

Notice of Meeting

CABINET

Tuesday, 20 June 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: 12 June 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 23 May 2017 (Pages 3 - 7)**
4. **Revenue and Capital Final Outturn 2016/17 (Pages 9 - 27)**
5. **Corporate Delivery Plan 2016/17 - Quarter 4 Performance Reporting (Pages 29 - 113)**
6. **Corporate Plan 2017/18 (Pages 115 - 137)**
7. **Treasury Management Annual Report 2016/17 (Pages 139 - 158)**

8. **Culture Everywhere: The Culture Strategy for Barking and Dagenham (Pages 159 - 227)**
9. **Review of School Places and Capital Investment - Update June 2017 (Pages 229 - 245)**
10. **Accelerating NEET Reduction (Pages 247 - 294)**
11. **Provision of Respite Care and Support Services for Disabled Children and Young People (Pages 295 - 309)**
12. **Barking Riverside Gateways - Partner Procurement Strategy (Pages 311 - 340)**
13. **School Improvement Partnership Full Business Case (Pages 341 - 369)**

Appendix 1 to the report is in the exempt section of the agenda at Item 16.
14. **Any other public items which the Chair decides are urgent**
15. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the Cabinet, except where business is confidential or certain other sensitive information is to be discussed. The item below is in the private part of the agenda as it contains commercially confidential information which is exempt from publication under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

16. **Appendix 1 - School Improvement Partnership Full Business Case (Pages 371 - 484)**
17. **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

Tuesday, 23 May 2017
(7:02 - 8:07 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 Bill Turner and Cllr Maureen Worby

Apologies: Cllr Lynda Rice

1. Minute's Silence

A minute's silence was observed at the request of the Leader in memory of those affected by the barbaric attack at Manchester Arena the previous evening.

2. Declaration of Members' Interests

There were no declarations of interest.

3. Minutes (25 April 2017)

The minutes of the meeting held on 25 April 2017 were confirmed as correct.

4. Revenue and Capital Provisional Outturn 2016/17

The Cabinet Member for Finance, Growth and Investment introduced a report on the Council's provisional revenue and capital outturn position for 2016/17.

The Cabinet Member advised that revenue expenditure for the financial year was projected at £162.095m, which included £6.839m of expenditure funded from specific reserves. The final outturn of £155.255m represented an overspend variance of £4.940m, which was broadly in line with the projections that had been presented in the most recent monthly Budget Monitoring reports to Cabinet. The Cabinet Member commented that the significant overspend position that had been predicted early in the financial year had been well managed, which had enabled the General Fund reserve to remain well above the minimum target balance of £15m, at approximately £17.9m.

The provisional outturn for the Capital Programme showed expenditure of £173.070m against the revised budget of £184.662, although the Cabinet Member stressed that the difference was due to slippage rather than projects not being progressed. The Cabinet was also advised of carry forward requests, proposed transfers to and from reserves, a proposal to capitalise pension strain costs stemming from the in-year redundancy programme and costs associated with the Council's transformation programme.

In response to a question, the Cabinet Member undertook to provide his colleagues with details of the two window replacement projects listed in Appendix B to the report.

The Cabinet **resolved** to:

- (i) Note the provisional outturn position for 2016/17 of the Council's General Fund revenue budget at 31 March 2017, as detailed in sections 2 to 4 of the report;
- (ii) Approve the requests for carry forwards and transfers to and from reserves as set out in section 5 and Appendix A of the report;
- (iii) Note the provisional outturn for the Housing Revenue Account at 31 March 2017 as detailed in section 6 of the report;
- (iv) Note the projected outturn position for 2016/17 of the Council's capital budget as at 31 March 2017, as detailed in section 7 and Appendix B of the report;
- (v) Approve the proposal to capitalise the pension strain costs arising from redundancies as detailed in section 8 of the report; and
- (vi) Note that £5.101m was allocated under the Flexible Use of Capital Receipts approach, approved by the Assembly as part of the MTFS on 22 February 2017, to support the Council's transformation programme.

5. Housing Asset Management - Procurement Strategy 2017/18

The Cabinet Member for Finance, Growth and Investment presented a report on the procurement of 32 contracts for a range of services relating to the Council's housing stock.

The Cabinet Member referred to the details of each procurement, as detailed in Appendix 1 to the report, and confirmed that appropriate break clauses would be included in contracts to ensure that the new Home Services delivery model could benefit in the future.

Arising from consideration of the proposed specifications, procurement routes and tender evaluation criteria, the following observations were made:

- a) A number of the contracts had proportionally high 'price versus quality' evaluation ratios. The Cabinet Member explained that a proportionally high price ratio was considered appropriate in those instances as the minimum specification requirements in terms of quality and health and safety standards would be set at very high levels in the first place;
- b) The Cabinet Member acknowledged that the high-value contracts for an initial two-year term and three-year extensions options could potentially deter larger companies from bidding, although it was believed that the proposals struck the correct balance; and
- c) The Green Smart Street Project did not include details of the evaluation criteria. The Cabinet Member advised that the criteria were still being developed as it was an emerging area in which the Council was leading the way in its drive to become the "Green Capital of the Capital".

The Cabinet Member for Corporate Delivery and Performance also sought clarification of the arrangements for Cabinet Members to be advised of the outcome of the procurements and the subsequent performance of the successful contractors. The Cabinet Member for Finance, Growth and Investment clarified that, in line with normal arrangements, he would be involved in the procurement and award processes. Taking on board further comments regarding (1) the desire to increase the level of contract expenditure that went to local businesses from the current level of 14%, which placed Barking and Dagenham in the Top 40 performing local authorities, to a target figure of 25%; (2) the numbers of local people and apprentices employed by the Council's contractors; and (3) other 'social value' issues; the Cabinet Member for Finance, Growth and Investment agreed to present an annual report to the Cabinet on the performance of all Council contracts.

The Cabinet **resolved** to:

- (i) Agree that the Council proceeds with the procurement of the 32 contracts as detailed in Appendix 1 to the report and in accordance with the proposed strategy; and
- (ii) Delegate authority to the Strategic Director of Growth and Homes, in consultation with the Cabinet Member for Finance, Growth and Investment and the Director of Law and Governance, to approve the final procurement strategy for the appointment of a main contractor and to conduct the procurement and award and enter into the contracts and all other necessary or ancillary agreements with the successful bidder(s) following its endorsement by the Procurement Board, in accordance with the Council's Contract Rules, the European Tendering Regime and Public Contract Regulations.

6. Contract for Provision of Supported and Unsupported Accommodation with Outreach Support for Care Leavers

The Cabinet Member for Social Care and Health Integration presented a report on proposals to provide accommodation and support tailored to the needs of young people leaving care via a new four-year framework contract with specialist providers.

The Cabinet Member advised that the Council currently met its responsibilities under the Children (Leaving Care) Act 2000 via a number of smaller contracts and spot-purchasing arrangements. The new framework contract would bring about improved standards and quality of accommodation while also providing a clearer pricing structure and efficiency savings for the Council.

In response to an enquiry, the Cabinet Member confirmed that the specification would highlight the Council's preference for the accommodation to be within the Borough, although it was acknowledged that some specialist accommodation may not be available in-Borough while in some cases the young person leaving care may specifically ask to be housed outside of the Borough in order to make a fresh start.

The Cabinet **resolved** to:

- (i) Agree that the Council proceeds with the procurement of a four-year framework contract for the provision of supported and unsupported accommodation together with outreach support for Care Leavers in accordance with the strategy set out in this report; and
- (ii) Delegate authority to the Strategic Director of Service Development and Integration, in consultation with the Cabinet Member for Social Care and Health Integration, the Chief Operating Officer and the Director of Law and Governance, to award and enter into the contract and access agreements.

7. Contract for the Supply of Automotive Fuel and Fuel Oil

The Cabinet Member for Finance, Growth and Investment introduced a report on proposals to procure a new two-year contract for the supply of automotive fuel and fuel oil as the current contract was due to expire on 11 August 2017.

Arising from the discussions, it was acknowledged that the Council should look to move away from using diesel-powered vehicles when new leasing and/or purchasing arrangements were being considered.

The Cabinet **resolved** to:

- (i) Agree that the Council proceeds with the procurement of a contract for the provision of automotive fuel and fuel oil 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 conduct the procurement and award the contract to the successful bidder in accordance with the strategy set out in the report.

8. Proposed Expansion of Robert Clack and Barking Abbey Secondary Schools

Further to Minutes 29 (19 July 2016) and 62 (15 November 2016), the Cabinet Member for Educational Attainment and School Improvement presented a report on the formal proposals to expand both Barking Abbey and Robert Clack Secondary Schools.

The Cabinet Member explained that the very high birth rate in the Borough since the beginning of the decade had begun to have a significant bearing on demand for school places in the secondary age range. Over 60 additional classes in Years 7 to 11 had been provided between September 2013 and September 2016 and the latest proposals would mean Barking Abbey School expanding from 9 to 12 forms of entry from September 2017 while Robert Clack School would expand from 10 to 18 forms of entry from 1 September 2019 (on a phased basis). Robert Clack School would also accommodate three forms of entry of primary aged pupils and 39 places for nursery aged children from that date.

The Cabinet Member reassured her colleagues that the expansion proposals

would not undermine the “Good” OFSTED ratings held by both Schools and also suggested that many of the apprehensions associated with very large schools were not relevant as Robert Clack would be operating from three separate sites and Barking Abbey from two sites.

Cabinet Members spoke in support of the proposals and commended officers, the Cabinet Member and School representatives for their work in meeting the significant challenge of creating sufficient school places for the Borough’s children, including securing the necessary funding from the Department for Education and the Education Funding Agency. It was further noted that Barking and Dagenham was ranked No. 1 across London for the percentage of first choice school placements for the upcoming 2017/18 academic year.

The Cabinet **resolved** to:

- (i) Agree the extension of the age range for pupils attending Robert Clack Secondary School in order to accommodate primary aged pupils (3FE) and also nursery aged pupils (39 places) from September 2019;
- (ii) Agree the expansion of Robert Clack Secondary School from 10 to 18 FE from 1 September 2019 to be a phased planned expansion in collaboration with the school; and
- (iii) Agree the expansion of Barking Abbey Secondary School from 9 to 12 FE from 1 September 2017.

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CABINET**20 June 2017**

Title: Revenue and Capital Final Outturn 2016/17	
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>The Cabinet received a provisional outturn report at its last meeting in May. This report now provides the final outturn position (subject to audit). Since there have been only a few small changes since the last report only summary information has been provided in most instances.</p> <p>Following transfers from reserves and carry forwards the final outturn variance is confirmed as an overspend of £4.853m. This is £0.087m less than the provisional outturn reported in May as a result of some further minor corrections and adjustments but does not materially change the position. The final position of the unearmarked General Fund reserve after this overspend and transfers between reserves is £19.3m as at 31 March 2017. Although a reduction from the opening level, this is still well above the minimum target balance of £15m.</p> <p>The Cabinet approved a number of requests for carry forwards and transfers to and from reserves in May. There are a small number of additional requests listed in appendix B that Cabinet are asked to approve.</p> <p>The final position on the HRA is an outturn surplus of £2.186m of which £0.266m will be used as additional contribution to the capital programme and £1.920 will be transferred to the HRA reserve.</p> <p>The final position on the Dedicated Schools Grant is £5.773m deficit most of which relates to Schools Balances. There has been an overall fall in the level of reserves held by schools.</p> <p>The Capital Programme outturn is confirmed to be £173.070m against a programme budget of £184.662m. The difference is mostly the result of slippage rather than underspending and the spend will be reprofiled into the 2017/18 financial year.</p> <p>Cabinet are asked to approve the capital carry forwards and reprofiling as set out at Appendix C.</p>	

Recommendation(s)

The Cabinet is recommended to:

- (i) Note the outturn position for 2016/17 of the Council's General Fund revenue budget and Housing Revenue Account as at 31 March 2017, as detailed in section 2 and Appendix A of the report;
- (ii) Approve the requests for carry forwards and transfers to and from reserves as set out in Appendix B of the report;
- (iii) Note the outturn for the Dedicated Schools Grant at 31 March 2017 as detailed in section 3 of the report;
- (iv) Note the outturn position for 2016/17 of the Council's capital budget at 31 March 2017, as detailed in section 4 of the report;
- (v) Approve the requests for capital carry forwards and the reprofiling of the 2017/18 Capital Programme as set out in section 4 and Appendix C of the report; and
- (vi) Note the position of the Council's General Fund and other reserves at 31 March 2017, as set out in Appendix D of the report.

Reason(s)

As a matter of good financial practice, the Cabinet should be informed about the Council's spending performance and its financial position. This will assist the Cabinet in holding officers to account and in making future financial decisions.

1 Introduction and Background

- 1.1 This report provides a summary of the outturn for the Council's General Fund, Housing Revenue Account, Dedicated Schools Grant and Capital positions.

2 Overall Outturn Position on the General Fund and Housing Revenue Account

- 2.1 The Council's outturn position for 2016/17 is an overspend of £4.853m against the approved budget. This is £0.087m less than previously reported. A small IT bug had caused some transactions to be posted twice – this has now been remedied by the application of a software patch to the ledger system. The revised department outturn figures are shown in Appendix A.
- 2.2 The final position on the HRA is an outturn surplus of £2.186m of which £0.266m will be used as additional contribution to the capital programme and £1.920 will be transferred to the HRA reserve. This is the same figure as previously reported.
- 2.3 Cabinet approved a number of carry forwards and transfers to and from reserves in May. Since that report was prepared a few more requests have been received. These requests are set out in Appendix B and the Cabinet is asked to approve them.

3. Dedicated Schools Grant

3.1 The final outturn for the DSG and schools showed an additional revenue contribution to the DSG reserves of £0.233m and fall in maintained school's balances of £6.006m resulting in a net outturn of £5.773m.

Table One: DSG Summary

	Gross Budget	Actual	Variance
	£ (000)	£ (000)	£ (000)
DSG Income	-208,407	-208,407	0
Draw Down from DSG Reserve	-6,101	-6,101	0
TOTAL INCOME	-214,508	-214,508	0
Early Years Block	18,166	16,526	-1,640
High Needs Block	29,110	30,472	1,362
Schools Block - Central Services	2,119	1,719	-400
Schools Block - Growth and SFFD	2,500	2,946	446
TOTAL NON-SCHOOLS	51,896	51,663	-233
Schools Delegated Budgets	162,613	168,619	6,006
TOTAL DSG	214,508	220,282	5,773
Transfer to DSG Reserve			-233
Change in Schools Balances			6,006
TOTAL movement in DSG Balances			5,773

3.2 Total **grant income** for 2016-17 was £214.508m. This includes the in-year allocation of £207.976m and final allocation of £0.431m for 2015-16 for the Early Years Block. In addition, resources were drawn down from the DSG reserve for Early Years Block of £1.307m and the High Needs Block of £4.794m. These were planned draw downs in order to invest in the development of services and in particular the SEND strategy.

3.3 There is an underspend of £0.233m on total DSG Non-Schools **Expenditure**. The

Early Years Block underspend was the result of a fall in anticipated numbers in settings for 2,3 and 4 year olds. The High Needs Block continued to experience increasing demand for funding in-year as the number of stated pupils continued to grow. There were underspends on Admissions and other centrally retained items totalling £0.400m. The Growth Fund overspent by £0.554m reflecting the high rate of expansion of schools in order to meet demand.

- 3.4 Maintained schools' balances fell by £6.006m with 32 schools reducing their balances. Where schools have healthy balances this is not necessarily a bad thing as funding should be put to use to support the education of current students but, in some cases, it may be an early sign of financial strain as schools experienced cost pressures from unfunded increases in pension and national insurance costs. This position will be monitored by the Finance department and by the Financial Monitoring subgroup of the Schools Forum.

4. Capital Programme 2016/17

- 4.1 The Capital Programme provisional outturn is £173.070m against a programme budget of £184.662m. This is unchanged from the previous report.

Table 4: Capital Programme and Flexible Use of Receipts

	Revised 2016/17 Budget	Actuals	Variance
	£000	£000	£000
General Fund Capital Programme	122,003	115,679	(6,324)
Housing Revenue Account	62,659	57,391	(5,268)
TOTAL Capital Programme	184,662	173,070	(11,592)

- 4.2 The variances on the programme are largely the result of slippage. The Cabinet are therefore asked to approve the reprofiling set out in Appendix C in order to allow the projects and programmes listed to continue.
- 4.3 This includes a net £5.5m on Regeneration and General Fund Housing programmes, £1.6m on Environmental schemes and £3.2m on Culture and Sport. The Education programme requires about £3m funding to be carried forward but this is offset by £8m of expenditure ahead of scheduling so the net movement between years is £5.1m into 2016/17.
- 4.4 The HRA programme had slippage of around £5.2m. £0.3m is requested to be carried forward against the original scheme with the balance returned to the HRA capital pot for redistribution in future years.
- 4.5 The net impact of the reprofiling together with new additions and some minor adjustments between schemes is shown in Appendix C. Cabinet are asked to approve this revised capital programme.

5. Financial Implications

Implications completed by: Kathy Freeman, Finance Director

- 5.1 This report details the financial position of the Council.

6. Legal Implications

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

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

Public Background Papers Used in the Preparation of the Report:

- Oracle monitoring reports

List of Appendices

- **Appendix A** – Final Revenue Outturn
- **Appendix B** – Further requests for transfers to and from reserves
- **Appendix C** – Requests for capital carry forwards and reprofiling
- **Appendix D** – Earmarked Reserves as at 31 March 2017

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APPENDIX A

Service Area	Revised Budget	Indicative Outturn	Transfers to/from reserves	Outturn After Transfers	Variance
	£000	£000	£000	£000	£000
Adults Care and Support	42,895	43,992	-1,147	42,845	-50
Children's Care and Support	48,317	50,076	0	50,076	1,759
Children's Central Items	11,116	11,167	0	11,167	51
Education Youth and Childcare	4,421	3,829	583	4,412	-9
Public Health and Community Safety	1,226	1,236	0	1,236	10
Healthy Lifestyles and Leisure	1,086	2,320	-71	2,249	1,163
Clean and Green	7,484	9,328	0	9,328	1,844
Transport	27	423	-250	173	145
Enforcement	11,647	11,886	0	11,886	239
Elevate Client Unit	15,715	15,943	0	15,943	228
Director CCSD	244	296	0	296	52
Growth and Homes and Regeneration	762	755	0	755	-7
Culture and Recreation	4,905	4,962	0	4,962	57
Housing and Homelessness	1,322	4,372	0	4,372	3,050
Chief Exec, Law and Governance	433	-124	92	-32	-464
Finance, Assurance and Counter Fraud	1,191	-710	0	-710	-1,901
Assets and Investment	-2,799	-4,729	680	-4,049	-1,250
Strategy and Programmes	601	639	0	639	39
Corporate and Central Costs	-278	-494	113	-381	-103
TOTAL REVENUE GENERAL FUND	150,315	155,167	0	155,167	4,853
HRA	0	-2,186	0	-2,186	-2,186
DSG	0	5,773	0	5,773	5,773

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<u>Transfers from Reserves to Revenue Budgets</u>		
NONE		
<u>Transfers To Reserves from Revenue</u>		
PFI reserve	383	Transfer of funding to the PFI reserve
<u>Other Reserve Transfers</u>		
Troubled Families	1,645	Transfer of grant funding to a reserve allowing it to be carried forward for use in future years.

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Project No	Project Name	Budget as Per Budget Book (Feb 2017 Cabinet)	New Schemes since BFR	Roll Forwards	Back to Pot	Adjustments/ Reprofiling	Revised 2017/18 Budget
			plus	plus	minus	plus/minus	
Service Development & Integration							
Adults Care & Support							
FC00106	Private Sector HouseHolds		1,390,570				1,390,570
FC02888	Direct Payment Adaptations Grant	400,000					400,000
FC03061	Social Care IT System	997,485		-72,173			925,312
CAP01	Social Care IT System		592,400				592,400
CAP35	Redesign Adults & Childrens Social Care		1,085,000				1,085,000
							-
Healthy Lifestyles							
FC02870	Barking Leisure Centre 2012-14			100,661			100,661
							-
Total For Adults Care & Support		1,397,485	3,067,970	28,488	0	0	4,493,943
Children's Services							
Primary Schools							
FC02736	Roding Primary School (Cannington Road Annex)			129,789			129,789
FC02745	George Carey CofE (formerly Barking Riverside) Primary School			22,926			22,926
FC02784	Manor Longbridge (former UEL Site) Primary School	153,310		147,182			300,492
FC02861	Eastbury Primary (Expansion)			14,789			14,789
FC02865	William Bellamy Primary (Expansion)	400,000		42,676			442,676
FC02919	Richard Alibon Expansion					-23,947	23,947
FC02920	Warren/Furze Expansion	100,000		-50,889			49,111
FC02921	Manor Infants Jnr Expansion			2,781			2,781
FC02924	St Joseph's Primary(Barking) Extn 13-14			15,072			15,072
FC02956	Marsh Green Primary 13-15	50,000		227,709			277,709
FC02957	John Perry School Expansion 13-15			12,110			12,110
FC02960	Sydney Russell (Fanshawe) Primary Expansion	200,000		-131,105			68,895
FC02979	Gascoigne Primary -Abbey Road Depot	1,000,000		427,148			1,427,148
FC02998	Marks Gate Junior Sch 2014-15			11,582			11,582
FC03014	Barking Riverside City Farm Phase II			22,041			22,041
FC03041	Village Infants - Additional Pupil Places	100,000		111,511			211,511
FC03053	Gascoigne Primary - 5fe to 4fe	861,996		58,894			920,890
							-
Secondary Schools							
FC02953	All Saints Expansion 13-15			112,233			112,233
FC02954	Jo Richardson expansion			168,626			168,626
FC02959	Robert Clack Expansion 13-15	8,608,251		-726,224			7,882,027
FC02977	Barking Riverside Secondary Free School (Front Funding)	4,621,458		-4,360,380			261,078
FC03018	Eastbury Secondary	1,036,320		-816,800			219,520
FC03020	Dagenham Park	50,000		318,573			368,573
FC03054	Lymington Fields All through School	17,043,425		-42,707			17,000,718
FC03019	Eastbrook School	349,692		-484,740			135,048
FC03022	New Gascoigne Secondary School	4,320,000		-640,836			3,679,164
FC03078	Barking Abbey Expansion 2016-18	5,900,000		70,740			5,970,740
							-

Other Schemes								-
1	Feasibility Design Site Set up	1,177,956						1,177,956
FC02826	Conversion of Heathway to Family Resource Centre				2,661			2,661
FC02906	School Expansion SEN projects				130,315			130,315
FC03042	Additional SEN Provision	250,000			115,840			365,840
FC02909	School Expansion Minor projects	836,239			-45,212			791,027
FC02972	Implementation of early education for 2 year olds	500,000			187,517			687,517
FC02975	Barking Abbey Artificial Football Pitch				10,317			10,317
FC02978	Schools Modernisation Fund 2013-14				62,128			62,128
FC03010	SMF 2014-16				93,974			93,974
FC03051	SMF 2015-17	1,439,619			-747,810			691,809
FC03085	School Conditions Allocation 2017-19				-103,805			103,805
FC03013	Universal infant Free School Meals Project				5,862	-5,862		-
FC03043	Pupil Intervention Project (PIP)	26,759			-62,626			35,867
9999	Devolved Capital Formula				519,025			519,025
								-
Children Centres								-
FC03063	Extension of Abbey CC Nursery	125,000			842			125,842
FC03033	Upgrade of Children Centres				7,970			7,970
FC02217	John Perry Children's				5,123	-5,123		-
FC02310	William Bellamy Children Centre				6,458	-6,458		-
								-
Total For Education, Youth & Childcare		49,150,025	0		-5,148,720	-17,443	-23,947	43,959,915
								-
Total For Service Development & Integration		50,547,510	3,067,970		-5,120,232	-17,443	-23,947	48,453,858
								-

									-
Customer, Commercial & Service Delivery									-
Environment Services									-
Environment & Enforcement									-
FC02982	Consolidation & Expansion of CPZ	480,000			36,377				516,377
FC03030	Frizlands Phase 2 Asbestos Replacement	0			15,614				15,614
FC0XXXX	Lakes	80,000							80,000
FC03065	HIP 2016-17 Footways & Carriageways	0			3,481				3,481
FC03064	Street Lighting 2016-2019 : Expired Lighting Column Replacement	2,875,000			790,802				3,665,802
FC03011	Bridges & Structures	400,000			273,791				673,791
FC03067	Abbey Green Works 2016-17				3,541				3,541
FC02542	Capital Improvements	300,000			159,106				459,106
FC03066	Parking ICT System				3,537				3,537
FC02964	Road Safety Improvements - Environment Scheme		294,000		46,175	-46,175	-74,000		220,000
FC03083	Chadwell Heath Cemetry Ext				16,979				16,979
CAP37	Traded Services		517,000						517,000
FC03026	Old Dagenham Park BMX Track				222,836				222,836
FC03034	Strategic Parks (Parks Infra - £160k & Play facility - £20k)	52,000			38,559				90,559
									-
Total For Environmental Services		4,187,000	811,000		1,610,798	-46,175	-74,000		6,488,623
ICT									-
FC03068	ICT End User Computing	0							-
FC02877	Oracle R12 Joint Services	150,000			97,866				247,866
FC03052	Elevate IT Investments	0			118,058				118,058
FC03059	Customer Services Channel Shift				336,991				336,991
									-
Total for ICT		150,000	0		552,915	0	0		702,915
Total For Environment & ICT		4,337,000	811,000		2,163,713	-46,175	-74,000		7,191,538
Customer Access and Technology									-
CAP05									-
CAP05	Cross Cutting: Technology		1,497,100						1,497,100
CAP06	Customer Access Strategy (CAS)		2,711,500						2,711,500
CAP07	Smarter Working Programme		494,000						494,000
CAP38	Customer Access & Workforce Development		150,000						150,000
My Place									-
CAP34	My Place		1,208,700						1,208,700
Frontline Service Delivery									-
CAP02	Bins Rationalisation		50,000						50,000
CAP03	Park Infrastructure Enhancements		20,000						20,000
CAP04	Refuse Fleet		84,000						84,000
CAP08	Enforcement Equipment		187,600						187,600
CAP09	On-vehicle Bin Weighing System for Commercial Waste		45,000						45,000
CAP10	Fixed play facilities		50,000						50,000
CAP11	Park Buildings – Response to 2014 Building Surveys		75,000						75,000
CAP16	Replacement of Winter Maintenance Equipment / Gully Motors		640,000						640,000
CAP18	Parsloes Park regional football hub		0						-
CAP28	Libraries Library Management System Tender		60,000						60,000
CAP36	Parks & Open Spaces Commercialisation		170,000						170,000
CAP39	Enforcement		186,000						186,000
CAP40	Parks, Open Spaces & Cemeteries		49,000						49,000

CAP41	Refuse		81,000				81,000
CAP42	Street Cleansing		0				-
							-
Investment in infrastructure, our environment, and our							
CAP12	Car Park Improvements		130,000				130,000
CAP13	Equipment to reduce Hand Arm Vibration		45,000				45,000
CAP14	Engineering Works (Road Safety)		385,000				385,000
CAP15	Highways Investment Programme		3,000,000				3,000,000
CAP17	Re imagining Eastbury		0				-
CAP19	Meet the Fanshawes		0				-
CAP20	Redressing Valence		0				-
CAP21	Installation of New Fire Alarm System at BLC		0				-
CAP22	Renovation of External Space at Rear of Barking Learning Centre		0				-
CAP23	Upgrade & enhancement of Security & Threat Management System at BLC		45,000				45,000
CAP24	Upgrade of AV Equipment in Meeting & Teaching rooms at BLC		0				-
CAP25	Replacement of motorised window opening mechanisms at BLC		0				-
CAP26	Upgrade of Security & Fire Alarm System at Dagenham Library		30,000				30,000
CAP27	Installation of LED light panels in all areas of Barking Learning Centre		0				-
CAP29	Replacement of RFID equipment		0				-
CAP30	Community Halls		60,000				60,000
CAP31	The Abbey: Unlocking Barking's past, securing its future		25,000				25,000
CAP32	East London Industrial Heritage Museum		50,000				50,000
							-
Legal Services							
CAP43	Legal Services		0				-
Total for New Customer, Commercial & Service Delivery Schemes approved in Capital Bidding round.			11,528,900	0	0	0	11,528,900
Total for Customer, Commercial & Service Delivery		4,337,000	12,339,900	2,163,713	-	46,175	74,000
							18,720,438

FC02996	Barking Town Centre 2014/15 (TfL)		322,000	435,768			757,768
FC02898	Local Transport Plans	0	60,000				60,000
FC03055	Barking Riverside Trans link	700,000		1,954,652			2,654,652
NEW	Thames Road/River Road/Renwick Road Corridor Improvements		367,000				367,000
NEW	Thames View Cycle/Walking Link Improvements		156,000				156,000
NEW	Abbey Green & Barking Town Centre Conservation Area Townscape HLF Project		407,500				407,500
FC03050	Clockhouse Avenue/East Street Land purchase			224	-224		-
FC03082	Gurdwara Way - Land Rmdiation	0		825,405			825,405
FC03086	Land at BEC - live work scheme						-
							-
							-
Total For Regeneration		1,125,000	1,750,500	3,191,536	-224	0	6,066,812
General Fund Housing							-
FC03070	Boundary Road Hostel	475,250		383,087			858,337
FC03072	Purchase of Sacred Heart Convent, 191 Goresbrook Road, Dagenham - to convert to homeless provision		8,400,000	85,156			8,485,156
FC02990	Abbey Road Phase II New Build						-
FC02986	Gascoigne Estate	11,637,837					11,637,837
FC02985	Gascoigne West (Housing Zone)	4,800,000		-1,306,096			3,493,904
FC03058	Kingsbridge Development		8,600,000	-27,911			8,572,089
FC03084	Sebastian Court - Redevelop						-
							-
Total For General Fund Housing (GFH)		16,913,087	17,000,000	-865,764	0	0	33,047,323
							-
							-
Total for Growth & Homes		20,931,087	24,529,100	5,530,742	224	-	50,990,705
							-
							-
Grand Total General Fund		83,284,311	28,671,070	2,014,748	-63,842	-97,947	113,808,340
							-

NEW	Electrical Lateral Replacement	1,000,000					1,000,000
NEW	Lift Replacement Programme	50,000					50,000
NEW	Domestic Heating Replacement	900,000					900,000
NEW	Box-Bathroom Refurbs (Apprenticeships)	50,000					50,000
NEW	Public Realm Improvements	500,000					500,000
NEW	Minor Works & Replacements	150,000					150,000
Sub-Total: Investment in Stock		40,750,000	0	0	0	0	40,750,000
Home Services							-
CAP47	Home Services		703,000				703,000
Housing Transformation							-
FC03073	Housing Transformation Programme	1,750,000					1,750,000
Total For HRA		89,697,864	703,000	318,206	0	0	90,719,070
TOTAL CAPITAL PROGRAMME		172,982,175	29,374,070	2,332,954	-63,842	-97,947	204,527,410

0

APPENDIX D

General Fund Balance and Earmarked Reserves	Balance at 31/03/2016	Transfers in during 2016/17	Transfers out during 2016/17	Balance at 31/03/2017
	£000	£000	£000	£000
General Fund Balance	21,115	4,555	(6,340)	19,330
Earmarked Reserves				
Balances held by schools under a scheme of delegation				
- Local Management of Schools	16,427		(6,006)	10,421
- Dedicated Schools Grant	8,690	£232		8,922
Departmental Reserves	5,097	-	(2,349)	2,748
Budget Support	3,631	11,132	(3,564)	11,199
Corporate Restructuring	3,154	-	(1,148)	2,006
PFI Reserve	10,240	383	-	10,623
Spend to Save	1,594	-	(1,594)	-
Collection Fund Reserve	2,034	-	(453)	1,581
Other Miscellaneous	2,559	605	(2,259)	905
Elections Reserve	163	60	-	223
LEP Housing Rental Reserve	1,034	360	-	1,394
Insurance	1,639	-	-	1,639
Capital Investment Reserve	1,580	1,995	-	3,575
Public Health	161	-	-	161
Legal Trading Reserve	908	107	-	1,015
VAT Market Repayment	-	211	-	211
Barking Adult College	70	-	(70)	-
Council's Entities	157	1,531	(244)	1,444
Total Earmarked Reserves	59,138	16,616	(17,687)	58,067
HRA				
Leasehold Repairs	8,207	765		8,972
Capital Projects Dispute Reserve	500		(500)	-
Total HRA	8,707	765	(500)	8,972

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CABINET**20 June 2017**

Title: Corporate Delivery Plan 2016/17 – Quarter 4 Performance Reporting	
Report of the Cabinet Member for Corporate Performance and Delivery	
Open Report	For Decision
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>The performance framework for 2016/17 consists of KPIs and Key Accountabilities for each Member portfolio to form the basis of corporate performance monitoring. The framework sets out what needs to be monitored in the year ahead whilst acknowledging that a new framework will be required by 2018/19 as the Council moves further towards becoming a commissioning based organisation.</p> <p>This report provides an update on performance at the end Quarter 4 of 2016/17 against the Key Performance Indicators (KPIs) and Key Accountabilities, with the inclusion of some provisional data. A further, final 2016/17 outturn report, will be presented to Cabinet following the submission and sign-off of statutory returns.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note progress against the Key Accountabilities as detailed in Appendix 1 to the report; (ii) Note performance against the KPIs as detailed in Appendix 2 to the report; and (iii) Agree any actions to address areas of deteriorating performance. 	

