sent to enforcement agents £	No. of cases	Total collected by enforcement agents £	2016/17 Collection rate %
Council Tax	£2,463,941	3926	£257,920	10.47%
NNDR	£1,402,245.27	336	£268,030.40	19.15%
Commercial Rent	£47,242.87	14	£47,242.87	100.00%
General Income	£107,498.08	163	£42,892.11	39.90%

Debt Write-Offs: Quarter 2 2016/17

- 2.30 All debt deemed suitable for write off has been through all the recovery processes and is recommended for write off in accordance with the Council's policy. The authority to "write off" debt remains with the Council. The value of debt recommended to the Chief Operating Officer and subsequently approved for write off during the second quarter of 2016/17 totalled £254,982. The value and number of cases written off in quarter one and two is provided in Appendix A. The total amount for the year so far is £354,132.
- 2.31 Two hundred and thirty-one debts were written off in quarter three for which the reasons are set out below. The percentage relates to the proportion of write offs by value, or by number:

Table 4: Write off numbers – 2016/17 Quarter 3

Table 4(i) By value

Absconded / not traced	Uneconomic to pursue	Debtor Insolvent	Deceased	Other reasons
£0.00	£13,666.25	£299.67	£14,733.53	£4,400.43
0.00%	41.29%	0.91%	44.51%	13.29%

Table 4(ii) By number

Absconded / not traced	Uneconomic to pursue	Debtor Insolvent	Deceased	Other reasons
0	38	1	33	9
0.00%	46.91%	1.23%	40.74%	11.12%

(The 'other reasons' category includes examples such as: where the debt liability is removed by the Court or the debtor is living outside the jurisdiction of the English Courts and is unlikely to return).

2.32 The figures in Appendix B show the total write-offs for 2011/12, 2012/13, 2013/14, 2014/15 and for 2015/16.

3. Consultation

3.1 This report has been prepared by Elevate and finalised with the agreement of the Chief Operating Officer.

4 Financial Issues

Implications completed by: Kathy Freeman, Finance Director

4.1 Collecting all sums due is critical to the Council's ability to function. In view of this, monitoring performance is a key part of the monthly meetings with Elevate.

4.2 The monthly meetings between Elevate and the Council focus on the areas where the targets are not being achieved and discuss other possibilities to improve collection.

4.3 At the end of quarter 3, collection on Council Tax, Rents and NNDR are all behind the profiled target. It is extremely important that performance improves to prevent the Council from suffering a financial loss. Elevate have deployed additional resources to improve collection on Council Tax and there is a service improvement plan in place to improve collection on Rent.

4.4 The level of write offs at the end of quarter three is £354,152. It is important that bad debts are written off promptly for budgeting purposes so the Council can maintain appropriate bad debt provision.

4.5 If debts are not promptly collected, this will have an adverse impact on the Council's overall financial position. Increases required to the Council's bad debt position are charged to the Council's revenue accounts and reduces the funding available for other expenditure.

5. Legal Issues

Implications completed by: Martin Hall, Housing Solicitor/Team Leader

5.1 Monies owed to the Council in the form of debts are an asset that has the prospect of a payment sometime in the future. The decision not to pursue a debt carries a cost and so a decision not to pursue a debt is not taken lightly.

5.2 The Council holds a fiduciary duty to the ratepayers and the government to make sure money is spent wisely and to recover debts owed to it, insofar as possible. If requests for payment are not complied with then the Council seeks to recover money owed to it by way of court action, once all other options, such as pre-action correspondence and arrangements to pay are exhausted. While a consistent message that the Council is not a soft touch is sent out with Court actions there can come a time where a pragmatic approach has to be taken with debts as on occasion they are uneconomical to recover in terms of the cost of pursuing the debt outweighing the benefit to be obtained, or where the tenant is not of financial means to pay. The maxim *no good throwing good money after bad* applies. In the case of

rent arrears, the court proceedings will be for a possession and money judgement for arrears. However, a possession order and subsequent eviction order is a discretionary remedy and the courts will more often than not suspend the possession order on condition the tenant makes a contribution to their arrears.

- 5.3 Whilst the use of 12 month Introductory Tenancies may have some impact in terms of promoting prompt payment of rent, people can still fall behind and get into debt.
- 5.4 In almost all cases, the best approach is to maintain a dialogue with those in debt to the Council, to offer early advice and help in making repayments if they need it and to highlight the importance of payment of rent and Council tax. These payments ought to be considered as priority debts rather than other debts, such as credit loans as without a roof over their heads it will be very difficult to access support and employment and escape from a downward spiral of debt.
- 5.5 The decision to write off debts has been delegated to Chief Officers who must have regard to the Financial Rules.

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

List of appendices:

- **Appendix A** – Debt Write Off Table for 2016/17, with a summary table and details for each quarter provided.
- **Appendix B** – Total debts written off in 2011/12, 2012/13, 2013/14, 2014/15 and 2015/16.