Reason(s)

The vision and priorities were agreed by Assembly in September 2014. They reflected 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 4 report provides an update of our performance between 1st April 2016 and 31st March 2017. It gives Members the opportunity to review the progress made over the past year 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 was an important part of ensuring the Council had a clear focus on delivering the vision and priorities for Barking and Dagenham. The Plan has allowed 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 has been 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 was developed in order to ensure that the Council's contribution to achieving the priorities was proactive, co-ordinated, resourced in line with the MTFS and monitored so that Members and residents could 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 are 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 year ahead.
- 2.2 The Key Accountabilities (Appendix 1) are a key element of the corporate performance framework and have been reported to CPG, Cabinet on a quarterly basis and at PAASC every 6 months. They have also been 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 4 on the key performance indicators for 2016/17 (Appendix 2), with the inclusion of some provisional data. A final outturn report for 2016/17 will be presented to Cabinet during 2017/18, following the submission and sign-off of statutory returns.
- 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 has been 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 were further savings required and although we believed we had the resources available to deliver the priorities we have had to ensure that we could remain efficient 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 have allowed Members and officers to monitor performance in those areas. In addition to these corporate indicators, services may have service level indicators which have provided a more detailed picture of performance monitored locally.
- 4.2 A detailed breakdown of performance for Quarter 4 2016/17 (1st April 2016 – 31st March 2017) 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 are 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 4 2015/16). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel against Quarter 4 2015/16			
↑	↔	↓	N/A
20 (50%)	0 (0%)	14 (35%)	6 (15%)

- 4.6 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
18 (45%)	8 (20%)	7 (17.5%)	7 (17.5%)

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

- 5.1 At Quarter 4, 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	3

Reason for Not Applicable RAG rating	Number of indicators
New indicator for 2016/17 so no target set	1
Good performance neither high or low / no target required	5

6 Focus on Performance

6.1 For Quarter 4 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 over the past year. 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 into 2017/18.

6.2 Improved Performance

6.2.1 KPI 32 – The average number of days lost due to sickness absence

6.2.2 There has been a decrease in the average sickness absence for Quarter 4 to just above the council's target. Detailed analysis has identified a gradual downward trend since October 2016 as opposed to a sudden decrease which evidences that the impact of the sustained efforts over the past 12 months in managing absence are now beginning to have an impact upon the yearly BVPI figure.

6.2.3 Although we are now seeing greater compliance with policy and more rigorous management of sickness absence, which is resulting in a sustained reduction in absence levels, it will be up to 12 months before this is reflected in their sickness record under the Best Value Performance Indicator calculation.

6.2.4 A new round of sickness briefing sessions have been scheduled over the next couple of months to support new managers that have not previously attended as well as provide additional support to service areas where high levels of sickness are still present. These sessions will run in a similar format to the previous sessions held in 2016 which have proved to be well received and successful.

6.2.5 In Q4, we have begun issuing the bi-monthly compliance reports which have been well received and have helped highlight areas non-compliance with the sickness management procedure and policy. The next edition will be published in early May and we will work with managers to develop action plans to identify any areas of concern. We are also relaunching mandatory health checks where employees exceed the council sickness standards.

6.2.6 Analysis shows that a significant number of staff – just under 2000 have had no absence over the last 12 and our scrutiny of the data will continue to ensure that we target resources on the areas where interventions are required. New hotspots have been agreed and action plans are being developed in these areas.

- 6.2.7 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
- 6.2.8 **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)**
- 6.2.9 This year our final Nov-Jan figures are 6.6% compared to 8.5% last year and within 10% of last year's national figure. Comparative national data for 2016/17 is due to be published shortly. The RAG rating will be adjusted once national data on this measure is published by the DfE.
- 6.2.10 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.
- 6.2.11 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 was 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.

6.3 **Areas for Improvement**

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

6.3.2 From April to March there were 717 quitters. As 71.7% of the annual target was met, this performance measure has been RAG rated Red for 2016/17.

6.3.3 However, figures continue to show an improvement in performance on the previous year; the number of quitters is 158 higher than at March 2015/16.

6.3.4 Pharmacy continues to have the highest number of quits (287 quits), followed by Tier 3 (281) and then General Practice (148). There is variation in the number of quitters across general practice and this needs to improve further. The portfolio holder and corporate director are meeting with the CCG lead officer to review current progress and to address next steps.

6.3.5 Though the figures show a modest increase in quits since previous figures, recent data shows a greater increase in numbers setting a quit date.

6.3.6 Tier 3 continue to support GP practices. In consultation with public health this support for practices is being addressed in 3 waves and prioritised per practice prevalence and paucity of activity.

- 6.3.7 This measure will continue to be monitored as a key performance indicator in 2017/18, to ensure that the increase in the number of quitters continues to move in the right direction.

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 Feild, 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 corporate plan report 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. The key accountabilities and KPIs monitored allow the Council to track delivery ensuring resources and activity are effectively targeted to help achieve the vision and priorities.

There are no specific customer impact issues to consider as a result of this report. The report highlights issues relating to performance, either good or bad, which may have an impact on the service received by customers and as such this contributes towards addressing underperformance and in turn improving service delivery.

- 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. The Council monitor a number of indicators corporately which relate to Children's safeguarding. By doing so the Council can ensure it continues to discharge its duties.
- 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. The borough has a number of health challenges, with our residents having significantly worse health outcomes than national averages, including lower life expectancy, and higher rates of obesity, diabetes and smoking prevalence. Although delivery of health services is not the responsibility of the Council, together with health partners the Council is committed to tackling the health issues prevalent in the borough.
- 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. Whilst high level indicators provide Cabinet with an overview of performance, more detailed indicators are monitored locally. Data for the borough shows that Barking and Dagenham is a relatively safe borough with low crime. There is some work for the Council and partners to do to tackle the perception of crime and safety.

Public Background Papers Used in the Preparation of the Report:

- Corporate Plan 2016/17 (<http://moderngov.barking-dagenham.gov.uk/documents/s105904/Appendix%201%20-%20Corporate%20Plan%202016-17.pdf>)

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 4 2016/17
Community Leadership and Engagement		
1. Through extensive consultation develop a Borough Manifesto setting out a vision for Barking and Dagenham in 2035	Chris Naylor	<p>The Borough Manifesto consultation received almost 3,000 responses. This represents a marked increase on previous consultations undertaken in the Borough.</p> <p>A partnership conference was held in 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>Barking and Dagenham Delivery Partnership will be asked to agree the Manifesto in June following which it will be presented to Cabinet in July.</p>
2. Create a single programme of events for the Council and community showcasing the best of the borough	John East	<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>
3. Revitalise the Council's approach to engagement and consultation	Chris Naylor	<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>
4. Develop new partnership arrangements for the borough	Chris Naylor	<p>The Barking and Dagenham Delivery Partnership has met on three occasions since Cabinet agreed it's establishment last year.</p> <p>The partnership meets quarterly and is chaired by the Cabinet Member for Community Leadership and Engagement. A key part of the groups work programme will be to oversee the development and delivery of the Borough Manifesto. The next meeting of the partnership is due to take place in June.</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
<p>5. Develop plans for a reinvigorated community and voluntary sector</p>	<p>Chris Naylor</p>	<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 has been submitted in February and a further bid has been submitted to City Bridge Trust. The funder's decisions will be from April- June 2017.</p> <p>The Council is progressing a number of initiatives to develop a different model of funding with the community and voluntary sector:</p> <ul style="list-style-type: none"> • The Crowdfunding platform and associated small grants programme is being launched on 5 April 2017. The Platform is being provided by Crowdfunder UK, who also have other match funding pots attached to the platform. This will provide up to £120k of match funding from LBBDD to schemes up to the value of £10k. • Using an incentivised giving model, the Council will be launching a Barking and Dagenham lottery in October 2017. The management of the lottery process will be undertaken by Gatherwell Ltd and the council will provide overall governance. More detailed plans are still being works through, but it is envisaged that income generated from ticket sales for the council will be offered up for community and voluntary groups to bid for in line with specific criteria.
<p>6. Publish and implement a new Heritage Strategy</p>	<p>John East</p>	<p>Achieved. Adopted by Cabinet (28/06/16).</p>
<p>7. Take forward proposals for the reinvigoration of Abbey Green and the development of an East London Heritage Museum</p>	<p>John East</p>	<p>A stage one Heritage Lottery Fund application is being developed in partnership with St. Margaret's Church. Expected submission date was 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</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		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.
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 in January 2017. The Cabinet Member for Equalities and Cohesion attended meetings with relevant groups representing the protected characteristics in a targeted consultation ensuring their views were appropriately captured. There was also an online consultation and a staff consultation as part of the staff temperature check. Feedback from the consultation has informed the development of the strategy which will be presented to Cabinet for agreement at the June meeting.
9. Promote and embed the Gender Equality Charter and Women’s Empowerment Month	Chris Naylor	<p>WEM 2017 was a huge success with this year’s programme of events being bigger and better than previous years. Events were well attended and the month-long celebration received a fitting close through the Women’s Empowerment Awards ceremony.</p> <p>The Cabinet Member for Equality and Cohesion has continued to actively promote 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 ‘one year on’ progress report was published as part of WEM. Progress is being reported to the portfolio holder on a regular basis and work in this area has been gathering momentum. An action plan is being developed for 2017-18 which sets out the areas for focus for the next year. The Council’s work in relation to the charter and gender equality has already been 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. In 2017-18 the Council will look to build on this success in order to make a real difference to tackling gender inequality.</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
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. Specific training around LGBT issues has also been arranged to coincide with International Day Against Homophobia, Transphobia and Biphobia (IDAHO) on 17th May.</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>
11. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative	Chris Naylor	<p>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.</p>
12. Develop a programme to make the Council an exemplar equalities employer	Chris Naylor	<p>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.</p>
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.

Key Task	Strategic Director	Progress at Quarter 4 2016/17
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 went live in November 2016. • Meetings have been organised with the Police to undertake joint patrols. • 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 issues more effectively. • 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. SlimYourBin and the 100 Day 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, finishing 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 commenced 3rd April 2017, issuing FPN to

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		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.
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 6.6% between 2013 and 2016. England average of 7.1% for 2015, 2016 yet to be published. 2016 Nov-Jan average likely to be within 10% of England. Current NEET and Unknow figure of 4.9%, equating to under 300 young people.</p> <p>Two workshops held with cabinet members with a portfolio link to NEETs, resulting in a core action plan to accelerate progress, especially across care leavers, SEND and teen parents. Resulting Workforce Board proposals to secure further key actions and programmes.</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<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. Performance of NEET advisers improving, with 65% increase in number of NEETs supported between Q1 and Q4 2016-17.</p> <p>2016 Activity Survey (destinations of 2016's outgoing Yr11 cohort) showed 96.4% in education or training, and increase of 1.2% on the previous year (the second largest increase in London).</p> <p>Improving links with businesses and industry. Quarterly meetings with East London Business Alliance (ELBA) set up from May 2016. In house work experience and independent careers advice/ Aim Higher [Education] service purchased by vast majority of borough secondary schools. 1900 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. Workforce Board proposals outlining further key actions.</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 LBBD 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 and Barking and Dagenham College • Strengthening local FE/HE partnership – quarterly meetings held between LA and Barking and Dagenham College. BDC have also met Coventry University

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>College.</p> <ul style="list-style-type: none"> • Coventry University College – good relationship with schools through 14-19 Partnership. • Bursary and Mentoring Scheme – bursary scheme to retain top 50 within borough sixth forms to be rolled out. Various mentoring programmes also being explored for implementation i.e. Headstart (The Challenge), Girls' Network and through East London Business Alliance. <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 – 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. • 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

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>in primary tests and assessments September 2016 and is running workshop meetings to help schools prepare effectively for the 2017 tests.</p> <ul style="list-style-type: none"> • Focus on Reading is being maintained.
<p>24. Create 500 new school places for September 2016 and 300 for September 2017</p>	<p>Anne Bristow</p>	<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 delivered and planned additional provision and are in development for 2018 and 2019. • DCS and Cllr Carpenter – joint lobbying through respective channels. Capital programme shows we secured investment up to £45 million per year required for school places. Further, secured investment of £27.4m (7 highest in the country) for investment 2019/20. Cllr Carpenter – correspondence with Mike Green to encourage a visit to the Borough, date previously agreed but Ministerial duties postponed, condition investment remains constant. <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 areas group re lobbying against reductions in schools funding. • NB Overall funding almost certain to reduce – risks to LA centrally retained particularly Advisory Teachers, CMS and Trewern to be worked through.
<p>25. Work with schools to improve teacher recruitment and retention</p>	<p>Anne Bristow</p>	<p>This is the biggest concern for headteachers. Housing offer for teachers being developed - communications work stream to enhance the perception of the borough as a place for a career in teaching.</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
<p>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</p>	<p>Anne Bristow</p>	<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. • SEND inspection 2017 provides external judgment on impact of local area work. Letter expected to be published in May 2017. • 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. <p>Additional temporary resources in place to focus on preventing and reducing fixed term exclusions of Looked After Children.</p>
<p>27. Ensure every child attends a 'good' or 'outstanding' school, focusing on the schools that are currently 'requires improvement'</p>	<p>Anne Bristow</p>	<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"> • 102 childminders with a graded Ofsted judgment; 95% are graded good or above. • 55 active early years' settings, 93% of which are graded good or above by Ofsted. • As at Q4 2016/17, there is one inadequate setting. We expect this setting to be inspected by the end of April and that will receive an improved grade. We have four outstanding settings. • As at Q4 2016/17, 92% of LBBD schools graded good or outstanding compared to 90% as at end of Q3 2016/17. Performance is 3% above national of 89% and 2% below London (benchmark data relates to end of December 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 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

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>TOR to incorporate scrutiny of schools with substantial balances. End of year balances are reported to Forum.</p> <ul style="list-style-type: none"> • 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. • Two workshops scheduled for headteachers’ summer term conference. • Compulsion removed when White Paper dropped but direction of travel remains. • LA is supporting schools to establish partnerships which can translate into strong MATs. <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"> • Formal School Improvement Partnership being developed supported by Cornerstone. • Headteacher Working Party is meeting regularly to help shape work. January 25th presentation of preferred option to Heads and Chairs of Governors. In principle support. • Full business case to Cabinet June 2017.
Economic and Social Development		
<p>28. Bring forward and consult on proposals to establish a Community Solutions service solving the root cause of demand, not servicing the symptom (subject to public</p>	<p>Anne Bristow</p>	<p>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. Process maps and staffing structures are now in place ready to ‘soft launch’ the new service in April. Recruitment of the Director is</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
consultation)		underway in preparation for full service launch in October 2017. Troubled Families firmly embedded in the ‘lifecycle’ approach.
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 has been 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> Adult College qualification achievement rates 19+ 14/15 for Entry & Level 1 are 90.4% compared to national 88%.</p> <ul style="list-style-type: none"> • 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 LBBB. <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 LBBB. • 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

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>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. Job Shop/Commissioning referral link now in place with Royal Mencap.</p> <p><u>Ensure an effective, action focused local Employability Partnership is in place.</u> The Barking & Dagenham Employability Partnership – with representation from Regeneration, Education, DWP, Work Programme, Adult College, B&D College, NELFT, UEL and Coventry University 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 Employment & Skills Strategy. Next meeting is scheduled for 26 April 2017.</p> <p>A significant piece of work is being commissioned by Growth & Homes as part of the development of the Local Plan and looking at the future of employment land in the borough. This will include an analysis of the existing skills base and skills needed for the future, both within and outside the borough. The final report is expected in October 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> 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. A Local London-led Skills Conference was held in February 2017 and an implementation group will drive forward area review recommendations including the proposed merger of Barking & Dagenham & Havering Colleges.</p> <p><u>Ensure that an effective advice, guidance and job brokerage service is available to support residents into and in work.</u></p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<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>Job Shop Service evidenced 755 job entries in 2016/17. Key focus of delivery is on economically inactive and long-term unemployed as well as supporting those affected by benefit cap. Referrals and space being made available to DWP ESF-funded provision for over 50s and people with Common Mental Health Problems. Referrals also being made by the TF2 team to DWP ESF Families provision.</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 draft signed off by Workforce Board in early 2017. Apprentice Levy will be standing item on agenda. Wider consultation with partners on Strategy to take place.</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> <p><u>To work with others to improve the health of the workforce of the council and partners.</u></p> <p>London Workplace Health Charter- achieved commitment and working towards achievement and excellence.</p>
<p>31. Develop and implement a new Customer Access Strategy</p>	<p>Claire Symonds</p>	<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 was presented to Cabinet in March.</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
<p>43. Implement plans for new homes across the borough including schemes in:</p> <ul style="list-style-type: none"> • Barking Town Centre • Riverside • Chadwell Heath • Ford Stamping Plant 	<p>John East</p>	<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. 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.</p> <p>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 wb 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 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</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>(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>	<p>John East</p>	<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 23 tenders received back for Employment Study due to be complete November 2017 Revised timetable to enable results of Employment Study to be reflected in Local Plan. Draft to Cabinet March 2018 but will convene Local Plan Steering Group in Autumn 2017</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 	<p>John East</p>	<p>Farrells/ASF working up a masterplan and feasibility for Castle Green tunnel for end of August. 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 options is to remove flyover not replace it. 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. 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. 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. TfL to commission joint study with NR, LBB, C2C and DfT to agree future passenger numbers and short, medium, long term improvements to station. Due to be complete September 2017. 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</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>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 media centre at Dagenham East.</p>
<p>46. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy</p>	<p>John East</p>	<p>23 tenders received for 'The Future of Our Local Economy and Employment Land' to inform development of the Local Plan. The final report is scheduled for November 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.</p>
<p>Social Care and Health Integration</p>		
<p>32. Develop joined up initiatives to deliver additional support to vulnerable residents during periods of severe weather</p>	<p>Anne Bristow</p>	<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>
<p>33. Bring forward transformation proposals for children and adults social care, disability services (subject to public consultation)</p>	<p>Anne Bristow</p>	<p><u>Redesigning Children's social care maximizing options for efficiency whilst improving outcomes for children and young people.</u></p> <p>Implementation of the Children's Social Care Target Operating Model (TOM) is underway and on time. Staff consultations have taken place and new arrangements will be in place by the end of April 2017. Savings targets attached to this are in place, the 2017/18 and 2018/19 targets are currently on track to be met (with implementation plans clear on how these will be delivered). Work to develop plans to deliver the 2019/20 savings (in sufficient detail that confidence can be</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>placed in them) are being developed for implementation during 2017/18.</p> <p><u>Redesigning adults’ care and support and the Disability Service</u> Consultation is underway with residents and staff in extra care schemes about changes to the service to increase personalisation and improve efficiency. The six clusters have now been changed to three localities, with our partners in the health services concluding their arrangements. The Disability Service is scheduled to ‘go live’ on 17 May, and recruitment to key management posts is being concluded. Implications arising from staff consultation are being worked through. New procedure manuals are in the process of being drawn up to support delivery of the new service.</p>
<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>	<p>Anne Bristow</p>	<p><u>Introduce a new Electronic Social Care Recording System to support effective decision-making and reduce transactional costs.</u> The Council has entered into a contract with Liquid Logic to implement a new Electronic Social Care Recording System for Children’s and Adults Social Care (to include the Disability Service and parts of Community Solutions). The implementation of this system is underway and will be completed during 2017/18.</p> <p><u>Remodel transport services for children and young people to deliver the required budget savings in a personalized and non stigmatizing way.</u> A Full Business Case is currently being worked up to allow an informed decision to be taken concerning the best option for Passenger Transport Services. 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, LBBD. Consideration is also being given to any revisions that might be required to the Council’s Policy on this provision (last amended in February 2016).</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, launch the superheros branding, and a new social media campaign designed to raise the profile of LBBD and target the passive recruitment market. A marketing campaign with the Guardian began in November 2016, with a series of 5 editorials being published during Q4 of 16/17 and jobs advertised with the Guardian and jobs go public. In 2016/1, we recruited 15 permanent social care staff, and released 15</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>agency workers resulting in a saving of £250k PYE. However, during the same period we had 15 permanent social care staff leave and an agency rate of 50% which meant the establishment budget was £1.6m overspent. The work carried out in Q4 of 16/17 is now having success, with an additional 17 permanent social care staff currently going through the onboarding process and scheduled to start in Q1 of 17/18, realising a savings of £450k. We have also solved the recruitment issues in the Disabled Children’s Team, Looked After Children’s Teams and Safeguarding Teams. The hard to recruit to teams of MASH, Assessment and Care Management are still proving difficult to solve. A new recruitment and retention payment model was agreed by workforce board and will be launched in 17/18. This is designed to tackle retention issues with an attractive package the will help retain social work staff for 5 years.</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 £6.3m PYE delivered through the SAFE Programme and careful operational management of the S17 and S20 budgets. The full year effect (FYE) of these savings are estimated to be £7.9m (subject to finance colleagues end of year validation). There remain risks to delivering a balanced budget, including high risk demand, recruitment & retention, and housing for young people leaving care. The Children’s Care & Support Transformation activity combined with the FYE from 16/17 should see the 17/18 budget brought in-line.</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> Following detailed review, a proposal for the commissioning of a more effective set of arrangements for supported living for people with mental health problems is about to come before the Health & Wellbeing Board for decision.</p> <p><u>A range of accommodation types for older people.</u> The contract for commissioned extra care services is about to come before Cabinet for decision, and consultation is underway with residents in the affected schemes about the future of their services. The wider model, including an ‘exemplar’ scheme which will demonstrate the potential for improved new facilities</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>and living environments is being scoped. Work is underway on using assistive technologies to improve people’s ability to remain in their home and prevent an increasing need for care.</p> <p><u>Homes for young people leaving care.</u> A Procurement Strategy is due to be presented to Cabinet in May 2017 to approve the implementation of a Framework of accommodation options for vulnerable young people – this includes young people leaving care. This will supplement – and complement – the work being led through the Transformation Programme to accelerate the street-purchasing scheme.</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 delivered against the actions identified within 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 has continued to be monitored and updated on a quarterly basis by the YOS COG. The last audit by the Youth Justice Board in October 2016 whilst identifying that there were further areas of focus needed for the service it also confirmed that there have been developments and improvements across the service.</p> <p>Developments have continued within the service and a new structure has been implemented within the last quarter. The final staff recruited are due to join the service within the next two weeks to bring the service to its full compliment of staff. The interim manager is now permanently employed by the borough to bring continuity and further improvements to the service.</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. The development of prevention programmes with young people who come to the service on an out of court disposal have been developed to tackle these issues at an earlier stage. This work will also be complimented in 2017/8 by the development of a youth ‘At Risk’ matrix and support workers working with</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		schools to identify and support young people at an earlier stage.
<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> CSE is a key priority for Barking & Dagenham council supported by the multi-agency LSCB partnership. The Borough works to the MPS CSE Operating Protocol, which is in the process of being updated. The Police chair a MASE (multi agency sexual exploitation) group which reviews all cases of sexual exploitation identified as well as highlighting areas within the Borough where CSE is more prevalent or where children may be at a greater risk. This leads to Police and Community action. The Council has appointed a new CSE coordinator who is running quarterly meetings for CSE Champions from agencies and schools to gain information and to network.</p> <p>The LSCB currently has a multi-agency strategic group that has oversight of the CSE strategy and action plan which is currently being updated. Although, there is some work ongoing to consider merging this group with the one that has oversight of Missing Children as there are strong linking factors between missing children and CSE.</p> <p>Key documents based upon requirements set out in Working Together to Safeguard Children - 2015 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 the Children’s Services Select Committee in March 2017.</p> <p>CSE is a priority for the LSCB and was included in the 15/16 BDSCB Annual</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>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> Steps have been initiated to recruit a new independent chair for both the Safeguarding Adults Board and the Local Safeguarding Children Board, the term of the current chair (in respect of the LSCB) having run its course. This will be an opportunity also to revisit the support arrangements for both Boards, including their substructure, and see where there are efficiencies to be found.</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 collaborative work is regularly 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 outcome based specifications for most ‘in-house’ services and working with external providers to agree new targeted KPIs.</p> <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 comprehensive review of all Public Health Services which is currently taking place to ensure that all services are properly targeted, efficiently managed and effective at meeting the borough’s priorities.</p> <p><u>Ensure B&D residents are enabled to benefit from vaccines that avoid preventable diseases.</u></p> <ul style="list-style-type: none"> • DTaP/IPV/Hib at 12 months increased from 91.6% to 92.1%

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<ul style="list-style-type: none"> • PCV booster at 24 months decreased from 90.1% to 86.9% • Hib/MenC at 12 months increased to 85% from 80.2% • MM1 at 24 months fell to 87.6% from 90.5% • DTaP/IPV booster at 5 years decreased slightly from 83% to 82.8% • MMR2 at 5years fell to 79.9% from 82.5% • Hepatitis B vaccination at 12 months was 67% • Hepatitis B vaccinations at 24 months was 71% <p><u>Pertussis vaccinations in pregnant women:</u> Commenced September 2012 as an interim programme and has been extended until 2019. There is no nationally set target for uptake. Vaccinations can now be given from week 20 of pregnancy; however, the current data shows offer from week 28. B&D are performing in-line with the London average but remain below the England average for uptake.</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).</p> <p>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 annual aspirational uptake target of 75%. • April to February data shows that 5,268 people have received a health check invite out of the 8,003-people eligible and 4,307 people have received a health check.

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<ul style="list-style-type: none"> • 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 • 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. The number of these is significantly below what we need to see to address the issues of unhealthy behaviours, but the recently commenced steering group has been set up to improve all aspects of the health check pathway so we anticipate that we will see improvements during 2017/18. A revised electronic referral form has now been completed and sanctioned by the local medical committee. This will enable practices to make referrals quicker and easier. • Improving the marketing and communications of health checks will also be part of this pathway development • 10 pharmacies have recently started offering health checks, so although early days, for 17/18 this will be an additional outlet where people can get a health check. The effectiveness of this pilot will be closely monitored throughout the coming year. <p><u>Obesity</u></p> <p>Following the presentation of the Child Weight Management Service Evaluation to the SD&I Management Group in November it was proposed that we hold a Childhood Weight workshop with a focus on children aged 5 to 11, families and schools.</p> <p>The workshop aimed to review the current services to tackle childhood weight in the borough; take a systematic approach to find out what is working and what is not working will be taken and identify the next steps to reduce the barriers to residents accessing services.</p> <p>From the meeting, it was agreed that the key messages locally should be the golden mile, acting on sugar (e.g Sugar Smart), increasing physical activity, making exercise fun, and prompting the importance of understanding portion size and increasing use of parks. This supports evidence which has demonstrated that</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>the most successful community-based interventions should have multiple components.</p> <p>Through the year of 2017, supporting residents to lead healthier lives is one of our primary behaviour change campaigns and we are in the process of drafting a strategy which will include the findings from the Child Weight Management Evaluation workshop and set out our actions over the year.</p> <p>In addition, in line with the Pan-London debate, Barking and Dagenham will be supporting the Great Weight Debate. The Great Weight debates aims at getting residents talking about childhood obesity locally. A series of events and opportunities to engage in discussions will be available throughout 2017, and our launch event is scheduled to take place in May 2017</p> <p><u>Teenage Pregnancy</u></p> <p>In terms of teenage pregnancy (TP) 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>A review of the C-Card scheme completed in March 2017 shows evidence of good engagement with new & existing providers to deliver the condom distribution programme and considerable progress made by the new LBBB team since the migration of the C-Card scheme from Terence Higgin Trust from November 2015. The number of condoms distributed to young people in the Borough in quarter 3 2016 has increased compared to quarter 3 in 2015 and the number of young people registering for the C-Card has also significantly grown across the same period, with the trend towards repeat encounters following the same upward trajectory. This activity is important and should have an impact on teenage pregnancy and a reduction in the number of STI's in young people (latest teen pregnancy figures are Q3 2015 so we are not yet able to evaluate impact since the service migrated).</p> <p>The direction of travel is positive, but as a borough we are not improving at a fast enough rate, so whilst TP figures continue to fall, we are still being outpaced</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>regionally and nationally.</p> <p>The headlines for Barking and Dagenham are:</p> <ul style="list-style-type: none"> • Our Q4 2015 teenage conception rate was 30.5, an improvement of 7% on the previous quarter. This makes our 2015 average annual teenage conception rate 31, an improvement of 4.3% on the previous year. • Our annual rate has dropped by 43.2% since 1998 when the TP strategy began, against a drop nationally of 54.4% nationally and 56.6% for Outer London. • The annual rate of 31% still places us at the bottom of the table for London, with a London average of 19.2 and national average of 20.8. <p>However, given that TP figures are always published 15 months in arrears, the improvements in C-Card uptake (since the provider change October 2015) should, as noted above, start to show an impact on the figures in the coming months.</p> <p><u>Substance misuse</u></p> <p>The contracts for substance misuse treatment services will expire March 2018. Work has begun on the substance misuse needs assessment which will shape future service design. 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.</p> <p>Services have been tasked with reviewing individuals who have been in treatment for longer than a year. Anyone that has been accessing services for this time will be encouraged to complete their treatment if appropriate to do so; particular focus will be on those individuals who have been prescribed small doses of methadone. They will be given the necessary medical support to reduce their dose and eventually be medication free. As a result, more people will be successfully completing treatment which will improve performance figures and there will be a financial saving against the cost of prescribing.</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>The procurement of an integrated substance misuse service under two contracts (adults and young people) is currently underway.</p> <p>The current proposal, for further consideration, is that going forward the services will be delivered as two distinct services;</p> <ul style="list-style-type: none"> • Lot 1: Young People’s Integrated substance misuse service • Lot 2: Adults integrated substance misuse service <p>The young people’s service contract (Lot 1) will be awarded to the successful provider for a period of 5 years and 4 months (3 years and 4 months initially with the option to extend for a further 2-year period) starting 1st December 2017.</p> <p>The adult’s service contract (Lot 2) will be awarded to the successful provider for a period of 5 years (3 years initially with the option to extend for a further 2-year period) starting 1st April 2018.</p> <p>Streamlining the system will enable the council to make efficiencies and ensure improved outcomes for service users.</p> <p><u>Smoking cessation</u></p> <p>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 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>From April to February there were 558 quitters. This is 56% achievement of yearly target. Pharmacy continues to have the highest number of quits, followed by Tier 3 and then General Practice</p> <p>The specialist team have, accordingly, been providing additional support and training to our primary care Providers and have undertaken visits to all pharmacies and 15 GP practices.</p> <p>There have though been some areas of improvement in 2016/17 and the tier3</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>service has shown a significant increase in the numbers accessing the service through the first 3 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 and vaping will also have had a significant impact.</p> <p>Set against these improvements however is the fact that the performance in GP practices remains well below expected targets. The specialist team have, accordingly, been providing additional training and put on an update event. All pharmacies have had at least two visits and are in contact with the specialist service.</p> <p>The team have also contacted the top 12 GP with highest numbers of registered smokers: all have improved and the team will look to support another 10 GP in the next quarter to continue the improvement programme.</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>A review of smoking cessation services has recently been completed including a Return on Investment (ROI) evaluation and recommendations for improving the service are currently being taken forward. We are also auditing provision against the recommendations for Local Authorities made in the recent All Party Parliamentary Group on Smoking & Health report: Burning Injustice.</p> <p>Smoking prevention work is intrinsic to the current provision and funding has been</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>released from the smoking cessation budget to develop more preventative interventions specifically targeted towards young people of school age. As an initial part of this work, a school survey is currently being undertaken to ascertain an up to date picture of habits and prevalence among school students.</p>
<p>39. Explore the development of an Accountable Care Organisation with health partners</p>	<p>Anne Bristow</p>	<p>Cabinet Member for Social Care & Health Integration continues to chair the Integrated Care Partnership for Barking & Dagenham, Havering and Redbridge. Locally, the development of the locality programme is well in train. The establishment of the Joint Commissioning Board for BHR is underway, albeit slowly. The System Delivery & Performance Board is operating, with a focus increasingly on the NHS financial challenge of £55m, with the focus of the ICP discussions being on ensuring that a broader partnership view is maintained.</p>
<p>40. Ensure corporate parenting responsibilities are being successfully undertaken</p>	<p>Anne Bristow</p>	<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 November 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 Services 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</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		young people, for example, an annual presentation to Cabinet by Skittlez on their work or issues. Skittlez have given presentations to Cabinet Members in recent years, however, plans are in place for these to take place each October.
41. Deliver the Youth Zone for Parsloes Park	John East	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.
42. Ensure the delivery of the Council's transformation programmes (subject to public consultation)	Anne Bristow	See Key Task 24.
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 month 10, there was an overspend across the Council of just under £5m. This has reduced from the Quarter 2 figure of circa £6m. This is made up of overspends on Children's Care and Support, Homelessness, Leisure, Clean and Green and Enforcement services offset by underspends within Finance, Assets and Investments, Legal and Central/Corporate costs. Improvements in both the Children's Care and Support and the Elevate Client Unit have reduced the forecast while pressures are now being reported in Clean and Green and Enforcement.
48. Set a balanced budget for 2017/18	Chris Naylor	The Budget Strategy report was presented to Assembly and approved. The budget for 2017/18 is balanced through delivery of Transformation savings, reserves and one-off funds.
49. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services	Chris Naylor	At the end of quarter 4, Council Tax income and Rent collection are all slightly below the targets, with NNDR above the annual target. Council Tax is 0.1% below the target, however it should be noted that collection is 0.7% higher than last year (£432k). NNDR ended the year 0.1% above the target. Rent collection was 1.41% below target. Additional resources remain deployed to target outbound calling and new initiatives are being continually considered and

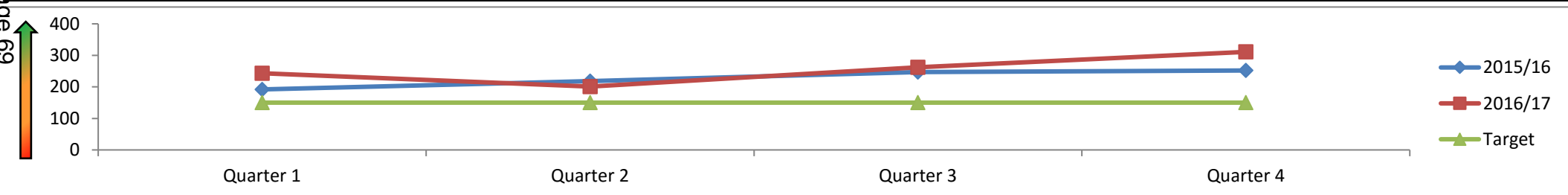
Key Task	Strategic Director	Progress at Quarter 4 2016/17
		undertaken.
50. Develop a new HRA business plan and capital investment programme	John East	The HRA BP went to and was approved by Cabinet in February 2017. Feedback from Cabinet was that they were happy with the BP but would like to see a detailed housing capital programme in due course. A detailed housing capital programme is being developed and will be presented later in 2017 (estimated November). Cabinet also approved the proposal that the next HRA BP (for February 2018) be newly developed as a commissioning plan for the HRA. As part of this development Cabinet requested that HRA services be reviewed in 2017/18 also in light of the Housemark Service Review of 2014.

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COMMUNITY LEADERSHIP AND ENGAGEMENT
KPI 1 – The number of active volunteers **Quarter 4 2016/17**

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	2016/17	2015/16
2016/17	243	201	262	311	↑
Target	150	150	150	150	
2015/16	192	218	247	252	

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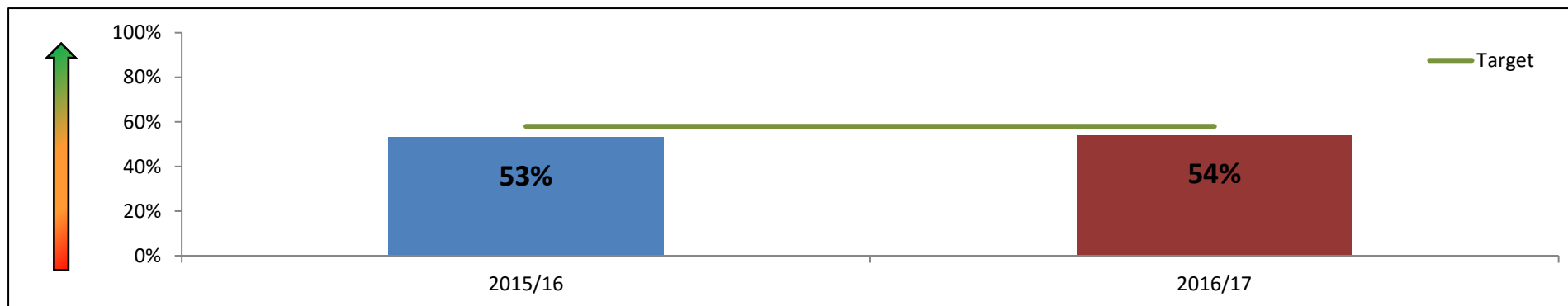


Performance Overview	<p>Across the 3 months of Quarter 4 (January to March) there was an average of 311 active volunteers. This exceeds the monthly target figure of 150 by 161 people and is 207.33% of the target. In addition, the figure is 18.70% (49 volunteers) higher than the end of Quarter 3 when the average was 262. Some of the increase can be attributed to the implementation of Better Impact software to monitor volunteer activity more accurately. The software also allows volunteers to look at a wider of range of activities to participate in around the whole Culture and Recreation portfolio. Going forward the target figure will be revised.</p> <p>The figure is also 23.41 % higher than the corresponding period in 2015 -2016 when the average was 252 active volunteers. The regular volunteering recruitment programme is working well and the variety of opportunities offered are seeing improved retention figures for volunteers. Volunteer work placements are also continuing in a number of areas and regular numbers continue to give their time often after work placements have ended.</p>	<p>Actions to sustain or improve performance</p>	<p>The success in achieving and maintaining these figures is due to the wide range of volunteer opportunities across the whole Culture and Recreation portfolio. There has been an increase in venues with volunteer opportunities around the borough and this includes options to be involved in the 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 regular volunteer opportunities and there are also options for volunteering across the other 4 libraries.</p>
G			
Benchmarking	No benchmarking data available – local measure only		

KPI 2 – The percentage of respondents who believe the Council listens to concerns of local residents (Annual Indicator)

Definition	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’.	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 1,101 residents (adults, 18+).
What good looks like	Good performance would see higher percentages of residents believing that the Council listens to their concerns.	Why this indicator is important	Results give an indication of how responsive the Council is, according to local residents.
History with this indicator	New performance indicator	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	54%		↑
Target	58%		
2015/16	53%		

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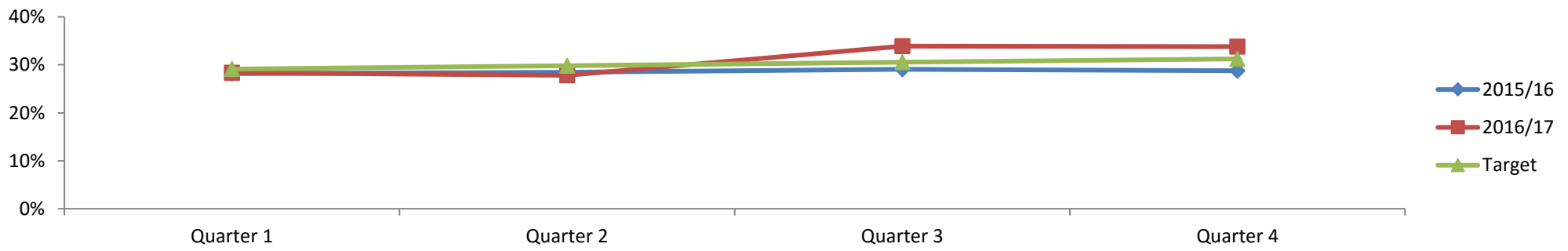
Performance Overview	Performance for this indicator has improved slightly this year although it is still below the target of 58%. The Council has carried out a number of major consultations this year with residents and has made an effort to encourage residents to get involved. This may have contributed 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 be better at 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.	Actions to sustain or improve performance	<ul style="list-style-type: none"> - Ensure the Council is doing the basics right through business as usual, ensuring the services delivered are relentlessly reliable - Continue work to improve consultation and engagement - Develop campaign plans with key messages for priority areas
A			
Benchmarking	London Average 2015/16: 64% (Benchmarking data for 2016/17 not available)		

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>
<p>2016/17 Performance Results</p>	<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 LBBB 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 4 2016/17
KPI 4 – The percentage of Council employees from BME Communities					
Definition	The overall number of employees that are from BME communities.		How this indicator works	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.	
What good looks like	That the workforce at levels is more representative of the local community (of working age).		Why this indicator is important	This indicator helps to measure and address under-representation and equality issues within the workforce and the underlying reasons.	
History with this indicator	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.		Any issues to consider	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.	
Monthly average	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2015/16
2016/17	28.36%	27.82%	33.9%	33.8%	↑
Target	29.11%	29.82%	30.53%	31.24%	
2015/16	28.17%	28.47%	29.07%	28.79%	

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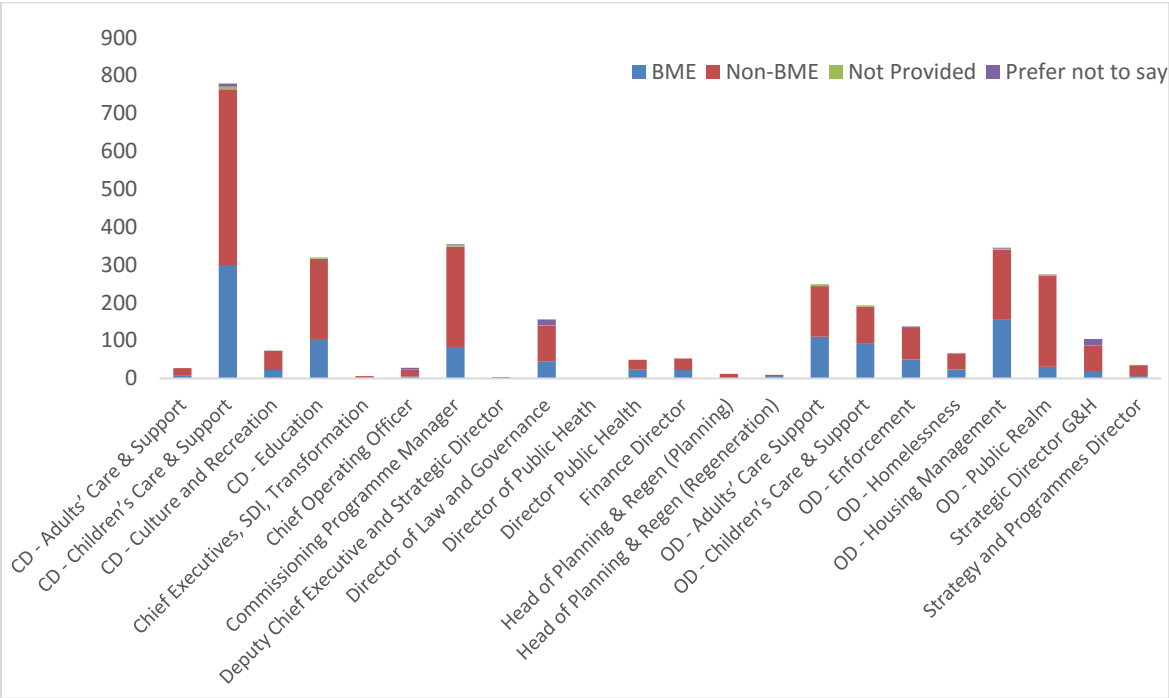
Performance Overview	The latest employee's figures show a stable position in relation to the figures reported in the previous quarter of employees from BME communities. As previously advised there will be variations from quarter to quarter and the data is telling us that the actions outlined in the previous action plan having a positive impact. There has been a change in the overall numbers of the workforce since the last quarter.	Actions to sustain or improve performance	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. We should be able to report on the BiC benchmark for ethnicity, age and gender shortly. Temperature Check results have been analysed. We continue to target where there are lower levels of self-reporting. The implementation of the training plan for managers and staff (including Recruitment and Selection, Unconscious Bias and Dignity at Work) is continuing.
G			
Benchmarking	Not applicable		

KPI 4 – The percentage of employees from BME Communities

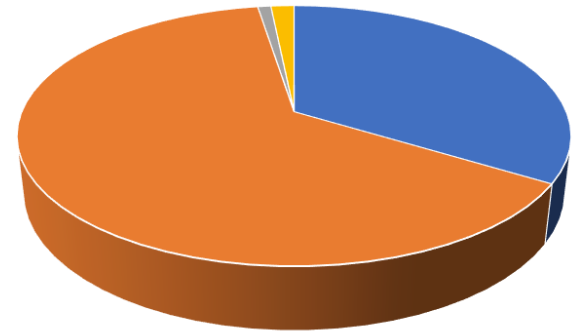
Breakdown by Directors (numbers)

	BME	Non-BME	Not Provided	Prefer not to say
CD - Adults' Care & Support	7	20		
CD - Children's Care & Support	300	464	7	8
CD - Culture and Recreation	22	51	1	
CD - Education	104	213	1	1
Chief Executives, SDI, Transformation	2	4		
Chief Operating Officer	5	19		4
Commissioning Programme Manager	83	265	5	2
Deputy Chief Executive and Strategic Director	1	3		
Director of Law and Governance	44	95	1	16
Director of Public Health		1		
Director Public Health	23	26		
Finance Director	22	31		
Head of Planning & Regen (Planning)		12		
Head of Planning & Regen (Regeneration)	6	4		
OD - Adults' Care Support	110	134	5	
OD - Children's Care & Support	93	97	3	
OD - Enforcement	50	86		1
OD - Homelessness	24	42		
OD - Housing Management	157	183	3	2
OD - Public Realm	31	241	2	1

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BME	Non-BME	Not Provided	Prefer not to say
1107	2090	30	52
34%	64%	1%	2%

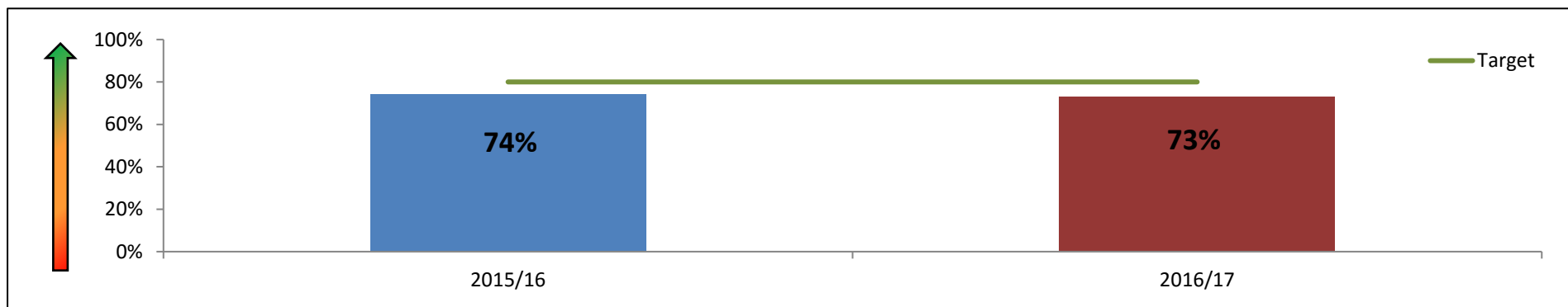


■ BME ■ Non-BME ■ Not Provided ■ Prefer not to say

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

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%		↓
Target	80%		
2015/16	74%		

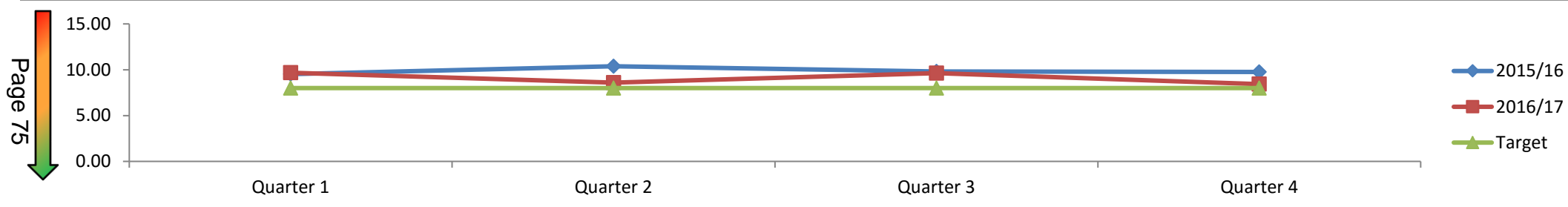
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Performance Overview	Results for this indicator have decreased slightly dropping from 74% to 73%. Given the circumstances, nationally as a result of Brexit and the reported rise in hate crime in places across the country it is positive to note that 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.	Actions to sustain or improve performance	Work is underway to develop a cohesion strategy which will respond to issues and provide a plan to improve performance for this indicator.
A			
Benchmarking	National Average 2015/16: 86% (Benchmarking data for 2016/17 not available)		

KPI 32 – The average number of days lost due to sickness absence

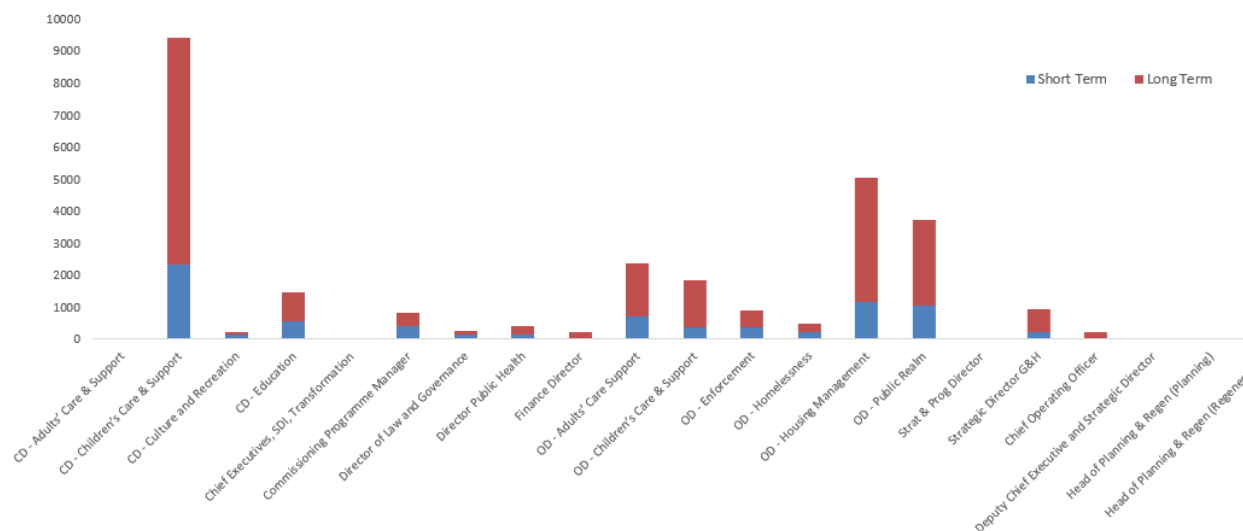
Definition	The average number of days sickness across the Council, (excluding staff employed directly by schools). This is calculated over a 12-month rolling year, and includes leavers.		How this indicator works	The sickness absence data is monitored closely by the Workforce Board and a HR Project Group 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 2015/16
2016/17	9.67	8.58	9.63	8.43	↑
Target	8	8	8	8	
2015/16	9.52	10.38	9.80	9.75	



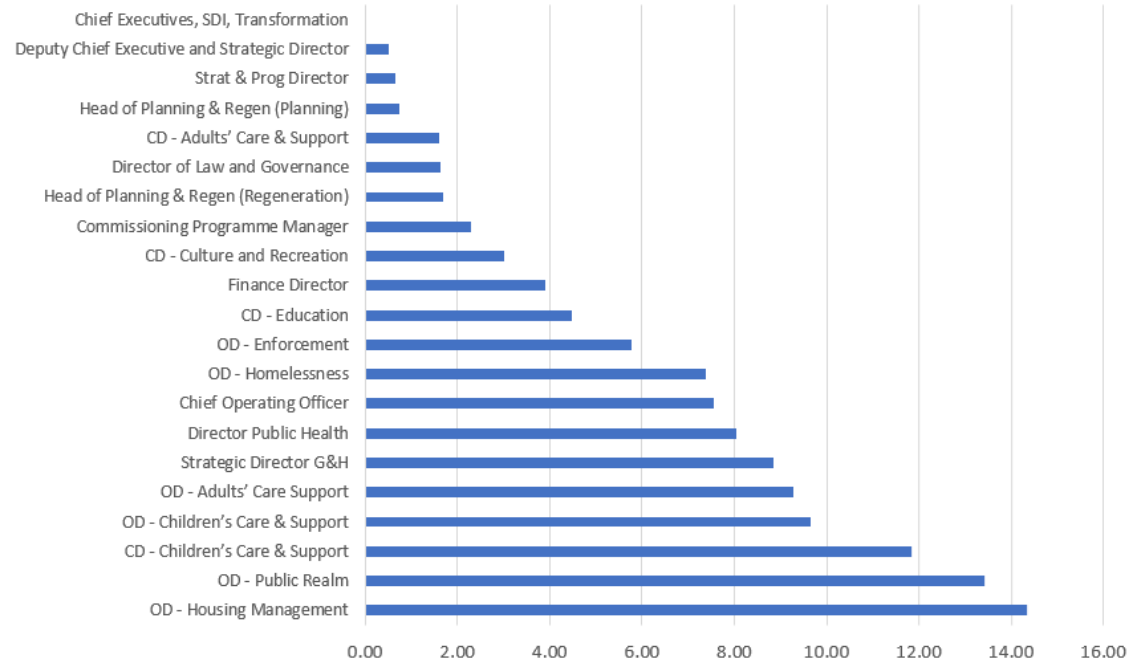
A	Performance Overview	<p>There has been a decrease in the average sickness absence for Quarter 4 to just above the council’s target. Detailed analysis has identified a gradual downward trend since October 2016 as opposed to a sudden decrease which evidences that the impact of the sustained efforts over the past 12 months in managing absence are now beginning to have an impact upon the yearly BVPI figure.</p> <p>Although we are now seeing greater compliance with policy and more rigorous management of sickness absence, which is resulting in a sustained reduction in absence levels, it will be up to 12 months before this is reflected in their sickness record under the Best Value Performance Indicator calculation</p>	Actions to sustain or improve performance
	Benchmarking	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>A new round of sickness briefing sessions have been scheduled over the next couple of months to support new managers that have not previously attended as well as provide additional support to service areas where high levels of sickness are still present. These sessions will run in a similar format to the previous sessions held in 2016 which have proved to be well received and successful.</p> <p>In Q4, we have begun issuing the bi-monthly compliance reports which have been well received and have helped highlight areas non-compliance with the sickness management procedure and policy. The next edition will be published in early May and we will work with managers to develop action plans to identify any areas of concern.</p> <p>We are relaunching mandatory health checks where employees exceed the council sickness standards.</p> <p>Analysis shows that a significant number of staff – just under 2000 have had no absence over the last 12 and our scrutiny of the data will continue to ensure that we target resources on the areas where interventions are required. New hotspots have been agreed and action plans are being developed in these areas.</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>

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

Director	Short Term	Long Term	Total days
CD - Adults' Care & Support	43	0	43
CD - Children's Care & Support	2324	7099	9423
CD - Culture and Recreation	130.5	93	223.5
CD - Education	545.5	903	1448.5
Chief Executives, SDI, Transformation	0	0	0
Commissioning Programme Manager	390	435	825
Director of Law and Governance	145	109	254
Director Public Health	129	264.5	393.5
Finance Director	43.5	160	203.5
OD - Adults' Care Support	701.5	1665	2366.5
OD - Children's Care & Support	381.5	1451	1832.5
OD - Enforcement	365	512.75	877.75
OD - Homelessness	201.5	286	487.5
OD - Housing Management	1143	3889	5032
OD - Public Realm	1057.5	2674	3731.5
Strat & Prog Director	21	0	21
Strategic Director G&H	203	717	920
Chief Operating Officer	21	183	204
Deputy Chief Executive and Strategic Director	2.5	0	2.5
Head of Planning & Regen (Planning)	9	0	9
Head of Planning & Regen (Regeneration)	17	0	17



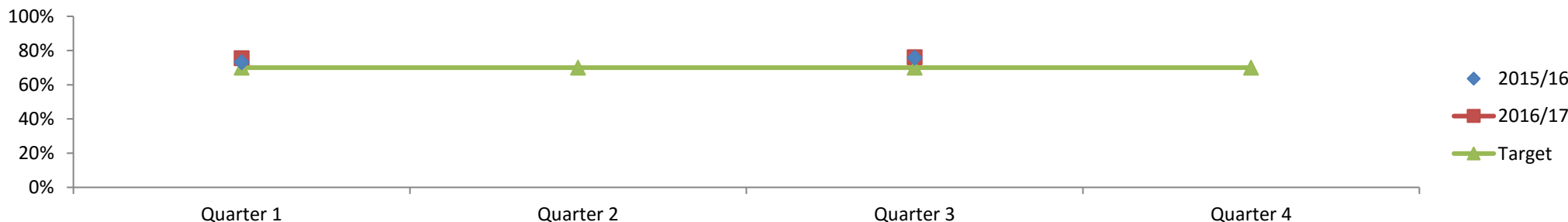
Director	Average Days Per Headcount
OD - Housing Management	14.34
OD - Public Realm	13.42
CD - Children's Care & Support	11.84
OD - Children's Care & Support	9.64
OD - Adults' Care Support	9.28
Strategic Director G&H	8.85
Director Public Health	8.03
Chief Operating Officer	7.56
OD - Homelessness	7.39
OD - Enforcement	5.77
CD - Education	4.48
Finance Director	3.91
CD - Culture and Recreation	3.02
Commissioning Programme Manager	2.30
Head of Planning & Regen (Regeneration)	1.70
Director of Law and Governance	1.63
CD - Adults' Care & Support	1.59
Head of Planning & Regen (Planning)	0.75
Strat & Prog Director	0.66
Deputy Chief Executive and Strategic Director	0.50



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 2015/16
2016/17	75.52%	Survey not conducted	76%	Survey not conducted	↑
Target	70%	70%	70%	70%	
2015/16	73.20%	Survey not conducted	75.80%	Survey not conducted	

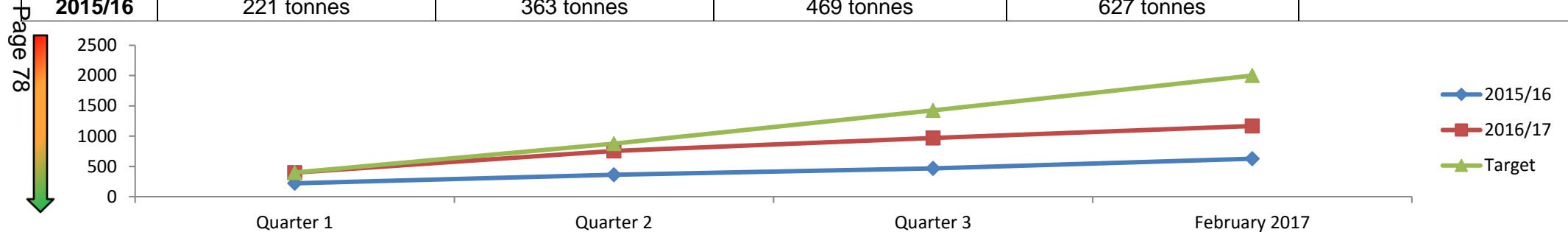
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Performance Overview	<p>The temperature check was circulated to all employees through an online survey, and a paper copy to those without regular access to PCs. The response rate for this survey has increased overall, and there were more paper copies 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>	<p>Actions to sustain or improve performance</p>	<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>
G			
Benchmarking	No benchmarking data available – Local measure only		

Environment and Street Scene – Key Performance Indicators 2016/17

ENVIRONMENT AND STREET SCENE					Quarter 4 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	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 per annum 2014/15 – 709 tonnes collected per annum		Any issues to consider	During Christmas and New Year, fly-tipped waste tends to increase. Performance also fluctuates year on year depending on collection services on offer e.g. ceasing free green garden waste collections from April 2017, could potentially increase fly-tipped materials. We need to monitor this indicator and take proactive action when necessary.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2015/16
2016/17	397 tonnes	755 tonnes	971 tonnes	1,167 tonnes	↓
Target	399 tonnes	874 tonnes	1,424 tonnes	2,000 tonnes	
2015/16	221 tonnes	363 tonnes	469 tonnes	627 tonnes	



Performance Overview	G	Actions to sustain or improve performance	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 respectively. Further work includes:
			<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.
Benchmarking	We benchmark our fly tipping waste monthly with other ELWA partners. However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.).		

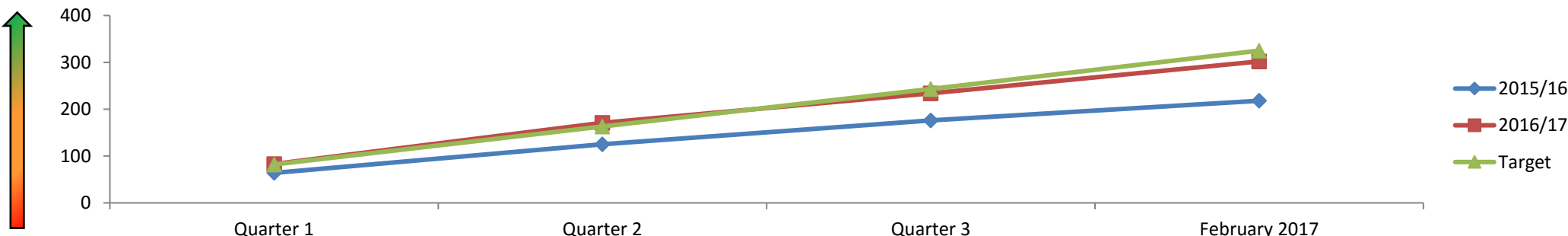
ENVIRONMENT AND STREET SCENE

KPI 7 – The weight of waste recycled per household (kg)

Quarter 4 2016/17

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 and from October to March due to lack of green waste recycling tonnages/rates are also low.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2015/16
2016/17	83 kg	171 kg	234 kg	302 kg	↑
Target	82 kg	163 kg	243 kg	325kg	
2015/16	64 kg	125 kg	176 kg	218kg	

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Performance Overview	The direction of travel in quarter 4 is higher by 84 kg when compared to 2015/16 year-end figures of 218 kg. However, the year-end figure of 302 kg is lower than the target figure of 325 kg, thus missing the target by 23 kg or 7.08% per cent. The main reasons for missing the target are:	Actions to sustain or improve performance	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 secured grant funding last year from Resource London, for a substantial review of contamination and door-stepping 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.
A	<ul style="list-style-type: none"> The cessation of the green garden waste early last year in September 2016, contributed to the lower performance for this indicator. And recycling contamination (averaging 30%) is a major issue affecting performance. 		
Benchmarking	We benchmark our recycling waste on a monthly basis with other ELWA partners. LBBD is ranked third out of the four ELWA boroughs (1 st Havering; 2 nd Redbridge; 3 rd LBBD and 4 th Newham). However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.)		

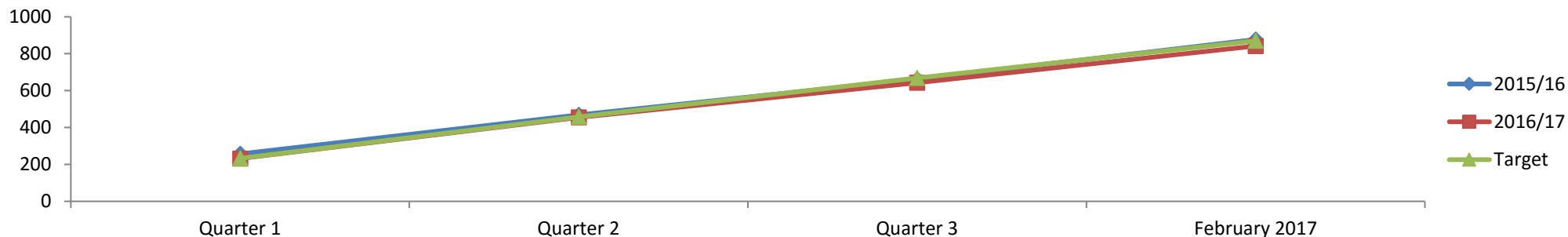
ENVIRONMENT AND STREET SCENE

KPI 8 – The weight of waste arising per household (kg)

Quarter 4 2016/17

Definition	Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.	How this indicator works	This indicator is a result of total waste collected through kerbside waste collections, Frizlands RRC, 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).		
What good looks like	A reduction in the amount of waste collected per household.	Why this indicator is important	It reflects the council's waste generation intensities which are accounted monthly. It derives from the material flow collected through our grey bin collection, Frizlands RRC residual waste, bulk waste and street cleansing collections services.		
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	Quarter 3	Quarter 4	DOT from 2015/16
2016/17	232 kg	455 kg	642 kg	842 kg	↑
Target	233 kg	457 kg	669 kg	870 kg	
2015/16	257 kg	469 kg	662 kg	877 kg	

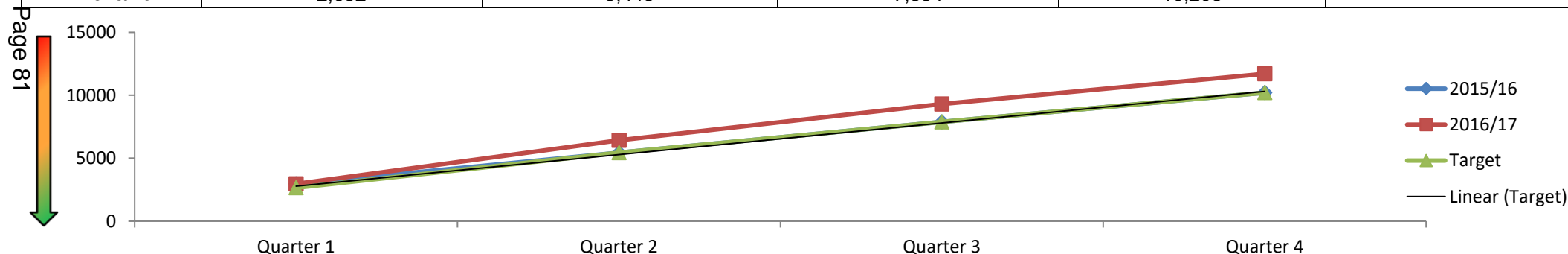
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Performance Overview	The year-end residual waste per household of 842 kg is below the target of 870 kg, which is good for this indicator. This good performance is due in part to the increased levels of recycling last financial year when compared to the previous year. Among other things, the more we recycle, the lower the residual waste per household. Communications activities such as 'slim your bin' campaign also contributed to this success.	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 and early spring. Corrections to waste reporting have started to have some impact on high household waste levels with waste being correctly categorised and removed from the household waste stream.
G			
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 4 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	Quarter 4	DOT from 2015/16
2016/17	2,962	6,436	9,297	11,709	↓
Target	2,651	5,442	7,883	10,207	
2015/16	2,652	5,443	7,884	10,208	



Performance Overview	<p>Overall combined reports to ASB services is up 8.2% (+896 incidents) YTD at March 2017 compared to the previous year.</p> <p>ASB calls to the Police are up by 758 incidents (+13.2%).</p> <p>Overall there has been a 12% increase (up 536 incidents) in ASB reported to both the Council's ASB team and Environmental and Enforcement services. ASB incidents reported to Housing was down by 56% compared to the same point last year although this is mainly due to recording issues.</p>	<p>Actions to sustain or improve performance</p>	<p>There is a plan in place to address ASB in the main hotspot areas of Abbey / Gascoigne and Academy Way. This plan includes:</p> <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. 3.The ASB team have reviewed their repeat and vulnerable callers meeting and extended the remit to look at all issues which are generating demand. The first meeting will take place on the 20th April 2017. High volume crimes and ASB data will be used to jointly task our resources and problem solve around these issues. As part of the BCU model neighbourhood policing has been restructured which has led to more neighbourhood officers with an increased capacity to focus on local issues. The meeting will be an opportunity to work on these issues collaboratively.
R			
Benchmarking	There is currently no mechanism to benchmark ASB incidents across London Councils.		