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Table 1: 2016-2017 Write off summary:

Write Offs £	Housing Benefits	General Income	FTA	Rents	Council Tax	NDR	TOTAL
Quarter 1 Totals	32,219	19,825	18,229	5,192	0	23,685	99,150
Quarter 2 Totals	117,682	12,105	0	16,005	0	109,190	254,982
Quarter 3 Totals	12,630	12,637	7832.03	0	0	0	33,100
2016-17 Totals	162,531	44,567	26,061	21,197	0	132,875	387,232

Table 2: Debts Written Off during Quarter 1 2016/17

Write-offs: £		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Apr-16	Under 2k	17,795	7,987	14,663	0	0	1,781	42,226
	Over 2k	3,773	0	3,566	5,192	0	21,904	34,435
	Over 10k	0	0		0	0	0	0
	Total	21,568	7,987	18,229	5,192	0	23,685	76,661
May-16	Under 2k	9,789	6,200	0	0	0	0	15,990
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	9,789	6,200	0	0	0	0	15,990
Jun-16	Under 2k	862	3,114	0	0	0	0	3,976
	Over 2k	0	2,524	0	0	0	0	2,524
	Over 10k	0	0	0	0	0	0	0
	Total	862	5,637	0	0	0	0	6,500
Quarter 1 Totals		32,219	19,825	18,229	5,192	0	23,685	99,150

Table 3: Count for Quarter 1 2016/17

Write-offs £		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Apr-16	Under 2k	66	23	45	0	0	1	135
	Over 2k	1	0	1	2	0	6	10
	Over 10k	0	0	0	0	0	0	0
	Total	67	23	46	2	0	7	145
May-16	Under 2k	26	13	0	0	0	0	39
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	26	13	0	0	0	0	39
Jun-16	Under 2k	6	25	0	0	0	0	31
	Over 2k	0	4	0	0	0	0	4
	Over 10k	0	0	0	0	0	0	0
	Total	6	29	0	0	0	0	35
Quarter 1 Totals		99	65	46	2	0	7	219

Table 4: Debts Written Off during Quarter 2 2016/17

Write-offs £		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Jul-16	Under 2k	31,785	5,529	0	2,777	0	0	40,090
	Over 2k	2,572	0	0		0	109,190	111,762
	Over 10k	0	0	0		0	0	0
	Total	34,357	5,529	0	2,777	0	109,190	151,852
Aug-16	Under 2k	10,720	255	0	0	0	0	10,976
	Over 2k	70,229	0	0	0	0	0	70,229
	Over 10k	0	0	0	13,228	0	0	13,228
	Total	80,949	255	0	13,228	0	0	94,432
Sep-16	Under 2k	2,376	6,321	0	0	0	0	8,697
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	2,376	6,321	0	0	0	0	8,697
Quarter 2 Totals		117,682	12,105	0	16,005	0	109,190	254,982

Table 5: Count for Quarter 2 2016/17

Write-offs £		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Jul-16	Under 2k	71	34	0	2	0	0	107
	Over 2k	1	0	0	0	0	25	26
	Over 10k	0	0	0	0	0	0	0
	Total	72	34	0	2	0	25	133
Aug-16	Under 2k	30	3	0	0	0	0	33
	Over 2k	21	0	0	0	0	0	21
	Over 10k	0	0	0	1	0	0	1
	Total	51	3	0	1	0	0	55
Sep-16	Under 2k	18	25	0	0	0	0	43
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	18	25	0	0	0	0	43
Quarter 2 Totals		141	62	0	3	0	25	231

Table 6: Debts Written Off during Quarter 3 2016/17

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Oct-16	Under 2k	16	5,673	0	0	0	0	5,689
	Over 2k	0	3,615	0	0	0	0	3,615
	Over 10k	0	0	0	0	0	0	0
	Total	16	9,288	0	0	0	0	9,304
Nov-16	Under 2k	4,688	2,174	0	0	0	0	6,862
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	4,688	2,174	0	0	0	0	6,862
Dec-16	Under 2k	7,926	1,176	7,832	0	0	0	16,934
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	7,926	1,176	7,832	0	0	0	16,934
Quarter 3 Totals		12,630	12,637	7,832	0	0	0	33,100

Table 7: Count for Quarter 3 2016/17

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Oct-16	Under 2k	4	12	0	0			16
	Over 2k	0	1	0	0			1
	Over 10k	0	0	0	0			0
	Total	4	13	0	0	0	0	17
Nov-16	Under 2k	15	10	0	0			25
	Over 2k	0	0	0	0			0
	Over 10k	0	0	0	0			0
	Total	15	10	0	0	0	0	25
Dec-16	Under 2k	13	2	24	0			39
	Over 2k	0	0	0	0			0
	Over 10k	0	0	0	0			0
	Total	13	2	24	0	0	0	39
Quarter 3 Totals		32	25	24	0	0	0	81

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Table 1: Debts written off during 2011/12

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2011/12 Totals	£260,487	£145,284	£987,383	£2,808	£205,789	£772,683	£2,374,434

Table 2: Debts written off during 2012/13

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2012/13 Totals	£110,876	£141,896	£886,890	£23,360	£1,015,408	£569,842	£2,748,272

Table 3: Debts written off during 2013/14

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2013/14 Totals	£141,147	£256,804	£806,989	£8,681	£80,755	£221,380	£1,515,756

Table 4: Debts written off during 2014/15

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2014/15 Totals	£291,469	£88,675	£1,163,134	£3,166	£205,007	£517,201	£2,268,652

Table 5: Debts written off during 2015/16

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2015-16 Totals	£211,930	£141,411	£693,017	£6,075	£549,051	£741,557	£2,343,041