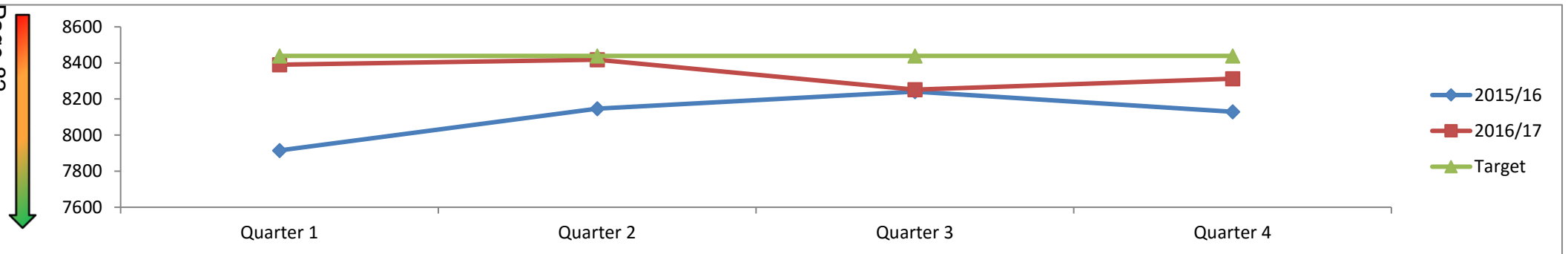
ENFORCEMENT AND COMMUNITY SAFETY

Quarter 4 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.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2015/16
2016/17	8,390	8,418	8,252	8,313	↓
Target	8,439	8,439	8,439	8,439	
2015/16	7,915	8,147	8,241	8,129	

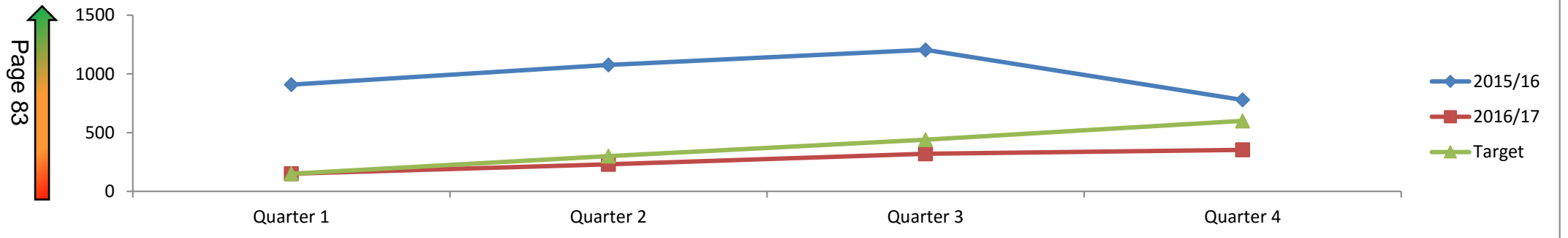
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Performance Overview	Using rolling 12 month figures to the end of March 2017 (8,313) the average across the year is -21.2% against the 2011/12 baseline (10,549). The partnership continues to achieve the 20% reduction against the 2011/12 baseline.	Actions 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 -13%.		

KPI 11 – The number of properties brought to compliance by private rented sector licensing

Definition	The number of non-compliant properties brought to compliant standard.		How this indicator works	This indicates the number of properties that do not meet the standard and through informal and formal action have now had the issues addressed.	
What good looks like	Having a very low number of non-compliant properties therefore reflecting good quality private rented properties in the borough.		Why this indicator is important	There are approximately 15,000 privately rented properties in the borough and as a licensing service we need to ensure that all those properties are compliant and have a licence.	
History with this indicator	The scheme has been live since September 2014 and compliance visits have taken place on 85% of all properties that have applied for a licence.		Any issues to consider	1.5% of properties that have been visited remain non-compliant, enforcement officers need to ensure those properties are brought into compliance through enforcement licensing intervention. Officers need to ensure that all properties are inspected as it is a concern that those landlords who avoid having the inspection visit are doing so as the property is non-compliant.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2015/16
2016/17	150	231	319	353	
Target	150	300	440	600	
2015/16	909	1,985	3,190	909	



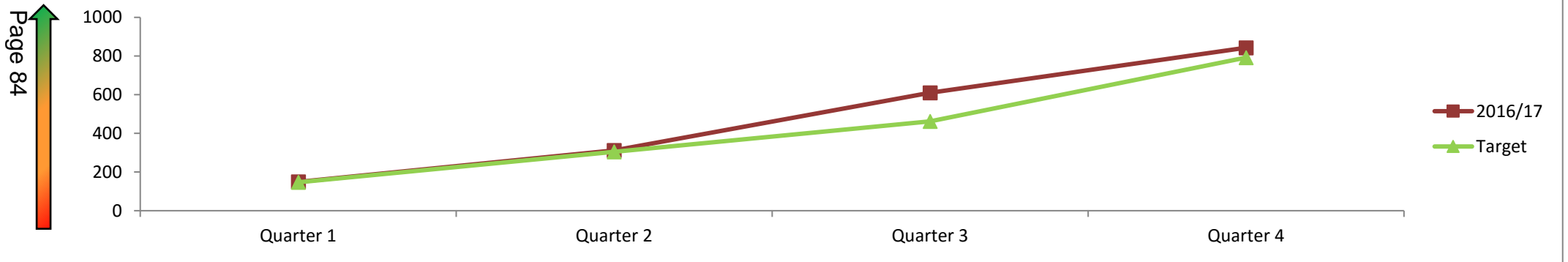
Performance Overview	Approximately 16,000 licensable properties were identified at the beginning of the PRL scheme on 2014. To date around 12,700 have applied for a licence. A further 2,000 are not eligible for a licence. As a result, the focus of the service is to target the outstanding 1,400 properties 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.	Actions to sustain or improve performance	There is a balance between tracking the unlicensed premises and compliance checks of those applied. We will continue with our commitment to inspect all properties that have applied for a licence. Pre-booked appointments dependent upon landlords turning up or contacting them. Monthly reviews on the number of applications made, compliance visits required will still be monitored. We shall also record the number of unlicensed inspections and those properties that have been brought to licence through enforcement activities. To date we have instigated 8 prosecution case.
G			
Benchmarking	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.		

ENFORCEMENT AND COMMUNITY SAFETY

Quarter 4 2016/17

KPI 12 – The number of fixed penalty notices paid / collected

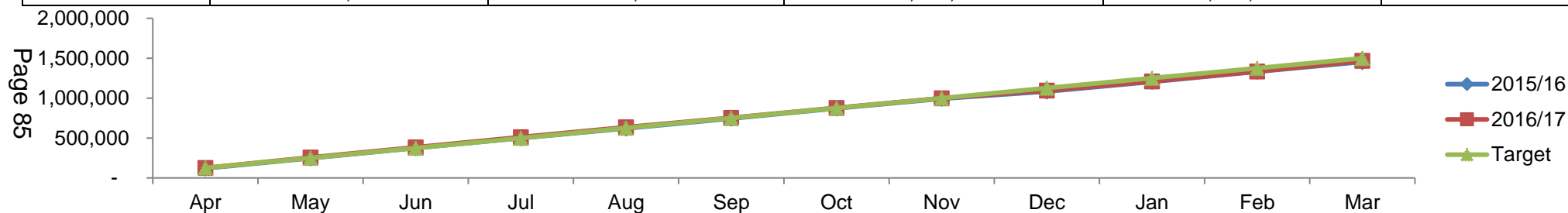
Definition	There is a target to issue 1,056 FPNs within the financial year. Of those issued a target collection rate of 75% has been set.		Why this indicator is important	This indicator shows how many FPNs are issued by the team monthly. This indicator allows Management to see if team outputs are reaching 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.	
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. This information has been obtained from Paye.net and we are aware that some FPN's have been paid and the payment has gone through to the incorrect cost code. These payments have not been included but will be when they appear in the correct cost code.	
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 monthly. 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	Quarter 4	DOT from 2015/16
2016/17	149	312	610	843	n/a
Target	147	305	462	792	
2015/16	New performance measure for 2016/17				



Performance Overview	A new service target of 1,056 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 is completing the implementation of its restructure. Agency staff have been replaced with permanent officers. Team members are now concentrating on FPNs that are not paid in line with the services Service level agreements The percentage of FPNs paid is rising 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 hit 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 4 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	Quarter 3	Quarter 4	DOT from 2015/16
2016/17	383,895	754,935	1,095,042	1,335,295	↑
Target	367,500	735,000	1,117,500	1,490,000	
2015/16	375,388	744,287	1,084,465	1,453,925	



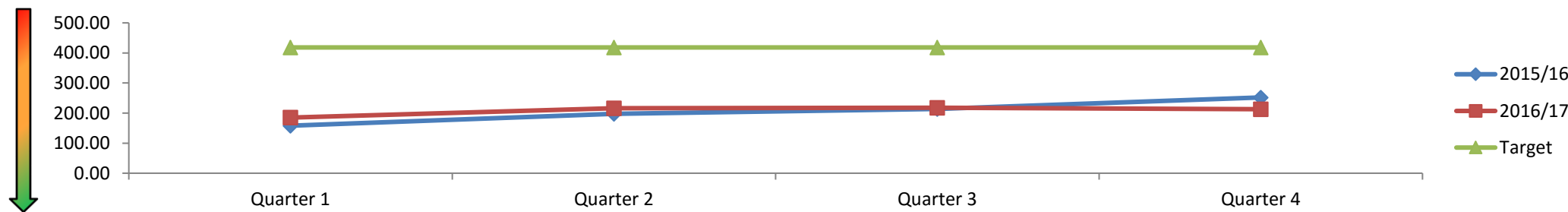
G	<ul style="list-style-type: none"> There was a total of 131,469 visits across both leisure centres in March 2016/17: a 6.56% increase against the figure for March 2015/16. To date there have been a total of 1,466,746 visits to both centres for the 12 months since April. This figure compares to 1,453,952 for the 12 months from April 2015 to March 2016. This is an annual increase of 12,794 visits: an increase of 0.88%. Becontree Heath has seen an increase in numbers attending compared to the previous year for March, with a 5.8% increase. The overall attendances YTD have seen a 1.15% reduction. Abbey has seen an increase in attendance for March compared with the previous year (1.6%) and there has been an overall increase of 3.2% in the YTD compared with the previous year. 	Further Performance comments	<ul style="list-style-type: none"> An additional 23,254 attendances were required in order to meet the annual target for leisure centre attendances. Performance remains RAG rated Amber at the end of 2016/17, this is likely to be due to a drop-in attendances in January, with a seasonal drop in December, despite more attendances relative to December 2015/16. This agreement is a percentage membership income split over a certain threshold. This will help drive membership sales and save up front costs compared to the standard service level agreement. The Health and Fitness teams launched a 'Join for £10.00' membership promotion. This promotion ran from 1st – 15th February. The Abbey Spa is currently advertising on third party companies Groupon and Online Vouchers. The Idol Soft Play centre is also advertising party bookings offers on Groupon. The Abbey Spa held a number of day spa and retail product promotions which helped to generate some business. Social media was utilised heavily to promote and advertised this promotions.
Benchmarking	No benchmarking data available - local measure only		

SOCIAL CARE AND HEALTH INTEGRATION
KPI 14 - The total Delayed Transfer of Care Days (per 100,000 population)

Quarter 4 2016/17

Definition	Delayed transfers of care (delayed days) per 100,000 population aged 18 and over (attributable to either NHS, social care or both) per month. 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.			How this indicator works	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. Lower is better, in terms of performance, as it indicator that people are transferred as soon as they are able to do so.	
What good looks like	Good performance would be under the Better Care Fund (BCF) target of 418.32 delayed days per month (per 100,000 pop).			Why this indicator is important	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.	
History with this indicator	During 2015-16 there was an average of 205.25 delayed days per 100,000.			Any issues to consider	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.	
DTOC per 100,000	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2015/16	
2016/17	185.02	216.09	217.74	212.56	↑	
Target	418.32	418.32	418.32	418.32		
2015/16	158.03	197.53	213.66	252		

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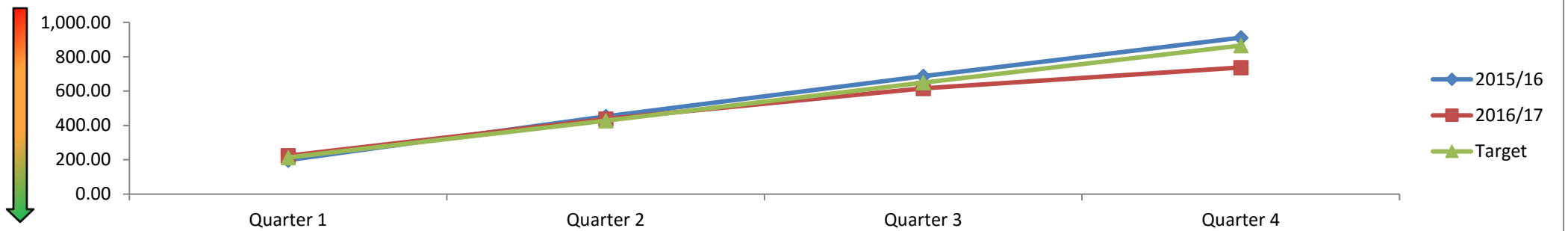


Performance Overview	This indicator measures the average number of delayed days recorded each quarter regardless of the responsible organisation. Delayed days are reported two months in arrears so the only available data for Q4 is for the month of January. For each completed quarter in the year to date our number and rate of delayed days has been higher than the same period last year, but the bulk of the delayed days are due to the NHS. Monthly data has shown that the number of social care and joint delayed days have increased since last year, due to length of stay in hospital, rather than volume of people. Despite this we are well within our overall target and remain one of the better performing authorities in terms of delayed transfers attributable to social care. The average number of delayed days reported in Q2 and Q3 have been revised to reflect data resubmitted to NHS England due to the overreporting of delayed days.				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.
G						
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

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 2015-16 - 179 admissions, 910.0 per 100,000.		Any issues to consider	A review of a sample of admissions during 2015-16 was undertaken to identify some of the triggers of admission in LBB. The findings suggested that despite our relatively high proportion of admissions compared with other authorities, there were no issues around the decision making that led to admissions, and the relatively low cost of residential and nursing placements compared with community based packages did not appear to be a driver in admitting people to care homes.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2015/16
2016/17	223.7	437.24	615.18	737.16	↑
Target	213.67	427.34	648.66	864.88	
2015/16	198.28	452.49	686.36	910.7	

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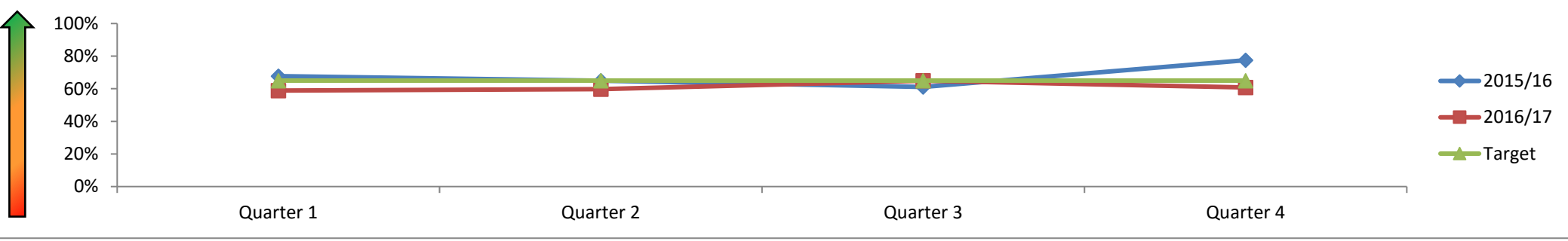


Performance Overview	During 2016-17 there have been 145 admissions to care homes, equivalent to 737.16 per 100,000 people. There has been a significant improvement in the performance of this indicator and we are well within our annual target of 170 admissions (approx. 864.88 per 100,000). Despite this considerable improvement our current outturn is higher than the ASCOF comparator group average reported for 2015-16.	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	

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	The indicator is being reported in year for the first time in 2016-17. In year data for 2015-16 has been calculated retrospectively and is included below.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2015/16
2016/17	58.9%	59.8%	64.9%	60.8%	↓
Target	65%	65%	65%	65%	
2015/16	67.7%	65.0%	61.1%	77.5%	

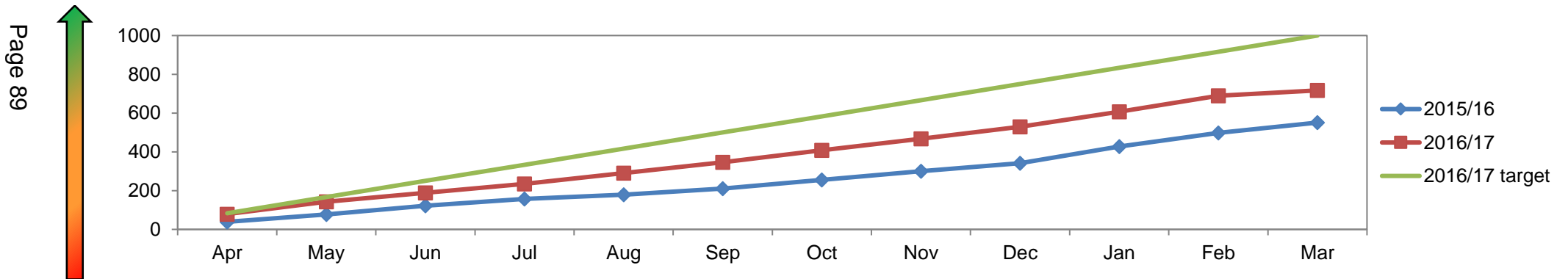
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Performance Overview	During Q4, 60.8% of people receiving Crisis Intervention left the service with no ongoing support needs from Adult Social Care. Performance in this measure has been below target throughout the year and slightly worse than last year. The majority of referrals to the Crisis Intervention service are from hospital as the service has been used to reduce delayed discharges by supporting people who are able to go home. This year, during summer and winter, high volumes of people presented to local hospitals, resulting in an increased level of activity and complexity of cases for the service. In many cases service users were not able to end Crisis Intervention with no ongoing support, and therefore could not meet the outcomes measured by the indicator.	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	ASCOF comparator group average – 70.8%	National average – 75.8%	

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

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: 559 quitters		Any issues to consider	Due to the nature of the indicator, the quit must be confirmed 4-6 weeks after the quit date. Data for quitters in the third month of the quarter will therefore not be available before the month after the quarter ends. This means that the data for the most recent quarter will increase upon refresh in the next report.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4*	DOT from 2015/16
2016/17	189	346	468	717* (Feb/Mar incomplete)	↑
Target	250	500	750	1,000	
2015/16	122	210	341	551	

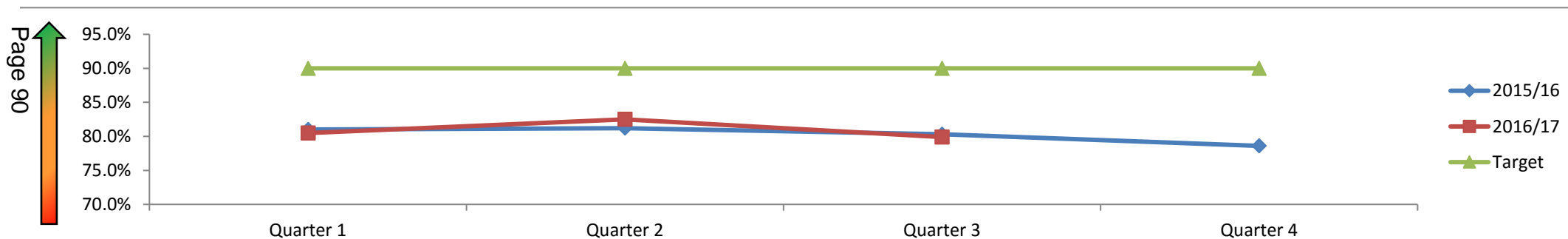


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R	Performance Overview	<p>There has been significant improvement in the number of quitters in the borough compared to 2016; from April to March there were 717 quitters. This is 71.7% of the year-to-date target.</p> <p>Although the indicator is still RAG rated as Red, the figures continue to show an improvement in performance on the previous year; the number of quitters is 158 higher than March 15/16.</p>	Actions to sustain or improve performance	<p>Pharmacy continues to have the highest number of quits (287 quits), followed by Tier 3 (281) and then General Practice (148). There is variation in the number of quitters across general practice and this needs to improve further. The portfolio holder and corporate director are meeting with the CCG lead officer to review current progress and to address next steps.</p> <p>Though the figures show a modest increase in quits since previous figures, recent data shows a greater increase in numbers setting a quit date. Tier 3 continue to support GP practices. In consultation with public health this support for practices is being addressed in 3 waves and prioritised per practice prevalence and paucity of activity.</p>
	Benchmarking	<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).</p>		

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

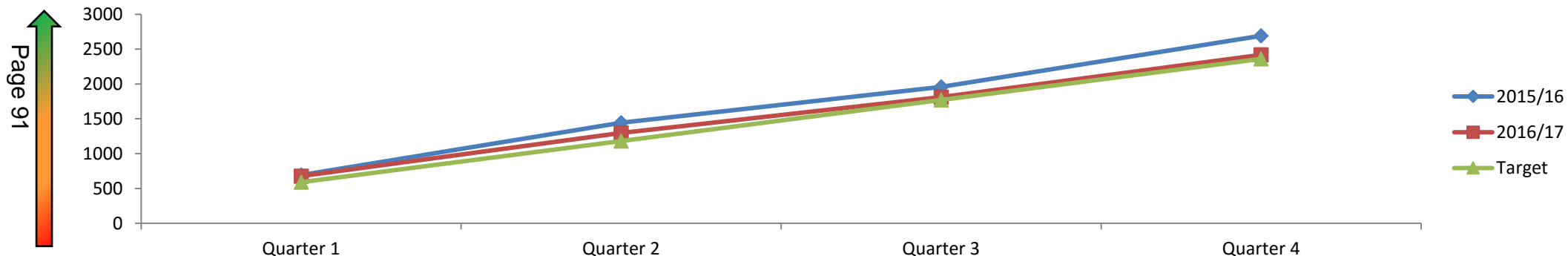
Definition	Percentage of children given two doses of MMR vaccination by their fifth birthday.		How this indicator works	MMR 2 vaccination is given at 3 years and 4 months to 5 years. This is reported by COVER based on RIO/Child Health Record.	
What good looks like	Quarterly achievement rates to be above the set target of 95% immunisation coverage.		Why this indicator is important	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 pregnancy that affect the unborn baby and can lead to miscarriage.	
History with this indicator	2011/12: 82.8%, 2012/13: 85.5%, 2013/14: 82.3%, 2014/15: 82.7%, 2015/16: 80.3%		Any issues to consider	Quarter 4 data 2016/17 is expected to be available 30 June 2017.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2015/16
2016/17	80.5%	82.5%	79.9%	Data available June 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	There is variation between performance across GP practices, NHS England has agreed to share practice level data with the LBD and the CCG to address this. The Health Protection Committee, including CCG partners, will act manage performance and to assure that the variation between practices is addressed. In April 2017, the new Child Information System, CHIS, was launched this has removed ghost patients and will provide more responsive data.
R			
Benchmarking	In 2016/17 Q3, Barking and Dagenham's MMR2 coverage at 5 years was 79.9%, this is marginally above London rate 79.1% and below England coverage levels at 87.8%.		

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 2015/16
2016/17	677	1,298	1,813	2,418	↓
Target	590	1,180	1,770	2,360	
2015/16	692	1,445	1,957	2,692	

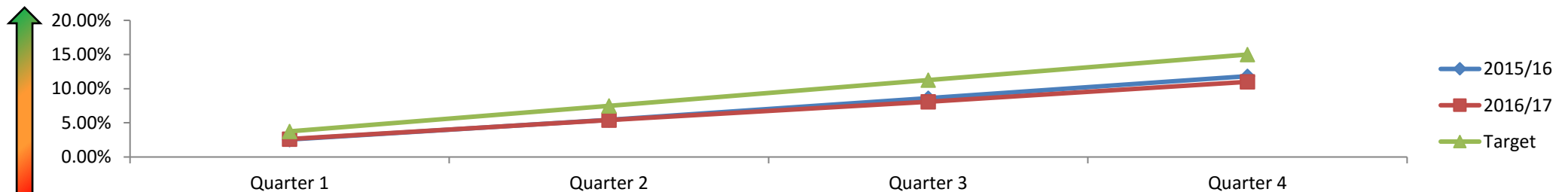


Performance Overview	As of March 2017, the service has achieved 2,418 referrals - exceeding our set target of 2,360 for the year by 2%.	Actions to sustain or improve performance	Child Weight Management – 308 referrals have been received to the programme since April. To date 182 children have started the programme which is 60% of the target for this year. Several measures have been put in place to increase referrals. The Healthy Lifestyles Team have been attending the Healthy weight behavioural campaign meeting to develop new initiatives to improve the reach of the programme. Adult Weight Management – 889 people have been booked onto the programme. To date 733 people have started the programme which is 90% of the target for this year. Exercise on Referral – 1,198 referrals have been made to the programme. The target from this year was 1,000. An electronic referral form has been developed and presented to LMC, feedback was received and amendments were fed back to the group with input of the Public Health Team. It has been decided that from April 2017 the Exercise on Referral and Adult Weight Management programmes will be combined.
G			
Benchmarking	No benchmarking data available – local measure only.		

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


<p>Definition</p>	<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>	<p>How this indicator works</p>	<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 *PHE requests that this figure should at least be better than the previous year data.</p>		
<p>What good looks like</p>	<ul style="list-style-type: none"> Improvement on the previous year's performance. Increased numbers of patients diagnosed with long term conditions. Increased numbers of referrals made to existing lifestyle programmes. 	<p>Why this indicator is important</p>	<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 clinically managed with long term conditions to prevent premature deaths; also to influence lifestyle choices of patients to improve their overall health and wellbeing.</p>		
<p>History with this indicator</p>	<p>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></p>	<p>Any issues to consider</p>	<p>There is sometimes a delay between the intervention and data capture- this means that the data is likely to increase upon refresh next month.</p>		
	<p>Quarter 1</p>	<p>Quarter 2</p>	<p>Quarter 3</p>	<p>Quarter 4</p>	<p>DOT from 2015/16</p>
<p>2016/17</p>	<p>2.63%</p>	<p>5.4%</p>	<p>8.1%</p>	<p>11%</p>	
<p>Target</p>	<p>3.75%</p>	<p>7.50%</p>	<p>11.25%</p>	<p>15.0%</p>	<p>↓</p>
<p>2015/16</p>	<p>2.56%</p>	<p>5.45%</p>	<p>8.63%</p>	<p>11.83%</p>	

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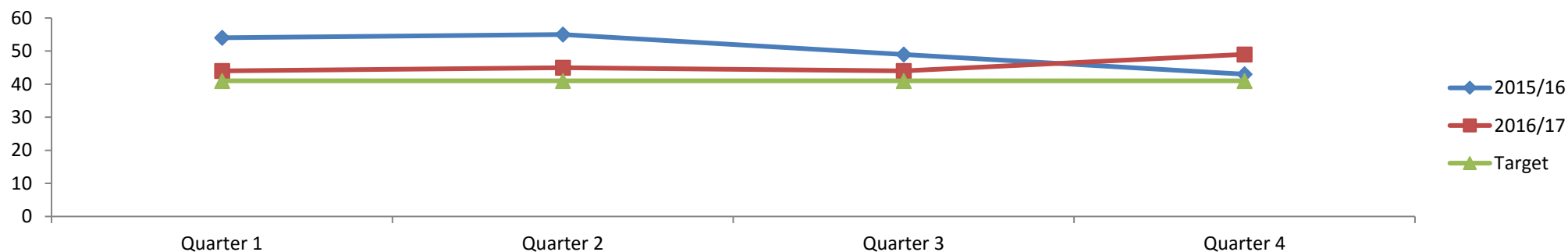


<p>Performance Overview</p> <p>R</p>	<ul style="list-style-type: none"> 5,177 health checks have been delivered in 2016/17. 9,339 people have been invited for a health check in the same period. 	<p>Actions to sustain or improve performance</p>	<ul style="list-style-type: none"> Public Health has successfully submitted revised denominator figures for use in 2017/18 to Public Health England. These changes will lead to improved performance figures and will likely improve the RAG rating from 'Red' should current delivery be maintained. For March Health Check performance is RAG rated amber, with the highest performance to date for 2016/17 (555 Health checks). However, the overall 2016/17-year performance remains RAG rated red. An additional 1,881 Health checks were required to achieve the annual target, with 1,730 health checks required for an amber RAG rating. 19 practices have now achieved their 75% target for completed HCs (50% of practices).
<p>Benchmarking</p>	<p>In 2015/16 LBBB 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

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 2015/16
2016/17 Number	259	271	266	294	
2016/17 Rate	44	45	44	49	
Target Rate	41	41	41	41	
2015/16 Number	320	323	292	253	
2015/16 Rate	54	55	49	43	

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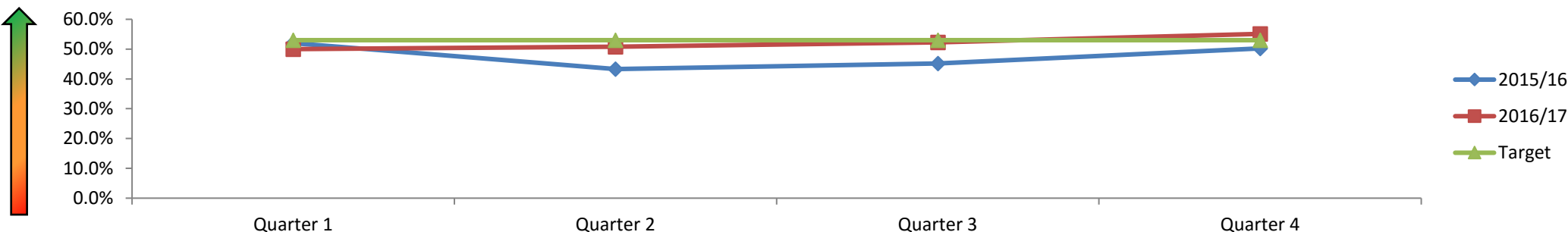


Performance Overview	As at year end 2016/17, Barking and Dagenham had 294 children subject to child protection plans, representing a rate of 49 per 10,000 children aged 0-17. This is higher than the 15/16 end of year figure of 253 (43). The rate per 10,000 is 49 is in line with Local Authority's statistical neighbours, but above the national (43), and London rates (38).	Actions to sustain or improve performance	Child Protection numbers have fluctuated this year, increasing to 294 provisionally as at end of 16/17. RAG rated Red based on more than 10% away from target - see additional commentary.
R			
Benchmarking	National, London and SN rate per 10,000 is 43, 38 and 49 respectively (based on latest published data for 2015/16).		

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

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 2015/16		
2016/17	50.0%	50.8%	52.3%	55.1%	↑		
Target	53%	53%	53%	53%			
2015/16	52.0%	43.3%	45.2%	50.2%			

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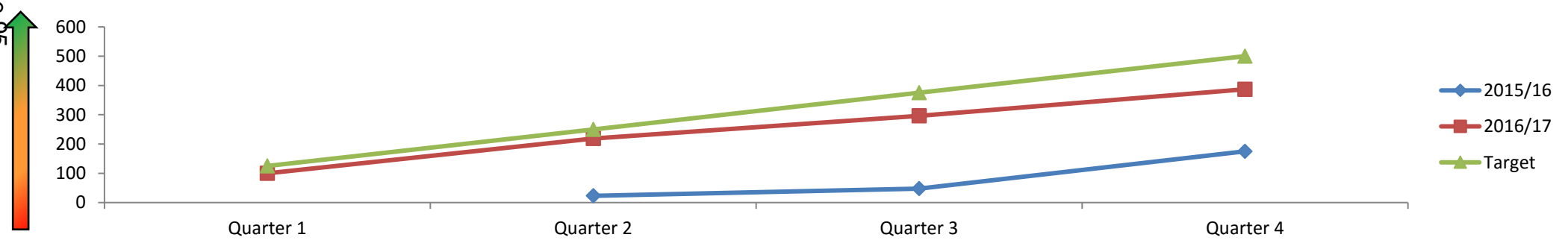


Performance Overview	As at the end of year 2016/17, 55.1% of care leavers were in EET (134 out of 243 care leavers), 5% higher than the 2015/16-year end figure Performance is above London, statistical neighbours and national averages. The 2016/17 target has been set to bring us in line with the London position and performance is RAG rated GREEN based on progress to target.		Actions to sustain or improve performance	The L2L service has developed a detailed action plan to address EET. In January 2017, a member officer workshop was 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.
G				
Benchmarking	London average 53%, National average 48%, Statistical Neighbour Average 48%.			

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). LBBDD 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. LBBDD 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 2015/16
2016/17	100	219	296	387	↑
Target	125	250	375	500	
2015/16	n/a	23	48	175	

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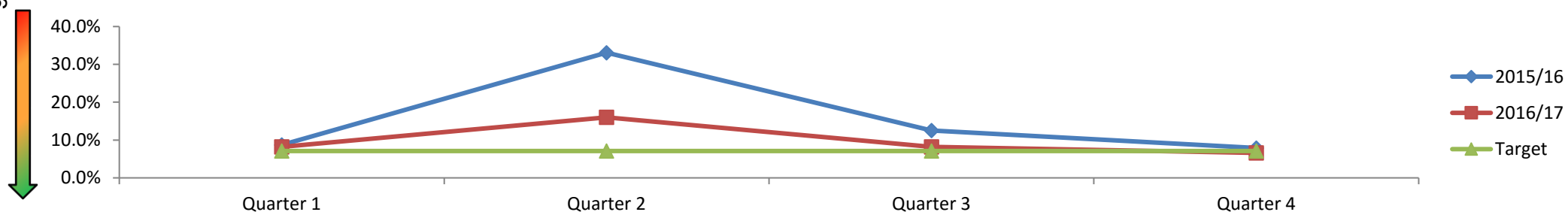
Performance Overview	<p>Since TF2 programme commenced (September 2015), 562 claims have been authorised (175 in 2015/16 and 387 in 2016/17). This is not poor performance, as the DCLG is extremely positive about the Local Authority's TF2 progress. For Wave One LAs, the average number of successful claims as a proportion of total cohort is 18%. LBBDD is at 23% and currently 5th of 32 London boroughs in percentage terms.</p> <p>Performance is RAG rated Red only because the 16/17 end of year figure of 387 claims against a local target set at 500 is more than 10% off target.</p>	R	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	For Wave One LAs, the average number of successful claims as a proportion of total cohort is 18%. LBBDD is at 23% and currently 5th of 32 London boroughs in percentage terms.			

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

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT Quarter 4 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 2015/16	
2016/17	8.2%	16%	8.2%	*6.6%	↑	
Target	7.1%	7.1%	7.1%	7.1%		
2015/16	8.7%	33.1%	12.5%	7.9%		

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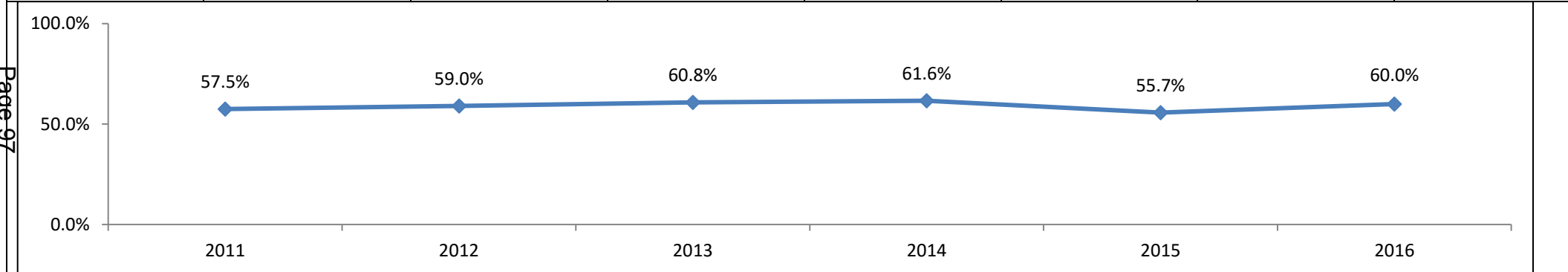


Performance Overview	Comparative historical data has been included and reports improvements in each quarter on last year. The *Nov-Jan NEET + Unknown average is the key DfE published national measure for the end of year. The target set is to be in line with national at 7.1% (Nov-Jan average 2015). This year our final Nov-Jan figures are 6.6% compared to 8.5% last year and within 10% of last year's national figure. Comparative national data for 2016/17 is due to be published shortly. The RAG rating will be adjusted once national data on this measure is published by the DfE.	Actions to sustain or improve performance	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). A member officer follow up workshop on reducing NEETs was held on the 13 th March and an update on progress and draft action plans were discussed. This work is ongoing.
A			
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).		

KPI 25 – The percentage of pupils achieving A* - C in GCSE English and Maths (New Annual Indicator)

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%	60.0%	↑



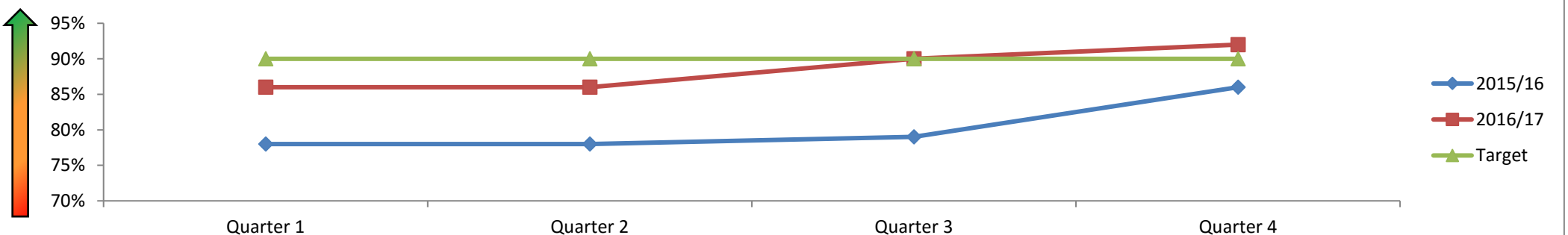
Performance Overview	The 2016 provisional headline result for the borough at A*-C English and maths shows marked improvement on 2015 with a 4.3 percentage point rise to 60.0%. This reverses last year's dip and importantly is a result of all schools improving on the 2015 performance. Attainment is above the national average (59.3%).	Further Performance comments	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).
A			

Benchmarking	Performance for 2016 is above national (59.3%) but below statistical neighbours (60.5%) and the London average (66.4%).
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KPI 26 – The percentage of borough schools rated as good or outstanding

Definition	Percentage of Barking and Dagenham schools rated as good or outstanding when inspected by Ofsted. This indicator includes all schools.	How this indicator works	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).		
What good looks like	The higher the better.	Why this indicator is important	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.		
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 2015/16
2016/17	86%	86%	90%	92%	↑
Target	90%	90%	90%	90%	
2015/16	78%	78%	79%	86%	

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Performance Overview	The % of schools in LBBDD judged ‘outstanding’ or ‘good’ is currently 92% as at the end of March 2017. Ofsted have carried out 10 inspections since September 2016, including two towards the end of the Spring 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 Summer term, it is likely that one LA maintained school that requires improvement and two LA maintained schools currently judged good will be inspected. There are also 3 academies due for their first inspection, one of which we judge to be vulnerable. Of the remaining 4 Requires Improvement schools, 3 schools have monitoring boards in place and 1 is being supported by a school with outstanding leadership.	Actions to sustain or improve performance	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.
G			
Benchmarking	London Average – 94% National Average – 89% (as at 31 st December 2016).		

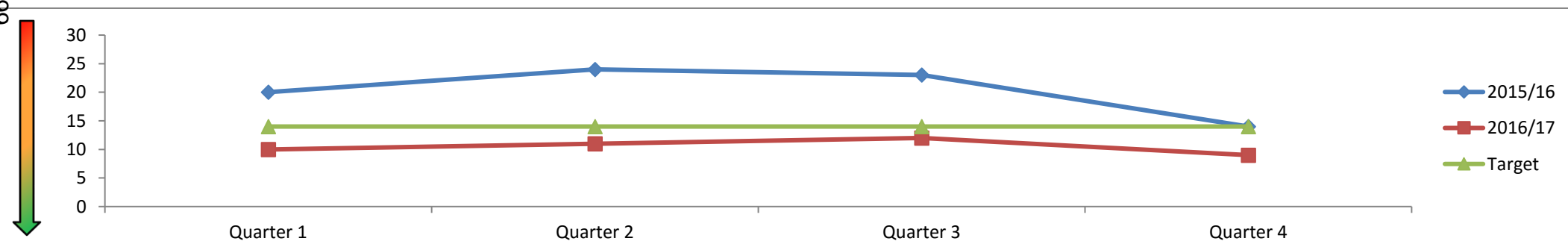
Finance, Growth and Investment – Key Performance Indicators 2016/17

FINANCE, GROWTH AND INVESTMENT Quarter 4 2016/17

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


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 2015/16
2016/17	10	11	12	9	↑
Target	14	14	14	14	
2015/16	20	24	23	14	

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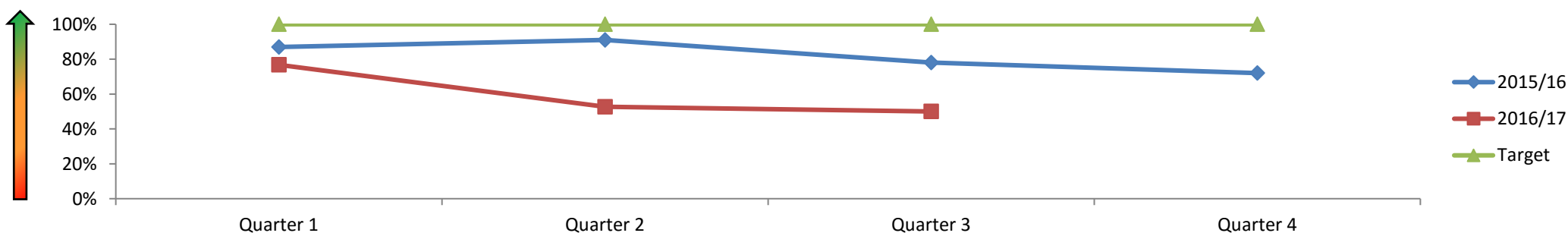


Performance Overview	Performance has improved from last quarter by 3 days and has remained below target, meaning tenants obtain benefit entitlement and monies sooner than Elevate contractual expectations.	Actions to sustain or improve performance	Whilst volumes remain high due to various welfare reform 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		

KPI 31 – The percentage of Member enquiries responded to within deadline

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 2015/16
2016/17 Quarter	76.74%	52.66%	50%	Due May 2017	
2016/17 YTD	76.74%	64.7%	59%	Due May 2017	
Target	100%	100%	100%	100%	
2015/16	87%	91%	78%	72%	

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Performance Overview	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 enquiries.
R			
Benchmarking	No benchmarking data available – local measure only.		

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

The following shows current member's casework performance by area (awaiting final Quarter 4 data)

Directorate	Member enquiry	MP Enquiry
Adult Services	38% (3/8)	14% (1/7)
Chief Executives Unit	0% (0/0)	0% (0/0)
Childrens Services	45% (18/40)	29% (2/7)
Community Services	47% (81/171)	41% (41/101)
Customer, Commercial and Service Delivery	64% (169/265)	64% (148/230)
Elevate	82% (18/22)	88% (7/8)
Finance, Investment, Strategy & Programmes	88% (7/8)	100% (1/1)
Finance & Resources	73% (11/15)	100% (3/3)
Growth & Homes	63% (22/35)	56% (28/50)
Housing Services	65% (60/93)	62% (47/76)
Adult Social Care	50% (7/14)	20% (1/5)
Law & Governance	0% (0/1)	100% (1/1)
Service Development & Integration	50% (1/2)	50% (1/2)

Percentage financial year so far

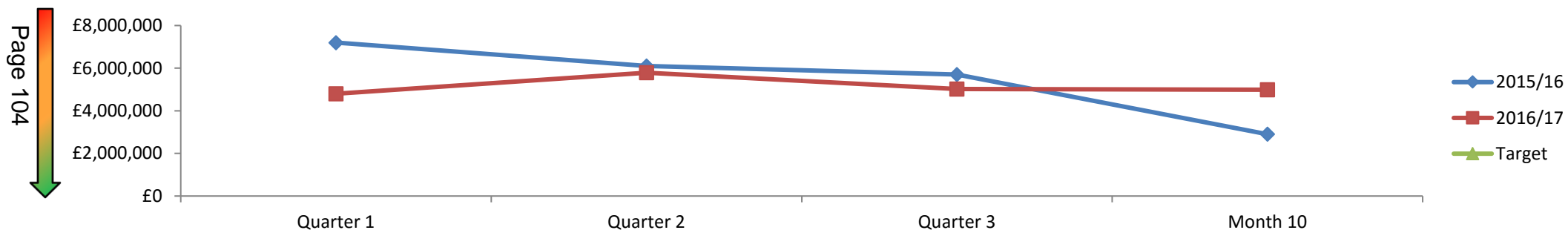
Directorate	Member enquiry	MP Enquiry
Adult Services	58% (18/31)	61% (25/41)
Adult Social Care	70% (46/66)	58% (14/24)
Chief Executives Unit	50% (5/10)	100% (2/2)
Childrens Services	58% (98/169)	29% (11/38)
Community Services	54% (424/788)	47% (202/426)
Community Services (Adult Social Care)	76% (153/201)	0% (0/0)
Customer, Commercial and Service Delivery	70% (493/708)	71% (398/562)
Elevate	81% (105/130)	86% (74/86)
Finance, Investment, Strategy & Programmes	71% (10/14)	100% (2/2)
Finance & Resources	64% (54/85)	57% (12/21)
Growth & Homes	70% (81/116)	62% (143/230)
Housing Services	69% (610/890)	56% (389/693)
Unallocated cases	0% (0/0)	0% (0/0)
Law & Governance	67% (2/3)	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	1,427	1,814	1,848	104	5,193
% answered	27%	35%	36%	2%	
Total for Q3	349	302	398	4	1,053
% answered	33%	29%	38%	0%	

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	Month 10	DOT from 2015/16
2016/17	£4,800,000	£5,796,000	£5,026,000	£4,993,000	↓
2015/16	£7,200,000	£6,100,000	£5,700,000	£2,900,000	



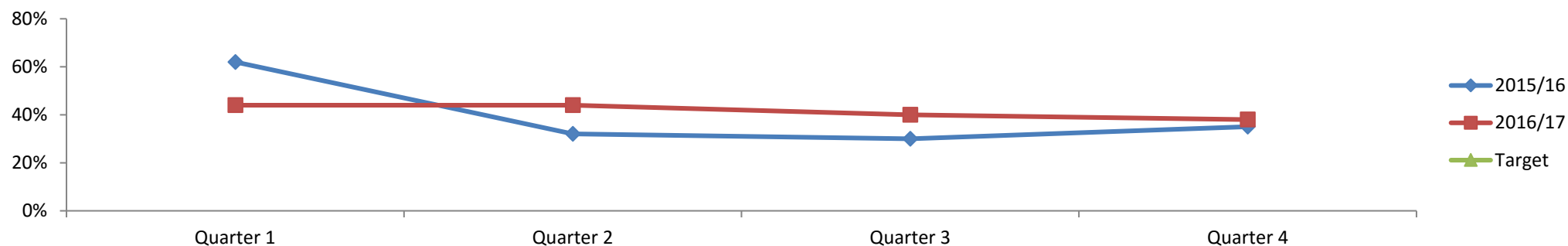
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Performance Overview	At the end of month 10, there was an overspend across the Council of just under £5m. This has reduced from the Quarter 2 figure of circa £6m. This is made up of overspends on Children’s Care and Support, Homelessness, Leisure, Clean and Green and Enforcement services offset by underspends within Finance, Assets and Investments, Legal and Central/Corporate costs. Improvements in both the Children’s Care and Support and the Elevate Client Unit have reduced the forecast while pressures are now being reported in Clean and Green and Enforcement.	Actions to sustain or improve performance	Childrens’ Services is continuing to deliver the actions outlined in the SAFE programme plan including reviewing high cost placements and a concerted recruitment drive. There is also a recovery plan in place for Homelessness. A recovery plan is being formulated for Clean and Green but will not have an impact on the outturn for this year.
n/a			
Benchmarking	No benchmarking data available – Local measure only		

KPI 39 – The percentage of complaints upheld

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 2015/16
2016/17 Quarter	44%	41%	40%	36%	n/a
2016/17 YTD	44%	44%	40%	38%	
2015/16	62%	32%	30%	35%	

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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.		

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)

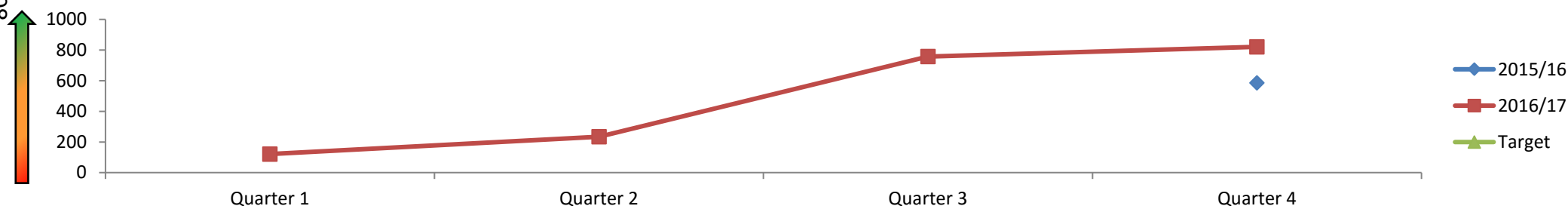
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Definition	The proportion of net new homes built in each financial year that meet the definition of affordable housing in the National Planning Policy Framework	How this indicator works	Each year the Council updates the London Development Database 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)		

KPI 29 – The number of new homes that have received planning consent

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 2015/16	
2016/17	163	234	758	821	↑	
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	

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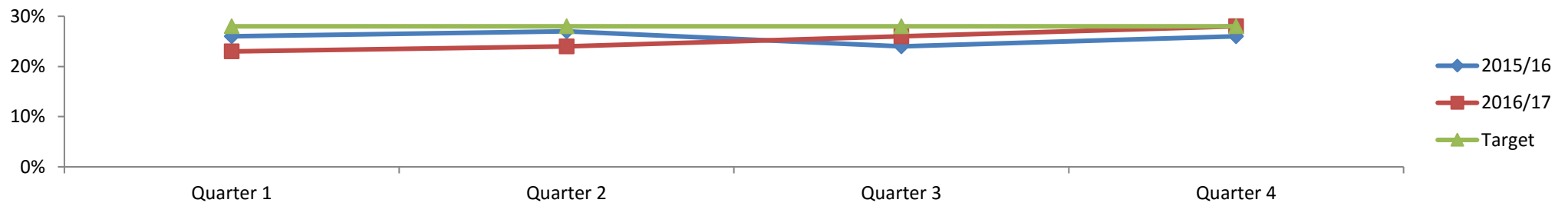


Performance Overview			Set up BE-FIRST to improve delivery. Delivering agreed Housing Zone outputs with GLA. Recruitment and retention remains a significant issue in the Council's Development Management Team. Two posts are covered by agency staff and it has not been possible to fill these with permanent 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	Vicarage Fields was approved 19 April (850 homes) and Barking Riverside decision (10800 homes) will finally be issued this quarter. 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	
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.		

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	<p>The local target recommended by Safelives is to achieve a repeat referrals rate of between 28-40%.</p> <p>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 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</p>		Why this indicator is important	<p>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.</p> <p>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.</p>	
History with this indicator	<p>2015/16: 86 (25%)</p> <p>2014/15: 58 (20%)</p>		Any issues to consider	<p>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.</p>	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2015/16
2016/17	23%	24%	26%	28%	↓
Target	28% - 40%	28% - 40%	28% - 40%	28% - 40%	
2015/16	26%	27%	24%	26%	

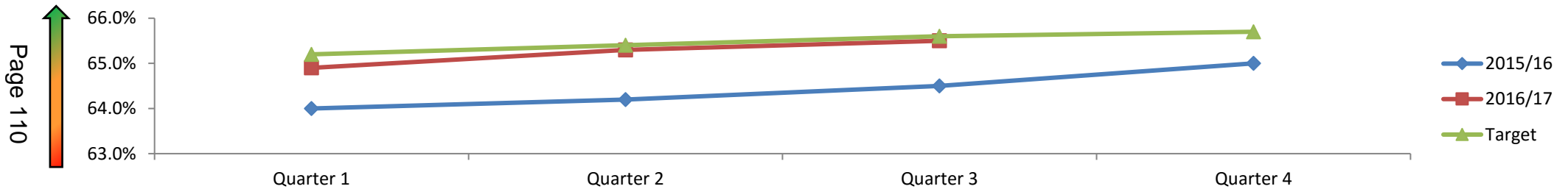
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Performance Overview	In Q4 we are in line with the 28-40% range recommended by Safelives (formerly CAADA) with 28% of all MARAC referrals received YTD	Actions to sustain or improve performance	The Community Safety Partnership successfully bid for MOPAC 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.
G			
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)		

KPI 36 – The percentage of economically active people in employment

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. Q3 figures are an average of Jan 14-Dec 14, Jan 15-Dec 15 and Jan 16-Dec 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 2015/16
2016/17	64.9%	65.3%	65.5%	Available 12 July 2017	↑
Target	65.2%	65.4%	65.6%	65.7%	
2015/16	64.0%	64.2%	64.5%	65.0%	



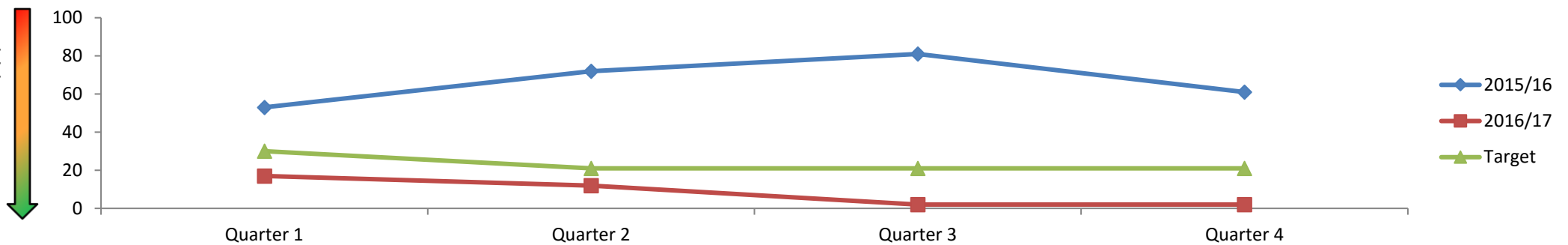
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Performance Overview	<p>The published figure for the borough is 67.1%, with the rolling average figure presented above being 65.5%.</p> <p>A</p>	Actions to sustain or improve performance
Benchmarking		<p>The gap with the London-wide figure (73.8%) remains at 8.3%. Around 10,000 additional residents would need to move into work to match the London employment rate.</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 26 April 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 provision working with Early Intervention/Children’s Centre, DWP over 50s support based in Job Shop, Big Lottery Common Mental Health Problems link to Job Shops). 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 (Growth Boroughs ESF Unlocking Opportunities Programme).</p> <p>L.B. Redbridge are in the process of commissioning the Work & Health Programme on behalf of the Local London boroughs. This will provide support to the long-term unemployed (2+ years) and people claiming benefits for health-related reasons, replacing the current Work Programme. The latter will form c70% of participants. This provision will not be in place until March 2018 but the expectation is that it will be thoroughly integrated with local services. Discussions are taking place with potential prime contractors to explore the Council Job Shops forming part of the local delivery arrangements. Ahead of this there are ongoing and deepening links between Job Shop, Richmond Fellowship and NELFT Talking Therapies provision to cross-refer service users.</p>		

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 2015/16
2016/17	17	12	2	2	↑
Target	30	21	21	21	
2015/16	53	72	81	61	

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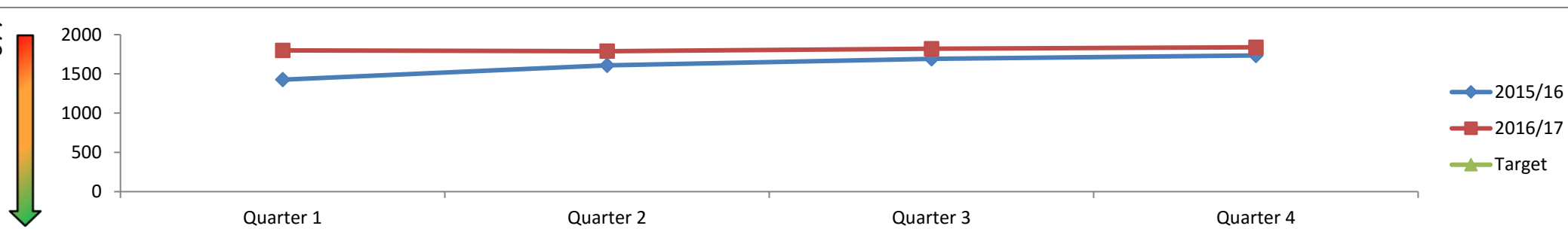


Performance Overview	It is unfortunate to report that there were families in B&B at the end of Quarter 4, however it is worth noting that placements made in this period occurred in March only. The service was able to procure alternative housing solutions for both Jan and Feb. No families in B & B accommodation have yet exceeded the 6 week time limit and the sourcing of alternative options is ongoing.	Actions to sustain or improve performance	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.
G			
Benchmarking	No benchmarking data available.		

KPI 38 – The average number of households in Temporary Accommodation

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 2015/16
2016/17	1,798	1,789	1,819	1,839	↓
2015/16	1,426	1,608	1,693	1,735	

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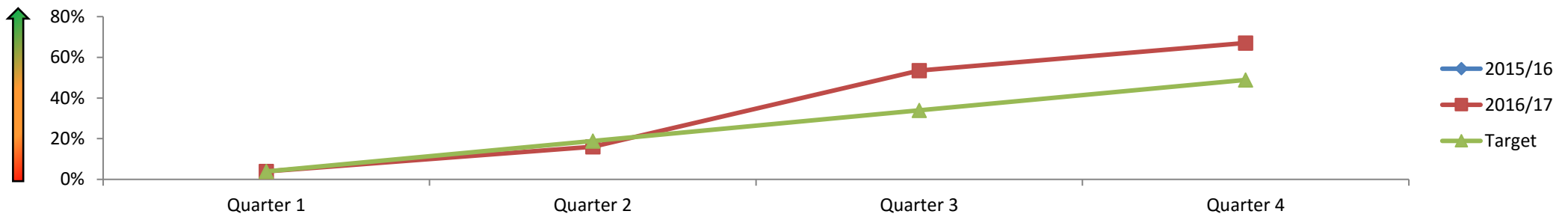


Performance Overview	Increase in trend of acquiring good quality self-contained accommodation to meet homelessness demands. There is a reluctance to set a target for the average number of households, although there is an ambition to reduce the reliance of procuring temporary accommodation. This will 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		

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 (up-coming 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 2015/16
2016/17	3.9%	16.07%	53.47%	67.06%	n/a
Target	3.9%	18.9%	33.9%	48.9%	
2015/16	New indicator for 2016/17				

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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 7/11/16 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 only work from a list only containing people who have been capped and with the lower cap thresholds going live customers engagement levels have increased.	Actions to sustain or improve performance	The team continues to work with partners to support those affected by the cap. More effort is directed at monitoring to ensure that customers are adhering to the plan.
G			
Benchmarking	No benchmarking data available – Local measure only		

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CABINET**20 June 2017**

Title: Corporate Plan 2017-18	
Report of the Cabinet Member for Community Leadership and Engagement	
Wards Affected: All	Key Decision:
Report Author: Sal Asghar, Strategy and Performance Manager	Contact Details: Tel: 020 8227 3734 E-mail: Salauoddin.asghar@lbbd.gov.uk
Accountable Director: Tom Hook, Strategy and Programmes Director	
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>The development of a Corporate Plan ensures the Council's contribution to achieving the vision and priorities is proactive, co-ordinated, resourced in line with the MTFS and monitored so that Members and residents can see progress.</p> <p>For 2017/18, the Corporate Plan has been developed to take into account the Council's current position, developments that have taken place over the past year and the transformation programme the Council will deliver in 2017/18 and beyond.</p> <p>The newly developed Borough Manifesto and associated targets, clearly articulate the shared, resident-led vision for the future of Barking and Dagenham. Our commitment to achieving the vision has been incorporated in the Corporate Plan for 2017/18.</p> <p>Progress against delivery of the Corporate Plan is supported through a robust corporate performance framework. With the Council moving to a commissioning model, it is proposed that the future corporate performance framework should reflect this change and quarterly performance reporting be used to successfully monitor and challenge progress against key indicators captured in Commissioning Mandates.</p> <p>It is however acknowledged that Commissioning Mandates for the various service delivery blocks will all be at various stages of development and are not likely to be ready until later in the year. Therefore, it is proposed that until a new performance framework informed by the Commissioning Mandates can be developed, progress against delivery of the Corporate Plan will be monitored through the existing Key Accountabilities and Key Performance Indicators. The existing Key Accountabilities and Key Performance Indicators have been subject to a light-touch refresh for 2017-18. Performance will continue to be reported quarterly at CPG, Quarterly Challenge Sessions, Cabinet and to the Public Accounts and Audit Committee every six months.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to recommend the Assembly to approve the Corporate Plan 2017/18</p>	

Reason(s)

Although there is no longer a specific statutory requirement to produce a Community Strategy or Corporate Plan, it is good governance to articulate the vision for the borough and agree the Council's priorities to inform decision making and allocation of resources. The key accountabilities and KPIs captured in the corporate plan will be monitored quarterly through the usual performance monitoring framework.

1. Background

- 1.1. Our borough and the context within which the Council operates has changed radically over the last decade and will continue to change. Austerity is set to continue and coupled with population and government policy changes, mean the way we deliver services also needs to change. As a Council we faced a simple choice: we could do nothing and continue to cut services which would affect our ability to improve outcomes for residents, or we could embrace the uncertain future and stay ahead of the curve by finding new ways of delivering them. We chose the latter.
- 1.2. We will own and drive change in the borough. Our plans are about us accepting that the status quo cannot continue and that we must evolve as an organisation in order to ensure we meet the needs of our residents and continue to provide the place based leadership required to deliver our vision for the borough. We look to the future with hope and aspiration and believe that the plans we have in place will ensure we continue provide services that are fit for purpose moving forward.
- 1.3. We know we are not where we could and should be. In areas, such as employment, skills, educational attainment, and health, outcomes for residents is well below London averages, and we should all have higher expectations.
- 1.4. Ultimately, our drive for change is to realise better outcomes for our residents. In the past year, we have been busy speaking to the community about the future of the borough. They have left us with no doubt about the aspirations they also have for Barking and Dagenham. These aspirations have informed the development of a new Borough Manifesto. A shared vision of the future of Barking and Dagenham, jointly owned by public, private, community and voluntary sector organisations.
- 1.5. Together, our ambition is to make Barking and Dagenham a stronger, more prosperous place to live, with opportunity for all. To achieve this ambition, we need to change the way the Council is run. We need to be less traditional, more innovative and flexible and develop new relationships with our partners and the community we serve.
- 1.6. Delivering Council services through long-standing service departments will be a thing of the past. We will be a different kind of Council. This year will see our transformation programme come to fruition. We will see delivery units with right skills liberated to become more entrepreneurial and generate new business and clients within the borough and wider region. The introduction of service blocks such as 'Be First' will see services reconfigured, to make an active and coherent contribution to economic growth and prosperity.
- 1.7. Although change of this scale can be daunting, we must also remember we are in a unique position as London's growth opportunity and we have as many opportunities

ahead of us as we do challenges. We see the Council's role as harnessing this growth and the borough's potential for the benefit of all, to ensure no one is left behind.

- 1.8. The Corporate Plan provides a clear narrative on how the vision and priorities will be delivered, allowing the Council to make best use of limited resources in areas that will make the greatest difference for our residents.

2. The Corporate Plan 2017/18

- 2.1. Although there is no longer a specific statutory requirement to produce a Community Strategy or Corporate Plan, they are essential components of good governance to articulate the vision for the borough and agree the Council's priorities to inform decision making and allocation of resources and in due course a reference by which outcomes can be measured.
- 2.2. Despite the Council's vision and priorities remaining the same, a refresh of the Corporate Plan is required, to take into account the Council's current position, the developments that have taken place over the past year and the transformation programme the Council will deliver in 2017/18 and beyond. To support this change the structure of the council is changing enabling the Council to realise its plans. These changes are all captured in the new corporate plan.
- 2.3. The Corporate Plan articulates the current landscape of the borough, alongside the current external influences and budget pressures the Council faces. Together this provides a clear picture of the challenges the authority faces over the coming years.
- 2.4. Despite the challenges we face, the Corporate Plan 2017/18 gives a clear narrative of where the organisation is heading, and provides the authority with a one year plan, that will inform the Council's decision-making process throughout the coming year and up to the next election period.

3. The Borough Manifesto

- 3.1. Along with the rate of change to the Borough's demographics, we know that long term outcomes for our residents in areas such as health, education and employment are poor. Our focus on achieving better outcomes provides the basis of the Council's Corporate Plan for 2017/18.
- 3.2. The past year has seen the development of the Borough Manifesto, with clear themes, aspirations and targets. The manifesto articulates the shared, resident-led vision of the future of Barking and Dagenham.
- 3.3. Our commitment to achieving the vision set out in the Borough Manifesto drives how we will deliver our services and will inform our commissioning plans. This has been incorporated in the Corporate Plan for 2017/18.
- 3.4. Focus is also given to the Council's role as a partner of the Barking and Dagenham Delivery Partnership (BDDP) and our priorities for delivering the borough's shared vision. We are clear that strengthened partnership arrangements are essential to achieving better outcomes for our residents.

4. Delivery of the Corporate Plan 2017/18

- 4.1. The Corporate Plan is a key part of the Council's overall performance framework and delivery of the vision is supported by key performance measures which are incorporated in the Corporate Plan.
- 4.2. With the significant changes the Council is facing over the coming year, including the delivery of the transformation programme and the Council moving to a commissioning model, for 2017-18 a light-touch refresh of existing Key Accountabilities and Key Performance Indicators has been undertaken.
- 4.3. Commissioning Mandates will be developed for all 'service delivery blocks'. These will include detailed evidence and clear deliverables, performance measures and targets ensuring that delivery is focused on the achievement of the Council's goals. From 2018-19 the performance framework will reflect the content of the Commissioning Mandates.
- 4.4. Until Commissioning Mandates have been developed, our progress against delivery of the Corporate Plan will be monitored using the existing Key Accountabilities and Key Performance Measures (KPIs).

5. Consultation

- 5.1. The Strategy and Performance Team have worked closely with the Corporate Performance Group (CPG) to inform the approach of the Corporate Plan.

6. Financial Implications

Implications completed by: Kathy Freeman, Finance Director

- 6.1. 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.

7. Legal Implications

Implications completed by: Dr. Paul Feild Senior Governance Lawyer

- 7.1 While it is correct to say there is no specific statutory duty to produce a corporate plan, it is a necessary element of good governance. The performance regime established by the Local Government Act 1999 as amended by the Local Audit and Accountability Act 2014 together with supporting legislation, requires the Council to work to achieve continuous improvement and best value. A corporate plan, its objectives and in time how the delivery measures up in terms of outcomes, are therefore one of the signifiers of a well-run local authority.
- 7.2 Furthermore the Accounts and Audit (England) Regulations 2015 Regulations obliges the Council to produce an Annual Governance Statement for each

accounting year evidencing how the Council has performed. This is to be done in accordance with proper practices. The *CIPFA / Solace Delivering Good Governance in Local Government Framework 2016* guidance sets out the required practice and that includes a clear statement of the Council's purpose and intended outcomes. The Corporate Plan thus plays a vital role in the legal duty to ensure sound governance of the Council.

8. Other Implications

- 8.1. **Risk Management** – There are no specific risks associated with this report. The corporate plan report 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.
- 8.2. **Contractual Issues** – Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 8.3. **Staffing Issues** – There are no specific staffing implications.
- 8.4. **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. The key accountabilities and KPIs monitored allow the Council to track delivery ensuring resources and activity are effectively targeted to help achieve the vision and priorities. There are no specific customer impact issues to consider as a result of this report.
- 8.5. **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. The Council monitor a number of indicators corporately which relate to Children's safeguarding. By doing so the Council can ensure it continues to discharge its duties.
- 8.6. **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. The borough has a number of health challenges, with our residents having significantly worse health outcomes than national averages, including lower life expectancy, and higher rates of obesity, diabetes and smoking prevalence. Although delivery of health services is not the responsibility of the Council, together with health partners the Council is committed to tackling the health issues prevalent in the borough.
- 8.7. **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. Whilst high level indicators provide Cabinet with an overview of performance, more detailed indicators are monitored locally.

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

List of appendices:

Appendix 1- Corporate Plan 2017-18

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Corporate Plan 2017/18



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Foreword by the Leader

Our borough and the context within which the Council operates has changed radically over the last decade and will continue to change. Austerity is set to continue and coupled with population and government policy changes, mean the way we deliver services also needs to change.

As a Council we faced a simple choice: we could do nothing and continue to cut services which would affect our ability to improve outcomes for residents, or we could embrace the uncertain future and stay ahead of the curve by finding new ways of delivering them. We chose the latter.

We will own and drive change in the borough. Our plans are about us accepting that the status quo cannot continue and that we must evolve as an organisation in order to ensure we meet the needs of our residents and continue to provide the place based leadership required to deliver our vision for the borough. We look to the future with hope and aspiration and believe that the plans we have in place will ensure we continue to provide services that are fit for purpose moving forward.

We know we are not where we could and should be. In areas, such as employment, skills, educational attainment, and health, outcomes for residents is well below London averages, and we should all have higher expectations.

Ultimately, our drive for change is to realise better outcomes for our residents. In the past year, we have been busy speaking to the community about the future of the borough. They have left us with no doubt about the aspirations they also have for Barking and Dagenham.

These aspirations have informed the development of a new Borough Manifesto. A shared vision of the future of Barking and Dagenham, jointly owned by public, private, community and voluntary sector organisations.

Together, our ambition is to make Barking and Dagenham a stronger, more prosperous place to live, with opportunity for all. To achieve this ambition, we need to change the way the Council is run. We need to be less traditional, more innovative and flexible and develop new relationships with our partners and the communities we serve.

Delivering Council services through long-standing service departments will be a thing of the past. We will be a different kind of Council. This year will see our transformation programme come to fruition. We will see delivery units with right skills liberated to become more entrepreneurial and generate new business and clients within the borough and wider region. The introduction of service blocks such as 'Be First' will see services reconfigured, to make an active and coherent contribution to economic growth and prosperity.

Although change of this scale can be daunting, we must also remember we are in a unique position as London's growth opportunity and we have as many opportunities ahead of us as we do challenges. We see the Council's role as harnessing this growth and the borough's potential for the benefit of all, to ensure no one is left behind.



Cllr Darren Rodwell – Leader of Barking and Dagenham



Vision and Priorities

The Council's Vision and Priorities clearly articulate what we are seeking to achieve for the borough. They set out our role in place shaping and enabling community leadership within the context of a significantly reducing budget. They have also been developed to reflect the changing relationship between the Council, partners and the community.

Our vision for the borough:

**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, allowing Members and staff to work flexibly to support the community
- Continue to manage finances efficiently, looking for ways to make savings, generate income, and be innovative in service delivery

For more detail on the vision and priorities please visit the Council's website www.lbbd.gov.uk/visionandpriorities.



Our Borough

Over the last 15 years our borough has become one of the fastest-changing communities in Britain. The population of Barking and Dagenham rose from 164,000 in 2001 to 186,000 in 2011, and an estimated 201,979 in 2015 (ONS mid-year estimates 2015). National statistics forecast a population of 220,000 by 2020, and up to 275,000 by 2037.

Change is everywhere, but the Council remains committed to ensuring equality of opportunity for all and establishing a 'one borough' sense of community.

The population is much more diverse than 15 years ago – since 2001 the proportion of the population from minority ethnic backgrounds has increased from 15% to 50%. That proportion is projected to increase to 62% over the next 25 years. We are proud to be a diverse and inclusive borough.

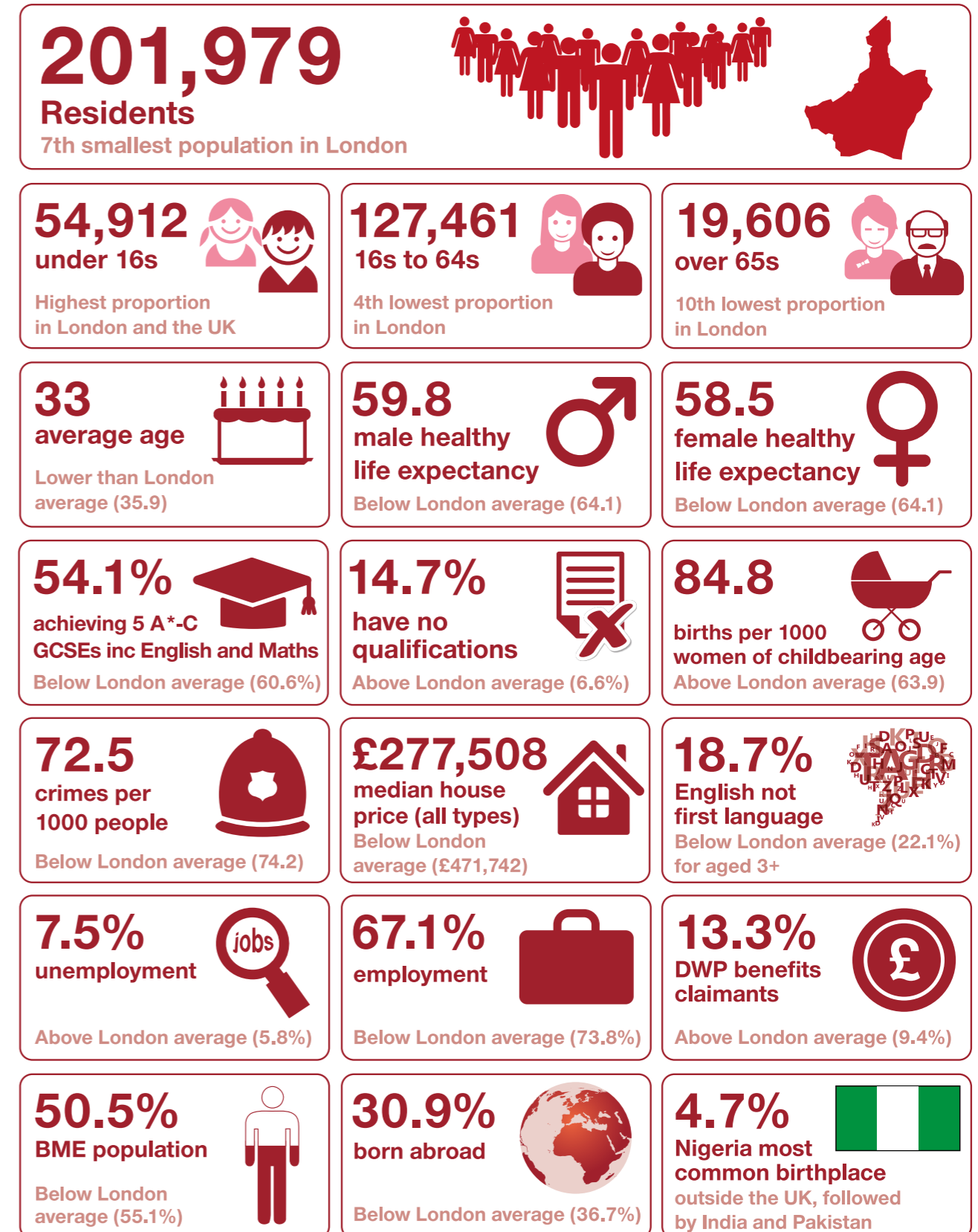
Like other London boroughs, there is also rapid movement of people: between 2012 and 2014 approximately 50,000 new residents came to the borough, and roughly the same number left, meaning that the 'turnover' was almost a quarter of the total population.

The age profile of the population is also changing. The borough has the fourth highest proportion of people aged 10 to 19 in the country and has seen an increase in the 20 to 29 age group of just under a quarter.

We are a young, rapidly growing and increasingly diverse borough. Diversity brings a range of challenges and we know our aspirations need to reflect that, to achieve the borough's potential for the benefit of all, so that no one is left behind.



Did you know LBBD has...



Outcomes for our residents

Along with the rate of change to the demographic of the borough, we also know that our residents are at the bottom of too many London league tables. People in our borough die earlier, have poorer health, and lower levels of education and skills than in most other London boroughs. Too many are insufficiently skilled, too many are in low paid work, too many struggle to find suitable accommodation to live in.

On many measures of health and well-being, our residents have significantly worse health outcomes than national averages – including lower life expectancy, and higher rates of obesity, diabetes, and smoking prevalence.

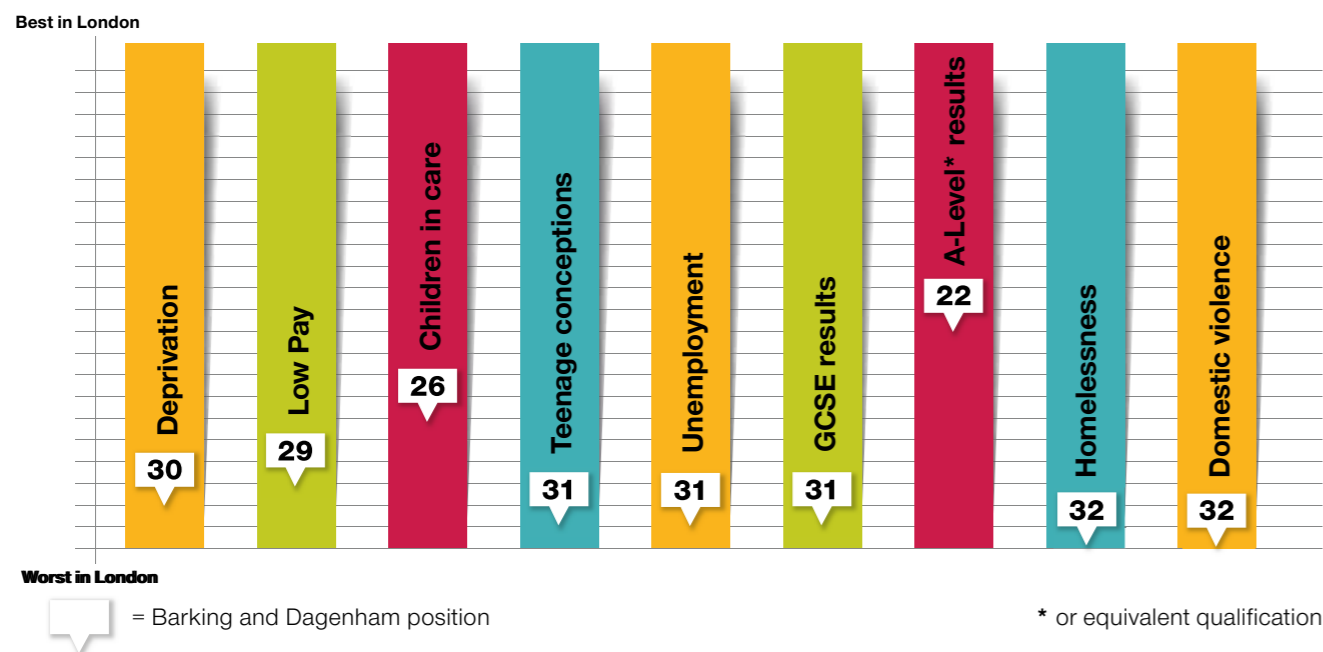
Changing the long-term outcomes for our residents is what drives us to succeed, but we recognise the challenges that we face in a time of Government cuts and economic uncertainty.

We also need to change because what we have done in the past is not good enough in meeting what our residents need and expect.

In the recent Residents' Survey 70% of our residents said that they were satisfied with the area, compared to 83% nationally. Only 52% said that the Council listens to, or acts on, the concerns of local residents. Lack of confidence in Council services undermines the trust of local people.

The development of the Borough Manifesto over the past year, provides a clear demonstration of our commitment to improving these long term outcomes for our residents.

Figure 1. How did Barking and Dagenham compare to other London boroughs in 2016?



External challenges to improving outcomes

The Government is also implementing reforms in national policy and legislation that will have a major impact on Council services, residents, and local businesses. They include:

- Reform of the housing and planning systems.
- Reform of adult social care, and health and social care integration.
- Promoting 'devolution deals' at regional or sub-regional levels.

These changes will have a major impact on many of the traditional approaches of the Council and the services people are accustomed to receiving.

The combined impacts of austerity, population change and government policy mean that we can no longer afford to meet the needs of our residents by spending more money on the kinds of services we currently provide.

Instead we need to re-focus what we do so that we identify the root cause of need and tackle it, so that people have a better chance of living more independently. Our job must be to build resilience so that people are better able to help themselves.



Withdrawal from the European Union (EU)

Over a year has passed since the EU Referendum, and the impacts of leaving the EU are still very much unknown. Article 50 has been triggered, which means the two year clock for the long negotiations has commenced. What kind of deal we negotiate with the EU remains to be seen but we know any final deal will need to be approved by Parliament.

The financial uncertainty during the negotiation process is likely to impact on prices and increase the cost of living, which in turn will affect the residents of Barking and Dagenham. There is also uncertainty regarding the workforce implications of local employers and the potential skills shortage that could follow.

The Council will continue to monitor the ramifications of 'Brexit' and any resulting implications for local government. The Council is clear that we will continue to ensure our residents are supported and 'No one is left behind'.

The impact of budget pressures

As Barking and Dagenham's population continues to grow, the number of residents in the younger and older age groups is increasing. The additional demand this puts on our services, alongside substantial Government cuts, means the Council faces a significant financial challenge.



By 2020, cuts in funding mean that the Council will have roughly half the amount of money that we had to spend in 2010. At the same time, the pressures caused by the growing population and more complex needs mean that we will need an additional £50 million to meet rising demands. Overall, we estimate that, if we did nothing, there would be a shortfall in our budget of £63 million by 2020/21.

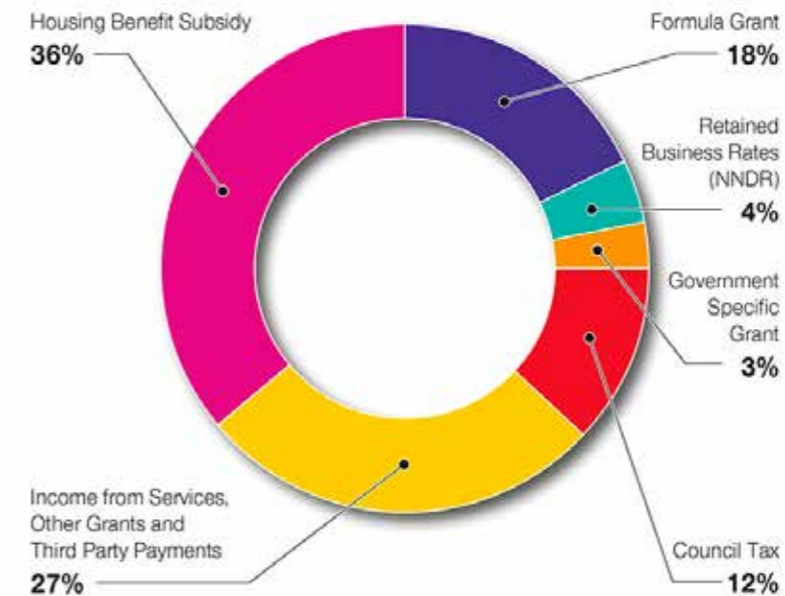
We believe the financial challenge facing us is unlike anything seen before, but the opportunities for growth that we have here in Barking and Dagenham are unique and not available anywhere else in the country. In developing proposals for the budget and MTFs we believe we have successfully managed to keep any negative impacts to a minimum. In fact, through re-designing the way we deliver services we feel that our residents will benefit from more responsive and fit for purpose services.

We acknowledge that reducing budgets using a cuts-based approach, through the reduction of services or staff, will not deliver the ambitions we, and our residents, have for the Borough. Our plans for the next four years are around investment, in order to deliver financial returns, together with long-term capital growth.

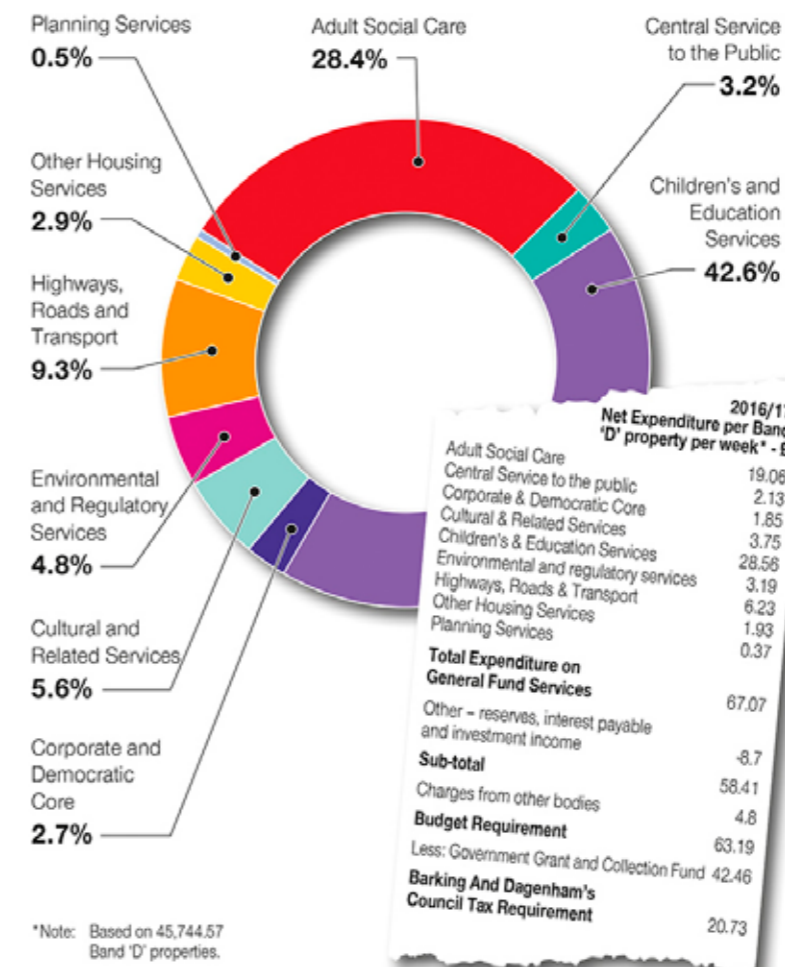
This means we have to make difficult decisions. Historical Council Tax freezes are no longer feasible if we are to meet our financial pressures. In 2017/18, Council Tax will increase by 1.99%, with a further 3% ringfenced to reduce pressures experienced by Adult Social Care.

For more information, further details can be found in our Medium Term Financial Strategy (MTFS).

Where our money comes from



Where your money goes



Our achievements 3 years on...



Developer selected to build 3,000 new homes at **Beam Park** Dagenham



Demolition of the **Ford Stamping Plant** started to make way for 2,650 new homes



£1.7m invested in the Abbey and Barking Town Centre **Conservation Area**



2,650 people **found work** through our Job Shops



Planning application for **£35 million** **Vicarage Fields** shopping centre revamp agreed

Growth



Plans for a **Film Studio** at Dagenham East backed by the London Mayor



BeFirst - our regeneration and investment company established



First direct freight train from China arrives in the borough



The 'Modern **University** of the year' moved to Dagenham's Civic Centre



100 per cent of **children's centres** are still outstanding or good



Every school in the borough had **improved** GCSE results last year and A levels results rose for the **fifth** year in succession



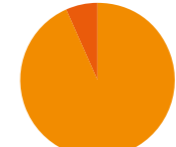
Pilot scheme puts **more bobbies** on the beat



7,500 children are now on our learn to swim programme



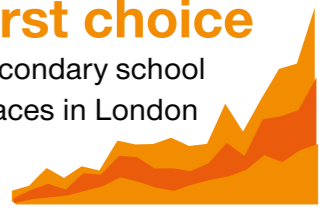
2016



90 per cent of our schools are now rated 'outstanding' or 'good' by Ofsted



100,000 attended our 2016 summer events - almost half the borough's entire population



Highest number of **first choice** secondary school places in London

Civic Pride



Just under 3,000 people help to draw up our **Borough Manifesto** for a better borough



£1m savings made in the council's senior management



Monthly visits to the Abbey Leisure centre have now reached **38,000**



Over **£1 billion** investment in new homes and jobs **secured** in the borough



2,500 low energy street lights now being installed



£42m secured for Barking Town Centre Housing Zone




More than **4,300** sign up for our garden waste collection service




More than 100 organisations signed up to our **award winning** Gender Equality Charter


Social responsibility




The Huggett Women's Centre **opens** its doors in Dagenham




Over **12,000** private sector landlords registered with our licensing scheme and **25** rogue landlords prosecuted



70 purpose-built bungalows for **elderly and disabled** people completed



Our estates teams carried out **251** weapon sweeps last financial year, taking weapons off our streets



£400,000 invested in Chadwell Heath cemetery extension **underway**




140 sites now protected from illegal travellers' encampments



A record **2,000** people took part in our 7th Play Day celebration at Valence House



...and launched a Neighbourhood Plan for each and every ward



'Name and shame' launched, helping us catch and fine people for grime crime



Slim your bin campaign helps to **increase** recycling by **9 per cent**

Borough Manifesto

The Council recognises the challenges we are facing and following an independent review carried out by the Barking and Dagenham Growth Commission in 2015, we committed ourselves to the development of a 20-year vision incorporating ambitious long term goals for the Borough.

In the Summer of 2016, we began a 12-week in-depth consultation with our residents, determined to find out:

- What they liked about Barking and Dagenham
- What they disliked about Barking and Dagenham
- What their hopes were for the borough over the next 20 years



The results would form the development of the Borough Manifesto – a shared, resident-led vision of the future of Barking and Dagenham, jointly owned by public, private, community and voluntary sector organisations.

Paper based consultation forms were available from all leisure centres, children's centres, libraries, the Dagenham One Stop Shop and Barking Learning Centre, and various partner organisations. We carried out face to face engagement at the summer events programme, and consulted with pupils at all the Borough's schools. Alongside this, we ran an online consultation which was widely communicated, including promotion to commuters at train stations.

We received an unprecedented response, and our residents were resolute about their hopes for the future:

- A cleaner borough – streets, parks, front gardens
- People take pride in their local area and do their bit to keep it clean
- More affordable housing for all life stages
- Greater enforcement against environmental ASB and behaviour change amongst residents
- More high street shops and department stores in the Borough
- Places to eat, drink and socialise
- A more integrated, cohesive community with a renewed sense of community spirit
- An aspirational place to live and work, and for businesses to settle – a destination that people visit, not just pass through
- Higher standards in education and improved Ofsted ratings of the borough's schools
- More people in employment, more local job opportunities and overall a more affluent borough
- Less crime and a greater feeling of safety on the streets
- More facilities for young people to keep them off the streets and more services for older people to keep them active.

Their message resulted in a Borough Manifesto which incorporates clear aspirations and targets, and sets out how the Borough must change over the next twenty years, if it is to reach its true potential.

At the heart of the Borough Manifesto are ten themes, with aspirations and cross-cutting, ambitious targets for the next 20 years.

Themes and aspirations

Housing

“a place with sufficient, accessible and varied housing offer”

Education

“a place with high-quality education and sustained attainment for all residents”

Employment, Skills and Enterprise

“a place wherever every resident has access to lifelong learning, employment and opportunity”

Crime and Safety

“a place where everyone feels safe and is safe”

Health and Social Care

“a place which supports residents to achieve independent, healthy, safe and fulfilling lives”

Barking and Dagenham

“a place people are proud of and want to live, work, study and stay”

Fairness

“a place where everyone is valued and has the opportunity to succeed”

The Environment

“a clean, green and sustainable Borough”

Community and Cohesion

“a friendly and welcoming Borough with strong community spirit”

Regeneration

“a place where businesses and communities grow and thrive”

Arts, Culture and Leisure

“a place with great arts and culture for everyone, leading change in the Borough”

Targets

If we are to achieve our vision and make these aspirations become a reality for our residents, it is vital that we have clear targets of what we need to achieve.

1. Anti-social behaviour and crime in general lower than Outer London
2. Build 50,000 new homes over the next 25 years
3. Healthy life expectancy better than the London average
4. Recycling higher and waste production lower than the London average
5. Average income improving faster than the London average
6. Healthy weight better than the East London average
7. Rate of regular physical activity higher than the East London average
8. Growth in businesses larger than the East London average
9. Educational attainment at all levels and phases above the London average
10. Unemployment lower than the London average
11. Personal wellbeing and happiness above the London average
12. At least 20% of residents regularly volunteering
13. Domestic violence and abuse rate per 1,000 residents lower than the East London average

A different kind of Council

Although we are facing a future of continuing government cuts and budget pressures, our fundamental values of public service, integrity, and social justice will continue to underpin everything we do. But we need the full involvement of local people to build relationships of trust, and the flexibility to respond in ways which help to break the cycle of dependence. We must be more commercially-minded and entrepreneurial so that our services can be financially self-sufficient wherever possible.

The Council's transformation programme, which began in response to the Growth Commission findings, will come to fruition over the coming year. By Autumn 2017, the Council will have moved away from traditional functional departments or directorates, to delivering services through a range of 'Service Delivery Blocks'.



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Reside

Barking and Dagenham Reside is a company set up, and wholly owned, by Barking and Dagenham Council to provide quality and affordable housing to local people.



What this will mean for our residents

The company offers brand new homes, built to the highest standard and available for affordable rent. Rents for Reside properties can be 20 percent less than the market rate and residents enjoy peace of mind and the security of a five-year tenancy.

The majority of homes are only available to people who are in employment. Reside aims to help those who can't afford to get on the housing ladder, but find it difficult to access social housing.

Be First

Be First will be a new company owned by the council to make sure that economic growth and regeneration in the borough happen more quickly and in the right way – so that everyone benefits. It will focus on housing, infrastructure and attracting inward investment for development.



What this will mean for our residents

Be First will make it easier and quicker to deal with routine planning applications and for companies and potential investors, it will make it easier to do business with the council.

Home Services

Home Services will offer a top quality, competitively priced repairs and maintenance service to the council and to local landlords.



What this will mean for our residents

Council tenants will experience quicker responsive repairs and better planned maintenance and private landlords and landlords will be able to buy competitively price repairs services. Home Services will start trading in April 2018.

Traded Services

Traded Services will offer a range of top quality and competitively priced services such as catering, payroll, and cleaning services, to schools, colleges, and other business.



What this will mean for our residents

Our schools will get top quality services at a competitive price.

Leisure Services

We are inviting not-for-profit organisations to run the Abbey and Becontree Health Leisure Centres and the Jim Peters Stadium in an aim to provide top quality, facilities and to get more local people active. The Council will continue to own the leisure centres and stadium, but the new operator will maintain and enhance them to the highest standards.



What this will mean for our residents

We will ensure that leisure services remain affordable to local residents. The new operator will safeguard existing uses and provide new and exciting ways to get active.

Elevate

Set up in 2010 as a joint venture between the London Borough of Barking & Dagenham (LBBD) and Agilisys, Elevate is an innovative and successful provider of digital and business solutions. This joint venture harnesses the skills, expertise and economies of scale that the private sector can offer with the Council's understanding and experience of serving their customers.



What this will mean for our residents

Elevate will continue to implement and support Council systems, transforming services whilst reducing cost, generating savings and improving service quality.

Community Solutions

Through 'Community Solutions', wherever we can we will help residents to become more self-sufficient and resilient, or otherwise to resolve resident's problems early.



What this will mean for our residents

Through 'Community Solutions', wherever we can we will help residents to become more self-sufficient and resilient, or otherwise resolve resident's problems early.

Care and Support (Children, Adults and Disability Service)

Care and Support will bring together children's and adult social care and the disability service provide seamless and continuing support to those that need it and to safeguard those who are at risk.



What this will mean for our residents

We will focus on helping our residents live safely, comfortably, and independently.

My Place

My Place will be a new service which manages all of the Council's property, infrastructure and assets. It will manage council buildings, schools, care homes, children's centres, housing, roads, parks and land.



What this will mean for our residents

For council and Reside tenants, My Place will provide excellent services, dealing more efficiently with all property issues such as repairs and maintenance.

For landlords, My Place will offer high quality property and tenancy management services at competitive rates.

Clean and Green (Cleaner Communities, Waste Services, Parks and Environment)



My Place will be a new service which manages all of the Council's property, infrastructure and assets. It will manage council buildings, schools, care homes, children's centres, housing, roads, parks and land.

What this will mean for our residents

For council and Reside tenants, My Place will provide excellent services, dealing more efficiently with all property issues such as repairs and maintenance.

For landlords, My Place will offer high quality property and tenancy management services at competitive rates.

Heritage

Our heritage service will celebrate our borough's history – engaging our community and encouraging visitors to the borough. The service will also seek opportunities to develop new and exciting heritage options.



What this will mean for our residents

Valence House and Eastbury Manor will be vital centres from community activity and our residents will be able to take part in many activities, as well as enjoy the new events programme.

Enforcement

We want to build pride in the borough, encourage care for the local environment and mutual respect amongst neighbours. The service will take action against crime, anti-social behaviour and regulatory violations, as well as promote best practice among landlords and local businesses.



What this will mean for our residents

The Enforcement Service will respond fast and effectively to reports of crime, anti-social behavior and parking offences, as well as any rule-breaking by businesses or landlords.

BDT Legal

BDT Legal will be a council trading subsidiary with Thurrock Council, to provide legal services to councils, other public sector organisations and charities.



What this will mean for our residents

This will build on the success of the current traded activity of the shared legal team and anticipate that BDT Legal will generate additional income for both Councils.

The Core

The new structure will be fully supported by 'The Core', making sure the Council continues to meet all its legal obligations and statutory duties, as well as managing the Council's internal support functions such as finance, HR and IT.



What this will mean for our residents

The core will ensure that services are focused on what we need to achieve for our residents.

Commissioning for better outcomes for Barking and Dagenham

The move away from traditional departmental services to 'service delivery blocks' requires the implementation of commissioning structures which support this new way of working.

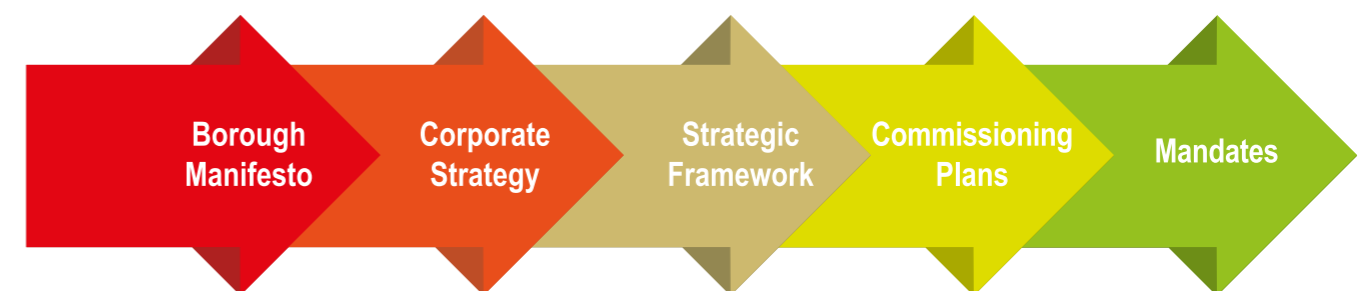
Barking and Dagenham has defined commissioning as 'the process by which the Council and our partners plan the services that are needed by the people who live in the local area, so that services are accessible, high quality and appropriate'.

The Council is focusing delivery of its services on outcomes that are important to its users with an emphasis on consumer-centred design. Accordingly, the Council is reflecting this focus by moving to adopt an outcomes-based commissioning model.

The commissioning model will be realised through a five-step commissioning cycle. This involves assessing needs (Analyse); deciding what services are required (Review); designing a strategy to deliver those services (Plan); ensuring they are in place (Do); and evaluating how they are working and making any changes as needed (Monitor).

Commissioning will sit primarily in the Council's 'Core' function. In addition, 'My Place' will commission services in its role as asset manager for the Council.

The Council's 'Core' function designs and articulates the overall outcomes and priorities in the corporate plan. These are based on the aspirations within the Borough Manifesto, existing statutory duties and other key partnerships strategies. Sitting underneath the Corporate plan will be a suite of strategies that form a more detailed strategic framework for the Council. From these the Commissioning plans will flow: where necessary these will be co-produced. Each service block will then have a single mandate. Mandates are the annual service agreements which contain the expected outcomes, key performance measures and targets, areas of priority, information on key developments and details of resources. Performance on the mandates will form part of the Council's formal performance monitoring and management arrangements.



Our Values

Delivering such a large programme of transformation requires a high level of commitment and resilience from the organisation. Our staff developed a set of Values to articulate how we will conduct our business. The Council will continue to ensure its Values are embedded across the organisation to ensure they underpin every aspect of our service delivery.

DRIVE

Deliver our best every day – and do what we have promised

Respond in a prompt, positive way to our community's needs

Inspire others with our attitudes and actions

Value people for who they are and what they can do

Engage with others to improve our resilience and flexibility

Equalities

Particularly through a period of significant change, the Council will continue to analyse changes to policies and services in order to assess the potential equalities impacts and risks before final decisions are taken. The Council's approach to equalities is embedded in the decisions we make as an organisation and is fully integrated into our decision-making processes and business planning.

To further strengthen our approach, in 2016/17, we developed an Equality Strategy for the Borough, setting out our strategic objectives, ensuring that we support and celebrate our diverse and changing population and that all people who live, work, study and visit our borough are treated equally and enjoy equal opportunities.

We will continue to use the information we hold about residents to break down by protected characteristics, wherever such analysis helps, to improve our services and intervene in a more intelligent manner.

We remain committed to our work to eliminate discrimination in Barking and Dagenham based on age, gender, sexuality, disability, religion and belief, ethnicity, gender reassignment, marriage and civil partnership, and pregnancy and maternity.

Residents Survey

We are committed to having an evidence led approach to decision making, one which takes into account the views of residents. That is why we commissioned a resident survey in late 2015, and again in 2016, to understand the views of residents and gauge resident satisfaction with Council services.

The survey is a useful tool for the Council to identify areas for improvement and where to focus resources. This evidence based approach will ensure that the limited resources the Council has at its disposal are spent in areas that really matter and will make the greatest difference to residents. We will commit to running the survey annually to ensure the views of residents help shape services and lead to improvement.

Interim performance management framework for 2017/18

Successful development of robust commissioning plans and mandates will be our main focus in 2017/18. Until these have been developed, we will continue to report progress against the existing Key Accountabilities and Key Performance Indicators (KPIs). Performance will continue to be challenged, ensuring our performance management arrangements tackle underperformance and the process supports continuous service improvement.

Key Accountabilities

Encouraging civic pride

Build pride, respect and cohesion across our borough

1. Delivery of the Borough Manifesto through the Barking and Dagenham Delivery Partnership.
2. Implement the Equality and Diversity Strategy for the borough ensuring that it helps the council deliver its vision.
3. Deliver the Gender Equality Charter actions, including Women's Empowerment Month.
4. Ensure Members and staff are appropriately trained in equalities issues.
5. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative.
6. Develop and publish a Cohesion Strategy for the borough.
7. Develop a programme to make the Council an exemplar equalities employer.

Promote a welcoming, safe, and resilient community

8. Summer of Festivals showcasing the best of the borough.
9. Develop a 'giving model' for the Borough including crowdfunding and local lottery schemes.
10. Strengthen partnership arrangements for the borough.
11. Support the development of the community and voluntary sector.

Build civic responsibility and help residents shape their quality of life

12. Implement the borough-wide parking strategy.
13. Deliver the new self-funding Enforcement Service using data and insight to target interventions and maximise impact, including the name and shame campaigns to communicate the enforcement work being undertaken.
14. Ensure the Council's Private Sector Licensing Scheme is working effectively and maximise enforcement activity using existing powers against rogue landlords.
15. Reduce the amount lost to the tax payer through rechargeable repairs where damages to council housing are the liability of the tenant.
16. Progress the Civic Pride agenda through a series of behavioural change campaigns including the reduction of dog fouling.
17. Ensure the Council promotes Reduce, Reuse, Recycling awareness.

Promote and protect our green and public open spaces

18. Develop a needs based targeted approach to street and open space cleanliness.
19. Implement the Highways Improvement Strategy and funded programme with the intention of improving conditions and perceptions of the quality of roads and pavements.
20. Delivery of an effective green garden waste service.
21. Adoption of a master plan for Parsloes Park.

Narrow the gap in attainment and realise high aspirations for every child

22. Seek to ensure all young people are in education, employment or training.
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.

Enabling social responsibility**Support residents to take responsibility for themselves, their homes and their community**

24. Launch Community Solutions within specified timeframe as set out in the Target Operating Model.

Protect the most vulnerable, keeping adults and children healthy and safe

25. Deliver transformation proposals for children and adults social care, disability services.
26. In implementing changes to 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.
27. Ensure that the Council is planning and delivering a comprehensive set of housing options for people with care and support needs, particularly older people and those with mental health problems.
28. Create employment opportunities and ensure appropriate support for people with Learning Disabilities.
29. 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.

Ensure everyone can access good quality healthcare when they need it

30. 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.
31. Continue to play a leading role in delivering greater integration of health and social care across Barking and Dagenham, Havering and Redbridge.

Ensure children and young people are well-educated and realise their potential

32. Create 300 new school places for September 2017 and 120 for September 2018.
33. Ensure every child attends a 'good' or 'outstanding' school, focusing on the schools that are currently 'requires improvement'.
34. Work with schools to improve teacher recruitment and retention.
35. 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 and implement SEND inspection recommendations.

Fully integrate services for vulnerable children, young people and families

36. Ensure corporate parenting responsibilities are being successfully undertaken.

Growing the borough**Build high quality homes and a sustainable community**

37. Implement the Local Plan for the borough, taking forward regeneration plans and ensuring high quality build for all new developments.
38. Supply heat and potential power to residents through affordable energy projects.

Develop a local, skilled workforce and improve employment opportunities

39. Develop and implement the Employment and Skills Strategy.

Support investment in housing, leisure, the creative industries and public spaces to enhance our environment

40. Develop an East London Industrial Heritage Museum as part of the redevelopment of the Ford Stamping Plant.
41. Improve the amenity value of the Abbey Green to encourage informal and formal recreation.
42. The establishment of the East London's Women's Museum.
43. Deliver the Youth Zone for Parsloes Park.
44. Develop a film and creative arts centre in the borough, raising the profile of the borough, improving local economy and providing local skilled employment.

Work with London partners to deliver homes and jobs across our growth hubs

45. Implement plans for new homes across the borough including schemes in:
 - Barking Town Centre
 - Riverside
 - Chadwell Heath
 - Ford Stamping Plant.
46. Offer affordable housing to key workers within service areas that are struggling to attract and recruit suitable staff.

Enhance the borough's image to attract investment and business growth

47. Develop and take forward transport and infrastructure developments to support and drive growth including:
 - the A13 Tunnel
 - Crossrail
 - Barking Station upgrade
 - Barking Riverside links
 - C2C stopping at Dagenham East
 - Lower Roding crossing
 - Thames crossing.
48. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy.

Cross-cutting deliverables underpinning wider delivery

49. Ensure that the 2017/18 budget is delivered and a MTFS (Medium Term Financial Strategy) agreed.
50. Set a balanced budget for 2018/19.
51. Ensure the delivery of the Council's transformation programmes.
52. Ensure all residents that will be affected by changes to the benefits system are engaged with to support them in preparing for changes.
53. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services.
54. Implement the new Customer Access Strategy which includes promotion of digital services including 'One Borough Live'.

Cabinet Member Portfolio	Key Performance Indicators (KPIs)
Community Leadership and Engagement	<ul style="list-style-type: none"> Participation and volunteering <ul style="list-style-type: none"> - The number of active volunteers - The percentage participating in the community - The number of engagements with social media - The number of One Borough newsletter subscribers - Average number of opens per One Borough newsletter issues The percentage of respondents who believe the Council listens to concerns of local residents* <ul style="list-style-type: none"> *with additional responsibility for all Residents' Survey indicators Impact / Success of events evaluation
Equalities and Cohesion	<ul style="list-style-type: none"> The percentage of Council employees from BME communities The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together
Environment and Street Scene	<ul style="list-style-type: none"> The weight of fly tipped material collected The weight of waste recycled per household The weight of waste arising per household
Enforcement and Community Safety	<ul style="list-style-type: none"> The number of non-domestic abuse violence with injury offences recorded The number of serious youth violence offences recorded The number of burglary offences recorded The number of criminal damage offences recorded The number of properties brought to compliance by private rented sector licensing The number of fixed penalty notices issued The percentage of fixed penalty notices paid/collected
Social Care and Health Integration	<ul style="list-style-type: none"> The number of leisure centre visits The total Delayed Transfer of Care (DTC) Days in month (per 100,000) attributable to social care The number of permanent admissions to residential and nursing care homes (per 100,000) The proportion of people with a learning disability in employment Number of smoking quitters aged 16 and over through cessation service The percentage of healthy lifestyle programmes completed The number of children who received a 12-month review by 15 months The percentage of 4 weekly Child Protection visits carried within timescale The percentage of Care Leavers in employment, education or training The percentage of school age Looked After Children with an up to date Personal Education Plan (PEP) (last 6 months)

Cabinet Member Portfolio	Key Performance Indicators (KPIs)
Educational Attainment and School Improvement	<ul style="list-style-type: none"> The percentage of 16 to 18 year olds who are not in education, employment or training (NEET) or who have unknown destinations The percentage of pupils achieving GCSE grade 5+ The percentage of borough schools rate as 'good' or 'outstanding'
Finance, Growth and Investment	<ul style="list-style-type: none"> The average number of days lost due to sickness absence The percentage of staff who are satisfied working for the Council The average number of days taken to process Housing Benefit/Council Tax Benefit change events The percentage of Member enquiries responded to within deadline The percentage of customers satisfied with the service they have received The current revenue budget account position (over or under spend)
Economic and Social Development	<ul style="list-style-type: none"> The number of new homes completed Of the number of new homes completed, how many will be sub-market? The number of new homes that have received planning consent Repeat incidents of domestic violence (MARAC) The percentage of economically active people in employment The number of households in Bed and Breakfast accommodation The number of households in Bed and Breakfast for more than 6 weeks The average number of households in Temporary Accommodation over the year The percentage of people affected by the benefit cap now uncapped



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Monitoring outcomes and social progress

Our performance management arrangements are part of our commitment to making Barking and Dagenham a stronger, more prosperous place to live for the benefit of all, ensuring no one is left behind.

In addition to the Key Accountabilities and KPIs, in 2017/18 we will begin annual monitoring of our performance against the Borough Manifesto targets and the outcome measures incorporated in the Social Progress Index.

“A society which fails to address basic human needs, equip citizens to improve their quality of life, protect the environment, and provide opportunity for its citizens is not succeeding.”

Developed by the Social Progress Imperative from Harvard Business School, the Social Progress Index (SPI) was created as a framework for assessing social progress using social and environmental outcome measures.

Originally developed to determine the social progress of countries, we have been working with the Social Progress Imperative to use this framework to measure the social progress of the Borough.





Sources

Our Borough:

- Office of National Statistics 2015 Mid-Year Estimates (Number of residents; Age range of residents; Average age of residents)
- Office of National Statistics 2011 Census (BME population; Born abroad; Most common birthplace; English not first language)
- Office of National Statistics Annual Population Survey (January 2015 to December 2015) (Have no qualifications)
- Office of National Statistics Annual Population Survey (July 2015 to June 2016) (Unemployment, Employment)
- Department of Work and Pensions September 2015 (Benefits Claimants)
- Land Registry 2016 (Median house price, all type of dwelling)
- Metropolitan Police Service March 2015 to February 2016 (Crimes)
- Department for Education 2015 (GCSE results)
- Office of National Statistics 2012 to 2014 (Births)
- Office of National Statistics 2014 (Life expectancy)

Sources

Outcomes for Residents:

- Deprivation: Indices of Deprivation 2015: DCLG, (Rank of Extent)
<https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>
- Low Pay: Annual Survey of hours and Earnings: DCLG 2016
<http://www.londonpovertyprofile.org.uk/indicators/boroughs/barking-and-dagenham/>
- Children in Care: DfE: Children in Care (Rate), 2015 Table LAA1
<https://www.gov.uk/government/statistics/children-looked-after-in-england-including-adoption-2015-to-2016>
- Teenage Conception: ONS: Rates of conception to Women aged under 18 years: Vital Stats 2014/15
<https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/conceptionandfertilityrates/datasets/quarterlyconceptionstowomenagedunder18englandandwales>
- Unemployment: DWP (Annual Population Survey): 2016 (NOMIS) model based
<https://www.nomisweb.co.uk/reports/lmp/la/1946157260/report.aspx#tabempunemp>
- GCSE results: DfE: GCSE and equivalent results in England – SFR03 2016
<https://www.gov.uk/government/statistics/revise-gcse-and-equivalent-results-in-england-2015-to-2016>
- A level Results: DfE SFR05 2016
<https://www.gov.uk/government/statistics/a-level-and-other-16-to-18-results-2015-to-2016-revised>
- Homelessness: DCLG P1E Homelessness returns (quarterly) 2015/16
<https://www.gov.uk/government/statistics/statutory-homelessness-and-homelessness-prevention-and-relief-england-july-to-september-2016>
- Domestic Abuse: MOPAC
<https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research/crime%20domestic-and-sexual>



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CABINET**20 June 2017**

Title: Treasury Management Annual Report 2016/17	
Report of the Cabinet Member for Finance, Growth and Investment	
Open	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: David Dickinson, Group Manager Pensions and Treasury	Contact Details: Tel: 020 8227 2722 E-mail: david.dickinson@lbbd.gov.uk
Accountable Director: Kathy Freeman, Finance Director	
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>Changes in the regulatory environment now place a greater onus on Elected Members for the review and scrutiny of treasury management policy and activities. This report (the Treasury Management Annual Report) is important in that respect, as it provides details of the outturn position for treasury activities, significant new borrowing proposed, and highlights compliance with the Council's policies previously approved by the Assembly prior to the start of each financial year.</p> <p>This report presents the Council's outturn position in respect of its treasury management activities during 2016/17. The key points to note are as follows:</p> <ul style="list-style-type: none"> ➤ Investment income for the year was £4.6m (2015/16: £3.7m) compared to a budget of £2.1m; ➤ The Council's average interest return of 1.42% for 2016/17 was 0.83% higher than the average London Peer Group return and 0.73% higher than the Local Authority average return; ➤ The value of investments as at 31 March 2017 totalled £232.9 million; ➤ The value of long term borrowing as at 31 March 2017 totalled £457.3m, which includes £64m of long term General Fund borrowing in 2016/17. The total borrowing comprises market, Public Works Loan Board (PWLb), Local Authority, European Investment Bank and Green Investment Bank loans; ➤ The value of short term borrowing as at 31 March 2017 totalled £85.0m; ➤ The Council did not breach its 2016/17 authorised borrowing limit of £855m or its Operational Boundary limit of £745m; and ➤ The Council complied with all other set treasury and prudential limits. 	

Recommendation(s)

The Cabinet is asked to recommend the Assembly to:

- (i) Note the Treasury Management Annual Report for 2016/17;
- (ii) Note that the Council complied with all 2016/17 treasury management indicators;
- (iii) Approve the actual Prudential and Treasury Indicators for 2016/17;
- (iv) Note that the Council borrowed £60m from the Public Works Loan Board (PWLB) in June 2016 to fund capital expenditure;
- (v) Note that on 31 March 2017 a number of Loan Facility agreements were agreed between the Council and a number of Council owned Special Purpose Vehicles; and
- (vi) Maintain the delegated authority to the Chief Financial Officer, in consultation with the Cabinet Member for Finance, Growth and Investment, to continue to proportionally amend the counterparty lending limits agreed within the Treasury Management Strategy Statement to consider the additional cash holdings resulting from borrowing from the European Investment Bank and the PWLB.

Reason(s)

This report is required to be presented to the Assembly in accordance with the Revised CIPFA Code of Practice for Treasury Management in the Public Services.

1. Introduction and Background

- 1.1. The Council is required by regulations issued under the Local Government Act 2003 (as amended 2010) to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2016/17.
- 1.2 The report has been produced in accordance with the Revised CIPFA Code of Practice for Treasury Management in the Public Services 2009 adopted by this Council on 16 February 2010 and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 1.3 For the 2016/17 period Assembly received the following reports:
 - an annual treasury strategy in advance of the year (Assembly 24/02/2016);
 - a mid-year (minimum) treasury update report (Assembly 30/11/2016); and
 - an annual review following the end of the year describing the activity compared to the strategy (this report).
- 1.4 This Annual Treasury Report covers:
 - The Council's treasury position as at 31 March 2017;

- Economic Factors in 2016/17 and Interest rates Forecasts;
- Investment Strategy and Performance in 2016/17;
- Borrowing Outturn;
- Treasury Management costs in 2016/17;
- Compliance with Treasury limits and Prudential indicators;
- Lending to Commercial and External Organisations; and
- Prudential Indicators for 2016/17 (Appendix 1).

2. Treasury Position as at 31 March 2017

2.1 The Council's treasury position for 2015/16 and 2016/17 can be found in table 1:

Table 1: Council's treasury position at the start and end of 2016/17

	31-Mar-2016	Average Rate of interest	Average Life	31-Mar-2017	Average Rate of interest	Average Life
	£'000	%	Years	£'000	%	Years
Fixed Rate Debt - Long Term Borrowing						
Housing Revenue Account (HRA) – PWLB	265,912	3.50	39.67	265,912	3.50	38.67
HRA – Market	-	-	-	10,000	3.98	61.21
General Fund (GF) – PWLB	-	-	-	60,000	2.52	45.67
GF - Market	40,000	4.02	52.61	34,691	3.61	42.81
GF – EIB	89,000	2.21	28.00	86,669	2.21	27.00
Fixed Rate Debt - Short Term Borrowing						
GF - Local Authorities	57,200	0.52	0.08	85,030	0.40	0.11
Total Debt	452,112	2.92	39.34	542,302	2.72	32.29
Investments						
In-House*	227,111	1.37	1.24	232,721	1.30	0.90

* excludes a prepayment made to Elevate and external school cash balances.

2.2 The Council manages its debt and investment positions through its in-house treasury section to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities.

2.3 Procedures and controls to achieve these objectives are well established both through Member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices.

3. Economic Factors in 2016/17 and Interest Rate Forecasts

3.1 From April to June 2016 long term borrowing costs slowly decreased as markets became nervous over the UK Referendum. Following the Referendum results, with a vote for the UK to leave the EU, rates dropped significantly, with the 50 year gilts rate dropping to a little over 1% in August 2016.

3.2 On the 4th of August 2016 the Monetary Policy Committee, (MPC), cut the Bank Rate from 0.50% to 0.25% to counteract a potential sharp slowdown in growth in the second half of 2016 following the vote for the UK to leave the European Union. However, economic data since August has indicated stronger growth than that

forecast. In addition, inflation forecasts have risen due to a continuation of the sharp fall in the value of sterling since early August. Consequently, the Bank Rate was not cut again in November.

- 3.3 PWLB rates and gilt yields experienced elevated levels of volatility in 2016/17 that were highly correlated to geo-political events. It is likely that these exceptional levels of volatility will continue to occur for the near future. Overall 2016/17 was a difficult year for investing but provided opportunities to borrow at historically low rates.

4. Investment Strategy and Performance in 2016/17

4.1 Annual Investment Strategy (AIS) 2016/17

- 4.1.1 All investments were managed in-house and were invested with institutions of high credit standing listed in the Council's approved lending list and specified limits. The Council invested over a range of periods from overnight to three years.
- 4.1.2 Council officers met quarterly with Treasury Adviser to discuss financial performance, objectives, targets and risk in relation to the Council's investments and borrowing. Monthly treasury meetings were held between the Section 151 Officer, the Director of Finance and the Treasury Section to discuss strategy and to ensure close monitoring of investment decisions. The Cabinet Member for Finance, Growth and Investment was briefed regularly on treasury activity by the Section 151 Officer.
- 4.1.3 During 2016/17 the Council's investment policy was governed by CLG guidance, which was implemented in the 2016/17 Annual Investment Strategy. The policy sets out the Council's approach for choosing investment counterparties.

4.2 Treasury Outturn

- 4.2.1 To support the Council's significant savings requirement for 2016/17, Members agreed savings targets for treasury. To achieve the interest target the Treasury Section was set a return target of 1.6% on an average cash balance of £160m: The savings target and return target for 2015/16 and 2016/17 are outlined in table 2 below:

Table 2: Treasury Savings Targets for 2015/16 to 2016/17

Savings Proposal	2015/16 £000	2016/17 £000	Total £000
Increase in Average Return as Rates Rise	500	500	1,000
Increase Counterparty and Duration Risk	350	-	250
Total Savings	850	500	1,350
Target Return	1.2%	1.6%	

- 4.2.2 To achieve the interest income budget set, without taking significant risk, the Treasury Section has sought to increase the duration of a number of investments. Potential higher returns will be weighed against the risk of locking in investments.
- 4.2.3 The Treasury Outturn position is in Table 3 below.

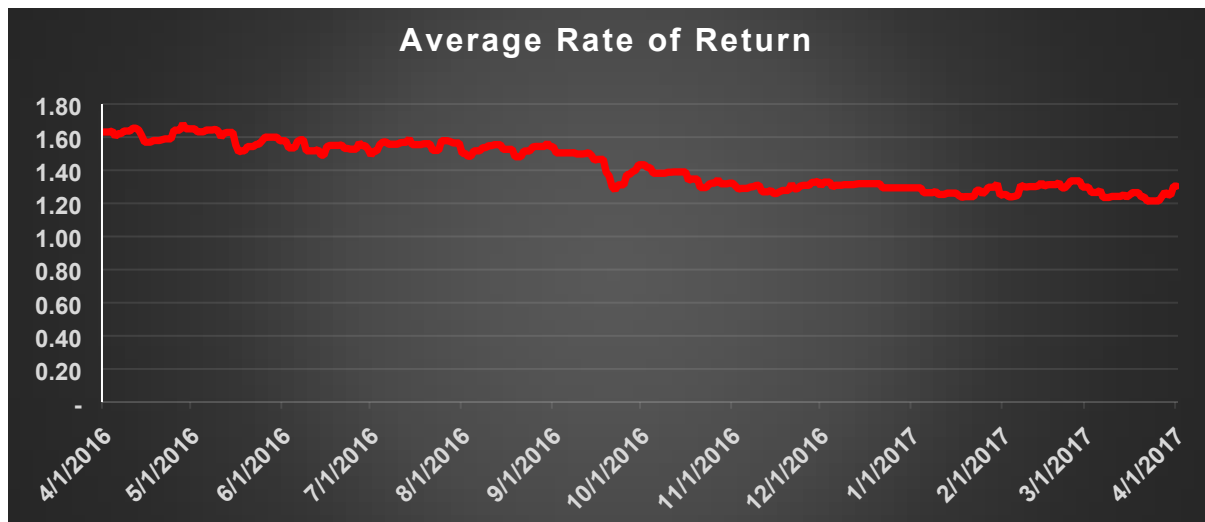
Table 3: Treasury Outturn for 2016/17

Interest	2016/17 Budget	2016/17 Actual	Difference
HRA Borrowing Costs	9,625	9,625	-
HRA and Schools Interest	(423)	(553)	(130)
GF Borrowing costs	2,251	2,806	555
General Fund Interest	(2,147)	(4,090)	(1,943)
Brokerage & Treasury Costs	-	175	175
European Investment Bank Interest	-	1,964	1,964
Business Support Reserve	-	(620)	(620)
Net Budget	9,306	9,307	0

- 4.2.4 Overall the General Fund borrowing costs were higher than forecast due to an additional £60m of borrowing from the PWLB. General Fund interest income was £1.94m more than budgeted due to higher than forecast cash balances held during the year.
- 4.2.5 An interest payment of £1.96m was paid to the EIB for the £89.0m of borrowing taken out in 2015 to fund the Council's regeneration programme. Rental income from Abbey Road 2 and Gascoigne Estate (East) Phase 1 will be used to cover the EIB interest costs in future but as Gascoigne Estate (East) Phase 1 is still being constructed, £620k from the Business Support Reserve was used to cover the interest shortfall. Previously Members agreed that up to a total of £2.0m could be used to support borrowing in advance. Of the £2.0m agreed, £1.26m is still available to cover the shortfall in interest payments.
- 4.2.6 The Council deals with most of its counterparties directly but from time to time the Council will use the services of brokers to act as agents between the Council and its counterparties when lending or borrowing. However, no one broker will be favoured by the Council. The Council will ensure that sufficient quotes are obtained before investment or borrowing decisions are made via brokers. In 2017/18, brokerage costs of £175k were incurred from the short-term borrowing and costs from borrowing from the PWLB and the Green Investment Bank. These costs are not budgeted from but form part of the borrowing costs for the year in which they are incurred.
- 4.3 Investments decisions during 2016/17
- 4.3.1 When making investment decisions the Council must have regard to its investment priorities being:
- (a) The **security** of capital;
 - (b) The **liquidity** of its investments; and
 - (c) **Yield** (after ensuring the above are met).
- 4.3.2 Using the above as the basis for investment decisions does mean that investment returns will be lower than would be possible were yield the only consideration. During 2016/17, the Council ensured that all investments were made with appropriately rated counterparties and that liquidity was maintained. On occasion, short term borrowing was also used to allow the Council to take advantage of investment opportunities.

4.3.3 During the year there were several opportunities for the Council to invest with credit worthy financial institutions as well as Local Authorities over a longer duration at much improved rates. As a result of these opportunities the Treasury Section was able to provide an average return of 1.42% for 2016/17 and ended the year with an average return of 1.37%. Chart 1 below graphically illustrates the increase in the average daily return for the Council during the year

Chart 1: Daily average investment return for 2016/17



4.3.4 The average cash balance held was £230m, which included the use of short-term borrowing to cover some of the investment opportunities. Short-term borrowing was also used to smooth the cash flow fluctuations, allowing treasury to keep a considerable proportion of its investments invested over a longer duration.

4.4 Strategy Changes in 2016/17

4.4.1 The Council's investment policy was agreed in the AIS approved by the Assembly on 24 February 2016. Members agreed to delegate authority to the Section 151 officer in consultation with the Cabinet Member for Finance, Growth and Investment to proportionally amend the counterparty lending limits agreed within the TMSS.

4.4.2 During the year, there were no changes to the AIS.

4.5 Performance Benchmark in 2016/17

4.5.1 As part of ensuring value for money and to monitor the Council's investment return, the Council's treasury performance is benchmarked by against a peer group of Local Authorities. Benchmarking date is provided by the Council's treasury advisors, Capita Asset Services. Table 4 summarises the benchmarking data as at 31 March 2017.

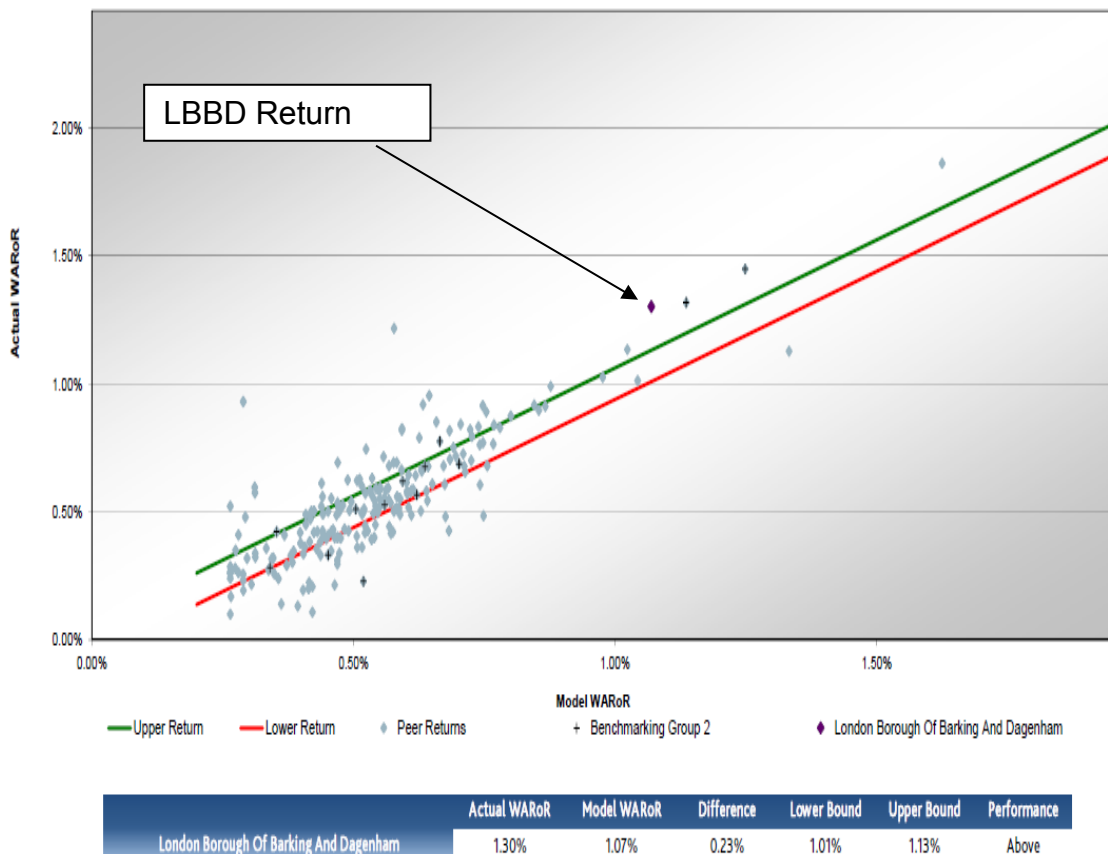
Table 4: Advisor’s Benchmarking data as at 31 March 2017

Savings Proposal	LBBB	London Peer Group (20)	Total LA Group (223)
Weighted Average Rate of Return	1.30%	0.69%	0.59%
Model Banding Target	1.01% - 1.13%	0.62% - 0.75%	0.56% - 0.69%
Weighted Average Maturity(days)	325	150	123
Credit Risk	3.29	3.19	3.06

4.5.2 The benchmarking data outlines the outperformance of the Council’s investment return compared to a group of 20 London Boroughs and 223 Local Authorities (LAs). The Council’s average return as at 31 March 2017 was 0.61% higher than the average London Peer Group return and 0.71% higher than the Local Authority average return.

4.5.3 The benchmarking data includes a model banding target which is a target return banding for the duration and credit risk taken for the investments. The Council managed to outperform the upper model banding target by 0.03%. Chart 2 illustrates the Council’s return against the upper and lower banding levels and shows the Council’s performance compared to all LAs within the benchmark group.

Chart 2: Advisor’s benchmarking data as at 31 March 2017



4.6 Investments Held as at 31 March 2017

4.6.1 Table 5 outlines the investments held by the Council as at 31 March 2017. The table also shows the interest rate received and the repayment date for each investment:

Table 5: Investments held as at 31 March 2017

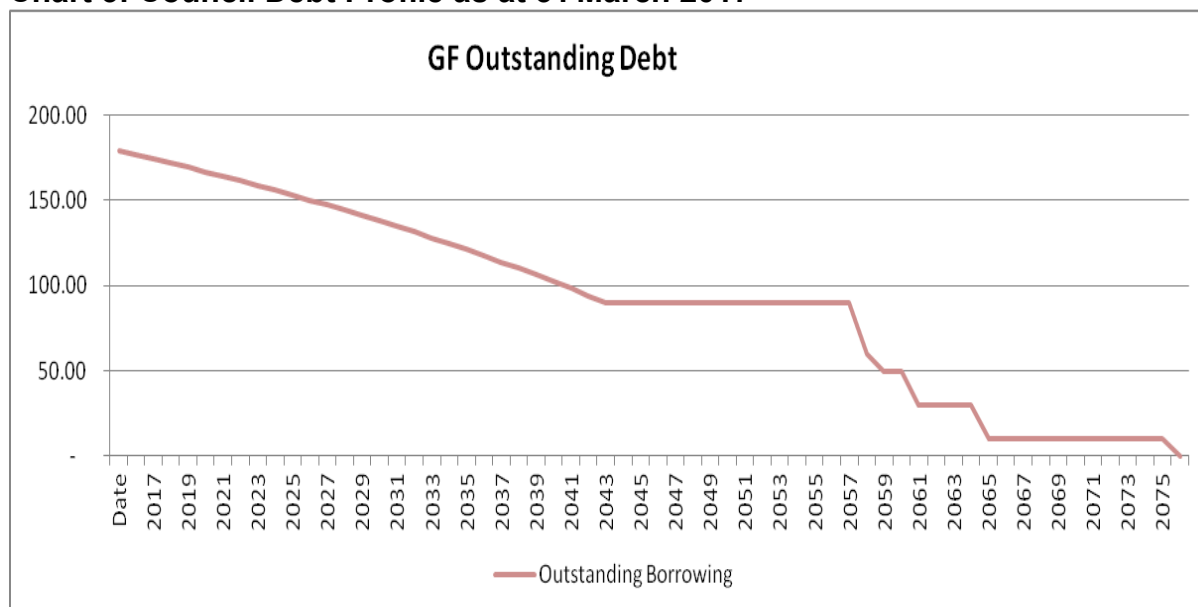
Investment	Rating	Interest Rate	Principal	Start Date	End Date
BARCLAYS BANK PLC	A	0.05%	9,308.36	25/03/2011	31/03/2017
Lloyds Deposit Account	A	0.15%	612.16	04/11/2013	31/03/2017
BARKING RIVERSIDE	N/A	3.50%	4,917,940.81	15/10/2014	01/04/2020
NEWPORT CC	AA+	1.50%	2,000,000.00	10/11/2014	11/07/2017
NEWPORT CC	AA+	1.10%	2,000,000.00	09/02/2015	10/07/2017
VALENCE SCHOOL	AA+	3.50%	100,000.00	12/02/2015	31/03/2017
NEWPORT CC	AA+	1.10%	1,500,000.00	09/03/2015	31/03/2017
RBS		1.45%	20,000,000.00	30/04/2015	31/03/2017
Dudley MBC	AA+	1.05%	10,000,000.00	15/05/2015	15/05/2017
RBS	BBB+	1.45%	20,000,000.00	26/06/2015	26/06/2017
RBS	BBB+	1.80%	20,000,000.00	24/07/2015	24/07/2017
Wolverhampton CC	AA+	0.94%	8,000,000.00	28/09/2015	28/09/2017
LANCASHIRE CC	AA+	1.00%	5,000,000.00	11/11/2015	11/05/2018
Fife Council	AA+	1.00%	4,000,000.00	14/01/2016	15/01/2018
LANCASHIRE CC	AA+	1.02%	5,000,000.00	16/11/2015	16/11/2017
LANCASHIRE CC	AA+	1.05%	5,000,000.00	08/01/2016	08/01/2018
LANCASHIRE CC	AA+	1.54%	5,000,000.00	26/11/2015	26/11/2018
LANCASHIRE CC	AA+	1.54%	5,000,000.00	20/11/2015	20/11/2018
LLOYDS BANK PLC	A	1.67%	5,000,000.00	20/01/2016	18/01/2019
LLOYDS BANK PLC	A	1.67%	5,000,000.00	03/02/2016	01/02/2019
Grafton Primary School	AA+	4.50%	100,097.98	03/03/2016	03/03/2026
Gascoigne School	AA+	4.50%	84,395.00	03/03/2016	03/03/2036
LLOYDS BANK PLC	A	1.80%	10,000,000.00	15/03/2016	15/03/2019
LLOYDS BANK PLC	A	1.79%	5,000,000.00	01/04/2016	01/04/2019
RBS	A	1.84%	5,500,000.00	21/04/2016	18/04/2019
RBS	BBB+	0.21%	8,737.28	31/03/2015	31/03/2017
LLOYDS BANK PLC	A	1.43%	10,000,000.00	06/06/2016	06/06/2018
Doncaster MBC	AA+	0.90%	2,000,000.00	24/06/2016	25/06/2018
LLOYDS BANK PLC	A	1.05%	5,000,000.00	01/07/2016	30/06/2017
LLOYDS BANK PLC	A	1.05%	10,000,000.00	14/07/2016	14/07/2017
LLOYDS BANK PLC	A	1.05%	5,000,000.00	03/08/2016	03/08/2017
Goldman Sachs	A	0.68%	10,000,000.00	03/10/2016	03/04/2017
Goldman Sachs	A	0.76%	10,000,000.00	07/10/2016	07/04/2017
BOROUGH OF POOLE	AA+	0.97%	7,500,000.00	18/11/2016	18/11/2019
RBS	BBB+	0.65/1.0%	20,000,000.00	30/01/2017	30/07/2018
LLOYDS BANK PLC	A	1.18%	5,000,000.00	16/03/2017	16/03/2020

5. Borrowing in 2016/17

5.1 Council's Growth Strategy

- 5.1.1 As part of the Council's Growth Strategy, Members agreed to increase the Council's income generating asset base and enable the Council to be an active participant in the growth opportunities within in borough but with a very clear focus on return. The target investment return expected, after all costs, is £5m per year by 2020.
- 5.1.2 To achieve this return requires significant investment by the Council in residential and commercial property, as well as renewable energy. These investments require the Council to significantly increase its borrowing, but given budgetary constraints, the cost of borrowing must also be carefully managed.
- 5.1.3 During 2016/17 the Treasury Section, in consultation with the Section 151 officer, began a strategy of building up a debt portfolio to support the Council's investment. Between 7 June 2016 and 3 July 2016, following a significant drop in the cost of borrowing, the Council borrowed £60m from the PWLB at an average rate of 2.5%.
- 5.1.4 Although the Council has significantly increasing its debt, officers have sought to ensure that the borrowing matches the relevant asset life and potential repayment profile of the Council's investment portfolio. Chart 3 below summarises the GF debt position as at 31 March 2017.

Chart 3: Council Debt Profile as at 31 March 2017



5.2 Green Investment Bank (GIB) Borrowing

- 5.2.1 At its meeting on 2 December 2015 the Council agreed to borrow £7.5m from the GIB arising from the Cabinet's decision under Minute 67, 10 November 2015 to finance the Low Energy Street Light Replacement Programme.
- 5.2.2 On 15 December 2016, a loan of £7.0m was borrowed from the GIB at a rate of 3.44% for a duration of 30 years. The borrowing will be drawn over a period of two-and-a-half-years. The loan repayment profile is structured to match the cashflows expected to be generated from the energy savings.

5.3 Borrowing Owed as at 31 March 2017

5.3.1 Table 6 outlines the borrowing owed by the Council as at 31 March 2017. The table also shows the interest rate charged and the repayment date for each loan. The loans are split between HRA, General Fund Long Term and General Fund Short Term Loans:

Table 6: Loans as at 31 March 2017

Lender	Start Date	End Date	Amount	Rate
HRA				
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2042	50,000,000	3.5%
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2062	65,912,000	3.5%
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2061	50,000,000	3.5%
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2052	50,000,000	3.5%
PUBLIC WORKS LOAN BOARD	28/03/2012	28/03/2060	50,000,000	3.5%
BARCLAYS BANK PLC	30/05/2008	30/05/2078	10,000,000	4.0%
HRA Total LT Borrowing			275,912,000	
General Fund				
DEXIA PUBLIC FINANCE BANK	30/06/2008	30/06/2077	10,000,000	4.0%
ROYAL BANK OF SCOTLAND	26/03/2010	27/02/2060	10,000,000	4.1%
ROYAL BANK OF SCOTLAND	26/03/2010	26/03/2059	10,000,000	4.1%
European Investment Bank	30/01/2015	31/03/2044	86,669,000	2.2%
PUBLIC WORKS LOAN BOARD	09/06/2016	09/06/2066	20,000,000	2.7%
PUBLIC WORKS LOAN BOARD	14/06/2016	15/12/2059	10,000,000	2.7%
PUBLIC WORKS LOAN BOARD	28/06/2016	29/12/2059	10,000,000	2.5%
PUBLIC WORKS LOAN BOARD	29/06/2016	29/06/2062	10,000,000	2.4%
PUBLIC WORKS LOAN BOARD	07/07/2016	06/01/2062	10,000,000	2.1%
STEVENAGE BOROUGH COUNCIL	09/01/2017	09/04/2020	2,000,000	1.0%
RUGBY BOROUGH COUNCIL	09/01/2017	09/04/2020	2,000,000	1.0%
Green Investment Bank	15/12/2016	30/09/2046	690,656	3.4%
GF Total LT Borrowing			181,359,656	
Anglesey	20/02/2017	01/04/2017	5,000,000	0.4%
Derby City	25/01/2017	01/04/2017	7,000,000	0.3%
Edinburgh	28/03/2017	01/04/2017	15,000,000	0.5%
Essex CC	27/03/2017	01/04/2017	8,000,000	0.4%
GLA	07/03/2017	01/04/2017	15,000,000	0.5%
GLA	28/03/2017	01/04/2017	10,000,000	0.5%
Hampshire CC	11/11/2016	01/04/2017	5,000,000	0.3%
Hampshire PC	11/11/2016	01/04/2017	2,000,000	0.3%
Kingston	31/03/2017	01/04/2017	2,000,000	0.5%
LB Brent	06/02/2017	01/04/2017	5,000,000	0.4%
LBBD Pension Fund	01/04/2017	01/04/2017	5,030,000	0.3%
Wakefield	07/10/2016	01/04/2017	5,000,000	0.3%
Winchester	11/11/2016	01/04/2017	1,000,000	0.3%
GF Total ST Borrowing			85,030,000	

6. Compliance with Treasury limits and Prudential Indicators

- 6.1 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators (affordable limits) are included in the approved Treasury Management Strategy (TMSS).
- 6.2 During the financial year to date the Council has operated within and complied with the treasury limits and Prudential Indicators set out in the Council's annual TMSS. The Council's prudential indicators are set out in Appendix A to this report. In 2016/17, the Council did not breach its authorised limit on borrowing of £855m.
- 6.3 The Operational limit set in the 2016/17 TMSS was £745m, which was also not breached. As at 31 March 2017 the total borrowing was £542.3m.

7. Lending to commercial and external organisations

- 7.1 Section 2 of the Local Government Act 2000 (power of well-being) gives authorities the power to lend as part of promotion or improvement of economic /social wellbeing of the Borough. The guidance encourages local authorities to use the well-being power as the power of first resort removing the need to look for powers in other legislation. Further the power provides a strong basis on which to deliver many of the priorities identified by local communities and embodies in community strategies. The Strategic Director – Finance and Investment determines the rates and terms of such loans.

8. Lending to Special Purpose Vehicles

- 8.1 At the 30 June 2014 Cabinet Meeting, Members agreed to the principle of establishing a Special Purpose Vehicle(s) to develop, own and be responsible for procuring the management of the units to be developed as part of the Gascoigne Estate (East) Regeneration.
- 8.2 Members also agreed:
1. that the Council shall grant a 252-year lease to the Special Purpose Vehicle(s) which shall terminate at the option of the Council at the end of the funding term and repayment of the loans made by the Council, with full ownership reverting to the Council;
 2. to the principle of establishing an independent charity which shall own and control the Special Purpose Vehicle(s) in accordance with the funding terms imposed by the Council;
 3. to the principle of borrowing £62.86m within the General Fund to finance the development and ownership of the following tenures:
 - i. Borrow £39.98m to fund development and ownership of 236 affordable rented units, social rent units and shared ownership units to be owned and managed by a Special Purpose Vehicle(s) controlled within the General Fund;
 - ii. Borrow £3.75m to fund 50% of 51 private for sale units to be developed and sold jointly by the Council and East Thames Group via a limited company, and

- iii. Borrow £19.13m to lend to East Thames Group to fund the development and ownership of 135 units shared ownership units which shall be owned by East Thames Group subject to agreement of satisfactory terms;
- 8.3 Cabinet also delegated authority to the Chief Executive, in consultation with the Director of Law and Governance, the Section 151 Officer and the Cabinet Member for Finance, Growth and Investment, to negotiate terms and agree the contract documents to fully implement and effect the project and to authorise the Director of Law and Governance to execute all the legal agreements, contracts and other documents on behalf of the Council.
- 8.4 Following a significant period of legal discussions a number of SPV's were set up. On 31 March 2017, the following loan facilities were agreed between the Council and the Council owned SPVs.
1. £11,001,888 to B&D Reside Regeneration LLP
 2. £36,315,762 to B&D Reside Weavers LLP
 3. £37,002,114 to Barking and Dagenham Reside Roding Limited
- 8.5 Actual payment will be made to the various SPV throughout the construction period, with interest added to the Loan amount. After the construction period has been completed and the properties are being rented out, the loan and interest will be repaid.

9. Council Transformation Programme - Be First Loan

- 9.1 At the November 2016 Cabinet, Members agreed to establish a new Council-owned company to manage the delivery of the borough's regeneration agenda, Be First, in line with Recommendation 8 of the report of the independent Growth Commission. Be First will be a 100% Council-owned company that is operationally independent of the Council, operating in the same way as a commercial organisation, and being accountable to members through a Shareholder Executive Board.
- 9.2 At the 26 January 2017 Cabinet, Members agreed to a loan of £3.5m to support Be First's cash flow requirements during the first few years of established.
- 9.3 A report will be taken to the July 2017 Cabinet outlining Be First's working capital and set up cost requirements.

10. Conclusions

- 10.1 The key conclusions to draw from this report are as follows:
- a) The Council complied with prudential and treasury indicators in 2016/17;
 - b) The value of investments as at 31 March 2017 totalled £232.7 million; and
 - c) The value of long and short term borrowing as at 31 March 2017 totalled £542.3m. This comprised market, PWLB, GIB, EIB and Local Authority loans;

11. Options Appraisal

- 11.1 There is no legal requirement to prepare a Treasury Management Annual Report, however, it is good governance to do so and meets the requirements of both the

CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

12. Consultation

- 12.1 The Chief Operating Officer has been informed of the approach, data and commentary in this report.

13. Financial Implications

Implications completed by: Kathy Freeman, Finance Director

- 13.1 This report sets out the outturn position on the Council's treasury management position and is concerned with the returns on the Council's investments as well as its short and long term borrowing positions.

14. Legal Implications

Implications completed by: Implications completed by: Dr. Paul Feild, Senior Governance Lawyer

- 14.1 Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor its budget during the financial year and its expenditure and income against the budget calculations. The Council sets out its treasury strategy for borrowing and an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 14.2 The Council also has to 'have regard to' the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities when carrying out its functions under the Act.

15. Risk Management

- 15.1 The whole report concerns itself with the management of risks relating to the Council's cash flow. The report mostly contains information on how the Treasury Management Strategy has been used to maximise income throughout the past year.
- 15.2 EIB funded urban regeneration programme - The urban regeneration programme will be governed by a programme delivery board established in the Regeneration department. A programme manager will be identified within the Council who will be responsible for delivering each scheme within the investment programme.

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

List of appendices:

- Appendix 1 - The Prudential Code for Capital Investment in Local Authorities
Appendix 2 - Glossary of Terms

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The Prudential Code for Capital Investment in Local Authorities

Treasury Management Outturn Report 2016/17

1. Introduction

1.1 There are a number of treasury indicators which previously formed part of the Prudential Code, but which are now more appropriately linked to the Revised Treasury Management Code and guidance 2009. Local authorities are still required to “have regard” to these treasury indicators.

1.2 The key treasury indicators which are still part of the Prudential Code are:

- Authorised limit for external debt;
- Operational boundary for external debt; and
- Actual external debt.

2. **Net borrowing and the Capital Financing Requirement**

2.1 To ensure that borrowing levels are prudent over the medium term the Council’s external borrowing, net of investments, must only be for a capital purpose. This essentially means that the Council is not borrowing to support revenue expenditure.

2.2 Net borrowing should not therefore, except in the short term, have exceeded the Capital Financing Requirement (“CFR”) for 2016/17 plus the expected changes to the CFR over 2016/17 and 2017/17 from financing the capital programme. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2016/17.

2.3 **The authorised limit** – This sets the maximum level of external borrowing on a gross basis (i.e. Not net of investments) and is the statutory limit determined under Section 3 (1) of the Local Government Act 2003 (referred to in the legislation as Affordable Limit).

2.4 **The operational limit** – This links directly to the Council’s estimates of the CFR and estimates of other cash flow requirements. This indicator is based on the same estimates as the Authorised Limits reflecting the most likely prudent but not worst-case scenario but without the additional headroom included within the Authorised Limit for future known capital needs now. It should act as a monitor indicator to ensure the authorised limit is not breached.

2.5 Total external borrowing as at 31 March 2017 was £542.3m, which is lower than the Approved Authorised Limit of £855m and the Operational Boundary of £745m, which were set in the Treasury Management Strategy Statement for 2016/17.

2.6 The actual 2016/17 borrowing requirements and estimates for authorised limits and operational boundary limit set out in Table 1. Capital Programme Borrowing Requirement increases significantly in 2016/17 and 2016/17 as a result of the urban

regeneration and economic growth programme of Gascoigne Estate (East) Phase 1 and Abbey Road 2.

Table 1: Operational Limit and Authorised Borrowing Limits

	2016/17 Estimate	2016/17 Actual	2017/18 Estimate	2018/19 Estimate
	£'000	£'000	£'000	£'000
Capital Programme Borrowing Requirement (Cumulative)	298,095	291,745	311,757	316,526
HRA Self Financing Debt	281,672	276,232	276,232	276,232
Alternative Financing Arrangements:				
- PFI Schemes on Balance Sheet	50,969	50,969	49,407	47,707
- Finance Leases	1,244	1,244	-	-
Total Alternative Financing	52,213	52,213	49,407	47,707
Total CFR	631,980	620,190	636,874	640,465
External Long-Term Borrowing (Cumulative)	500,000	457,272	550,000	600,000
Operational Boundary on Borrowing	745,000	745,000	752,000	849,000
Authorised Limit (affordable limit)	855,000	855,000	902,000	949,000

3. Limits for Fixed and Variable Interest Exposure

The following prudential indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget.

The Council's existing level of fixed interest rate exposure is 100.0% and variable rate exposure is 0.0%. The high fixed interest rate is as a result of locking in low long-term rates for the HRA borrowing. The table 2 below shows the fixed and variable interest rate exposure.

Table 2: Fixed and variable rate exposure 2016/17 to 2019/20

Interest Rate Exposures	2016/17 Actual %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %
Upper limit for fixed interest rate exposure	100.0	100.0	100.0	100.0
Upper limit for variable interest rate exposure	70.0	70.0	70.0	70.0

4. Maturity Structure of Fixed Rate Borrowing

This prudential indicator deals with projected borrowing over the period and the rates that they will mature over the period, as summarised in table 3.

Table 3: Borrowing as at 31 March 2017

Maturity structure of fixed interest rate borrowing 2016/17			
	Actual Position	Lower	Upper
Under 12 months	16.1%	0%	20%
12 months to 2 years	0.4%	0%	40%
2 years to 5 years	2.1%	0%	70%
5 years to 10 years	2.5%	0%	70%
10 years and above	78.9%	0%	100%

The fixed rate borrowing over 10 years was 78.9%, which is within the limits outlined below:

Table 4: Maturity Structure of Borrowing for 2016/17

	Upper Limit	Lower Limit
Under 12 months	20%	0%
12 months and within 24 months	40%	0%
24 months and within 5 years	70%	0%
5 years and within 10 years	70%	0%
10 years and above	100%	0%

5. Investments over 364 days

- 5.1 The overriding objective of the investment strategy is to ensure that funds are available on a daily basis to meet the Council's liabilities. Taking into account the current level of investments, and future projections of capital expenditure, the following limits will be applied to sums invested:

Maximum principal sums invested > 364 days £'000s	2016/17 £000's Actual	2017/18 £000's Estimate	2018/19 £000's Estimate	2019/20 £000's Estimate
Principal sums invested > 364 days	250,000	200,000	150,000	130,000

6. Summary Assessment

- 6.1 The outturn position is set out above in respect of the Prudential Indicators approved by Assembly in February 2016.
- 6.2 The outturn figures confirm that the limits and controls set for 2016/17 were applied throughout the year, and that the treasury management function adhered to the key principles of the CIPFA Prudential Code of prudence, affordability and sustainability. The treasury management indicators were regularly monitored throughout 2016/17.

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Glossary of Terms

1. **Authorised Limit** –represents the limit beyond which borrowing is prohibited, and needs to be set and revised by the Council. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable. It is the expected maximum borrowing need, with some headroom for unexpected movements.
2. **Bank Rate** – the rate at which the Bank of England offers loans to the wholesale banks, thereby controlling general interest rates in the economy.
3. **Counterparty** – the other party involved in a borrowing or investment transaction.
4. **Capital Financing Requirement (CFR)** – the level of capital expenditure to be financed from borrowing.
5. **Liquidity** – The ability of an asset to be converted into cash quickly and without any price discount. The more liquid a business is, the better able it is to meet short term financial obligations.
6. **LIBID** – London Interbank Bid Rate - The interest rate at which London banks ask to pay for borrowing Eurocurrencies from other banks. Unlike LIBOR, which is the rate at which banks lend money, LIBID is the rate at which banks ask to borrow. It is not set by anybody or organisation, but is calculated as the average of the interest rates at which London banks bid for borrowed Eurocurrency funds from other banks. It is also the interest rate London banks pay for deposits from other banks.
7. **LOBO** (Lenders Option Borrowers Option) - Long term borrowing deals structured which usually has a short, initial period (anything from 1 year to 7 years), followed by a “step rate” to a higher rate of interest (the “back end” interest rate), which is to be charged for the remainder of the loan period.

The overall length of LOBO’s is usually 50 or 60 years but can be shorter or longer periods. After the “step up” date, and at set intervals thereafter, the lender (the bank) has the option of increasing the “back end” interest rate. Whenever this option is exercised, if the proposed new rate is unacceptable, the borrower (The Council) can redeem the loan without penalty.
8. **Monetary Policy Committee** – independent body which determines the Bank Rate.
9. **Operational Boundary** – This indicator is based on the probable external debt during the course of the year; it is not a limit and actual borrowing could vary around this boundary for short times during the year. It should act as an early warning indicator to ensure the Authorised Limit is not breached.
10. **Prudential Code** – The Local Government Act 2003 requires the Council to ‘have due regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council’s capital investment plans are affordable, prudent and sustainable.

11. **PWLB** – Public Works Loan Board. An institution managed by the Government to provide loans to public bodies at rates which reflect the rates at which the government is able to sell gilts.

CABINET**20 June 2017**

Title: Culture Everywhere: The Culture Strategy for Barking and Dagenham	
Report of the Cabinet Member for Community Leadership and Engagement	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Paul Hogan, Commissioning Director for Culture and Recreation	Contact Details: Tel: 020 227 3576 E-mail: paul.hogan@lbbd.gov.uk
Accountable Director: Paul Hogan, Commissioning Director for Culture and Recreation	
Accountable Strategic Director: John East, Strategic Director: Growth and Homes	
<p>Summary</p> <p>The Culture Strategy is the result of extensive conversations with a range of stakeholders including cultural organisations, the Council, developers, local business and schools.</p> <p>It provides a timely and meaningful response to the recent Growth Commission report “No-one left behind: in pursuit of growth for the benefit of everyone” which rightly recognised that culture can support diverse and cohesive communities and an active and ambitious civic realm.</p> <p>It is anticipated that the strategy will be the key strategic framework to enable the funds to be secured to deliver the culture related recommendations set out in No-one left behind and which are incorporated into the strategy action and project plan.</p> <p>The strategy also outlines our ambitions for culture for the next five years and will support the work of everyone working in the cultural sector across the Borough.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to adopt “Culture Everywhere”, the Borough Culture Strategy for 2017 - 2022, attached at Appendix 1 to the report.</p>	
<p>Reason(s)</p> <p>To assist the Council in achieving its corporate priorities in relation to: Encouraging civic pride, Enabling social responsibility, and Growing the borough.</p>	

1. Introduction and Background

- 1.1 This Culture Strategy (*Culture Everywhere*) outlines our ambitions for culture for the next five years. This new vision has been developed to support the work of everyone working across the Borough including the Council, cultural organisations, voluntary and business organisations.
- 1.2 *Culture Everywhere* connects with a raft of strategic initiatives and research so that this vision for culture is joined up with national and local thinking. Included is a set of commitments, deliverables and actions.
- 1.3 The strategy has been informed by the remarkable narrative of Barking and Dagenham, which is different to that of any other London Borough. It is an incredible story of social ambition, political strength, rapid transition from rural to urban, sporting victory, women's rights, the industrial powerbase for London, visionary housing and the success of migrant communities.
- 1.4 London is moving east for housing, work and culture. The Centre is moving outwards. Not for the first time in its history the Borough is strategically crucial to the growth of London. We have a diverse and youthful population with a vast amount of expertise and cultural knowledge to be shared and celebrated.
- 1.5 Today we have much to be proud of including a Cultural Partnership, Creative Barking and Dagenham, a Cultural Education Partnership, the Cultural Connectors and dynamic partnerships with cultural organisations outside of the Borough such as Create, the Barbican, and A New Direction, and a map of cultural activity that reflects decades of pioneering work around art and community.
- 1.6 However, the cultural sector also face several challenges. Some sections of our community rarely get involved, cuts in funding are affecting what we can do and there is scope for better co-ordination of the work of all partners. We need to be more ambitious and better focused on what can be achieved by working more closely together. Our residents need to get more out of living in the greatest cultural capital in the world.

Current context

- 1.7 The time is right for Barking and Dagenham to make a commitment to the role of culture in every aspect of life in the Borough. The 2013-16 Arts Strategy set out the benefits of art and cultural opportunities for residents and established new infrastructures for the governance of culture - we now need to build on this.
- 1.8 The cultural output of the Borough since 2013 has been seminal. Of particular note has been: GLOW festival; The Idol; The Merchant of Venice; INSPIRE young people's festival; DagFest; The Mobile Museum; Company; Pen to Print and Readfest; Movements, Deals and Drinks; Summer of Festivals; This Used to be Fields; Big Deal, Pause, Rewind, Play; The White House; Open Estate; the creation of the Icehouse creative quarter; and the establishment of a cultural centre at the Galleon Centre, which is home to Creative Barking and Dagenham and Studio 3 Arts.

Future opportunities

1.9 And there are huge opportunities coming our way including:

- London's first Youth Zone in Parsloes Park
- a new live music venue for Barking Town Centre
- the Participatory City initiative that will continue to build on community-led cultural activity
- the new Cultural Citizens programme led by A New Direction and Studio 3 Arts which goes further to underpin a cultural entitlement for all young people
- a new base for the film industry in Dagenham resulting in more local jobs and opportunities
- a new residential development in Barking led by Create London for artists who are invited to lead on new cultural activity in the locality
- Barking Riverside Healthy New Town and Barking Town Centre both present major opportunities for cultural services and programming
- plans for a major new cultural and heritage space in Dagenham, inspired by the industrial history of east London and located at the site of the former Ford Stamping Plant.

1.10 *No-one Left Behind, Barking Riverside Healthy New Town, Participatory City, Cultural Citizens* and new strategies for Libraries, Heritage and Parks and Open Spaces are all evidence of an unprecedented spirit of change and ambition. We have a leadership who are determined to make positive changes in the Borough for existing and new communities and are advocates for culture in the future of the Borough.

1.11 The next decade will be characterised by major physical change most notably in Barking Town Centre and Barking Riverside. There is a collective ambition to ensure that new developments create a more prosperous, liveable place whilst setting a model for sympathetic regeneration. Our challenge is to ensure that *all* communities benefit from the new opportunities this presents and culture has a critical part to play.

1.12 This new strategy places emphasis on cutting across sectors, services and organisational divisions to support a more coherent infrastructure with the goal to enable more ambitious and far-reaching programming.

1.13 Most of us agree that the Borough will benefit from having more cultural practitioners and organisations operating in tandem reflecting a multitude of approaches and greater diversity of opinion. There is a case to be made (amplified by the Growth Commission report) for the cultural landscape in this Borough to be more complex with more voices shaping the terrain.

1.14 To make this work we must build on the important work begun in the 2013 Arts Strategy - to support better communication between organisations, services and sectors, rationalise commissioning opportunities across the Borough, support organisations to be more resilient and make it easier for people to understand what the cultural opportunities are in the Borough.

Strategic context

1.15 The strategy is closely aligned to the leadership's vision and aspirations for the Borough:

- **Encouraging civic pride:** build pride, respect and cohesion across our borough; promote and protect our green and public spaces; build civic responsibility and help residents to shape their quality of life.
- **Enabling social responsibility:** ensure children and young people are well-educated and realise their potential.
- **Growing the borough:** support investment in housing, leisure, the creative industries and public spaces to enhance our environment; enhance the borough's image to attract investment and business growth.

1.16 The strategy provides a timely and meaningful response to the Growth Commission report: *No-one left behind: in pursuit of growth for the benefit of everyone*. It is anticipated that the strategy will be the key strategic framework that will enable the delivery of several of the recommendations set out in the Growth Commission report and which have been incorporated into the strategy action plan.

2. Proposal and Issues

2.1 The Culture Strategy is built around ten core commitments which set the overarching ethos for culture in the Borough:

2.2 Commitment One – community inspired

Of all the recommendations made by the Growth Commission, perhaps the most emphatic was the need to empower people in the Borough to play a greater role in its future through civic activity.

We will encourage new cultural activity led by local people because we want to build confidence and invite innovation from individuals and for the Borough as a whole. This will support existing and new sustainable cultural activity and reflect the many distinct and diverse cultures of the Borough.

2.3 Commitment Two – culture everywhere

We will promote a vision of 'culture everywhere' for its intrinsic value and its social and economic impact. Culture should be on the agenda for every service and sector in the Borough from housing to social care, private enterprise and the voluntary sector.

If we can achieve a far-reaching courageous approach to culture in the Borough, we will see an increase in civic and cultural activity, levels of engagement and participation and significant changes in how it feels to live here and how we are perceived beyond.

2.4 Commitment Three – at the centre of culture

We will work together to build our reputation for being bold, intelligent, talented and informed by a unique, important history. We must embrace our place as a London Borough to benefit from the resources, opportunities and potential new visitors this brings.

As London moves east we will seize this opportunity to create our own confident cultural centre becoming recognised as the cultural hub for east London. Cultural

activity will lead to new social networks that cut across traditional demographic divisions around ethnicity, class, geography, education, faith and wealth.

2.5 Commitment Four – setting standards

It is important that cultural opportunities in the Borough are high quality and achieve the outcomes we aspire to. To achieve this, we must create a methodology for evaluating our work.

Our aim is to encourage experimentation and ambition in the cultural output of the Borough, but this must be underpinned by robust evaluation to ensure excellence in everything we do.

2.6 Commitment Five – partnership

As we work with our partners to deliver the cultural offer we will be clearer about our expectations for partnership working. We will launch a framework to guide all new partnerships with cultural organisations. This will set out clear expectations for how new activity should contribute to the ambitions for the Borough. Our aim is for creative opportunities to be more diverse and so we are keen to develop new relationships with artists and organisations to enable this.

2.7 Commitment Six – new connections

As new homes are built and house prices continue to rise we will see new communities and organisations settling permanently in the Borough. Our ambition is for them to contribute to the social, cultural and economic well-being of the Borough.

Our aim is not to see new Cultural Quarters but to see a Cultural Borough with new and existing residents living alongside each other. If we manage this well, we will see existing communities benefiting from change and not left behind.

2.8 Commitment Seven – communication

We need a more ambitious approach for communicating the cultural offer to people living in the Borough and beyond. We need an agile multi-platform methodology for sharing opportunities that can communicate to younger and older audiences and people with a range of skills and expectations. Our cultural voice needs to be less Big Brother and more Do It Yourself.

2.9 Commitment Eight – new talent

By providing more training and volunteering opportunities in the cultural sector and communicating these opportunities better we can maximise the social impact of cultural activity in the Borough. We want to see higher levels of engagement and participation culture and increased levels of learning and employment.

2.10 Commitment Nine – culture in place

There are currently major changes to the built environment taking place across the borough with unprecedented levels of new house building and infrastructure. We

need to ensure that the Culture Strategy is embraced by those stakeholders including architects and developers leading on the huge programme of place-making occurring in the Borough.

2.11 **Commitment Ten – building capacity**

The future success of art and culture in the Borough is dependent on a raft of resilient, ambitious and autonomous cultural organisations based here. Added to this, coherent processes are needed for communication and collaboration between organisations and across sectors including voluntary, business and council services.

2.12 The full version of the strategy and action plan is attached at Appendix one.

3. **Options Appraisal**

3.1 The options available to the Cabinet are to approve the strategy and action plan (with any direction on amendments to be made) or to reject it.

3.2 Not to approve the strategy would mean that there is no strategic framework to drive improvements in cultural provision in the borough, which would also impact on our ability to lever in external funding to support service delivery and capital developments.

3.3 Therefore, the Cabinet is recommended to adopt the strategy and improvement action plan with any amendments, removals, or additions they consider appropriate.

4. **Consultation**

4.1 The development of the strategy has been informed by extensive consultation with key council officers and important external stakeholders including: the B&D cultural partnership, Creative Barking and Dagenham, Studio 3 Arts and other local arts organisations, local housing developers, the Cultural Education Partnership, Heritage Lottery Fund and Arts Council England.

4.2 We have taken into account the views of the wider community gathered from surveys undertaken at activities held in library and heritage settings as well as at outdoor events organised by the Council and Creative Barking and Dagenham.

5. **Financial Implications**

Financial implications completed by Katherine Heffernan, Group Manager - Finance

5.1 The strategy set out in the report would be delivered using funding received from the council's general fund and any other funding secured during the period covered by this strategy. Year on year the funding will be reviewed as this may fluctuate if cuts are required or if any of the grants cease. Any major variation in the funding may impact on the delivery of the strategy. Funding streams will be regularly reviewed to minimise this risk.

6. Legal Implications

Legal implications completed by Dr. Paul Field, Senior Governance Lawyer

- 6.1 As set out in the report the Council will best develop and administer its cultural provision through the means of a forward-looking strategy reviewed on a timely and periodic basis to ensure it reflects local needs and the resources available to deliver it.
- 6.2 Where the strategy identifies a requirement for change in services particularly where there may be closure(s) or discontinuance of a service or services, appropriate consultation will need to be carried out. Any savings proposals that affect staff will require consultation with Unions and staff.
- 6.3 In addition, Members will need to be satisfied that Equality Impact Assessments have been carried out. In relation to the impact on different groups it should be noted that the Equality Act 2010 provides that a public authority must in the exercise of its functions have due regard to the need to eliminate discrimination and to advance equality of opportunity between persons who do and those who do not share a relevant 'protected characteristic'.
- 6.4 If at any point resort to constricting expenditure is required, it is important that due regard is given to statutory duties and responsibilities. In particular the Council must have regard to:
- any existing contractual obligations covering current service provision. Such
 - contractual obligations where they exist must be fulfilled or varied with agreement of current providers;
 - any legitimate expectations that persons already receiving a service (due to be cut) may have to either continue to receive the service or to be consulted directly before the service is withdrawn;
 - any rights which statute may have conferred on individuals and as a result of which the council may be bound to continue its provision;
 - the impact on different groups affected by any changes to service provision as informed by relevant equality impact assessments;
 - having due regard to any consultation undertaken.

7. Other Implications

- 7.1 **Corporate Policy and Customer Impact** - It is expected that there will be a marked increase in the number and range of people who will be engaging with the arts over the life of the strategy. We will be supporting people of all ages and backgrounds to access education, training, voluntary experience, apprenticeships, and employment through cultural activities.

The strategy specifically highlights the need to improve outcomes by integrating cultural programming into a range of services, including mental health and wellbeing, older people's services and place-based commissioning.

It includes a priority to encourage greater engagement in culture by young people as there is considerable evidence to show that this increases the likelihood of young people going on to further and higher education.

Also there will be an emphasis on using cultural participation to contribute to social relationships, community cohesion, and making communities feel safer and stronger. Linked to this is the desire to encourage more diverse and representative cultural events across the Borough being delivered by a range of organisations including faith, LGBT and disability groups.

- 7.2 **Safeguarding Children** - A clear focus for the strategy is to improve access to the arts by children and families and to support the delivery of a creative education for every child in the Borough. There will also be an extensive programme of positive and diversionary activities provided for young people.

All arts provision delivered directly or commissioned by the Culture and Recreation service will be covered by its safeguarding policy framework for children and vulnerable adults.

- 7.3 **Health Issues** - One of the priorities identified in the strategy is to harness the untapped potential of the arts to improve the health and well-being of local people. The strategy proposes to develop more opportunities for people to come together to socialise and to take an active part in the community through volunteering.

Targeted programmes will also be developed to support local people to lead healthy lives by improving self-confidence and reducing isolation as well as promoting fitness and good mental health.

- 7.4 **Crime and Disorder Issues** – Research has found positive links between cultural participation and improved social skills and engagement with the wider community, and evidence that culture can play a role in tackling crime.

The Council has a statutory duty to consider crime and disorder implications in all its decision making. In delivering this strategy and action plan, the Council will be providing quality facilities and activities, which will provide positive activities for all residents and, in particular, opportunities for families to enjoy their leisure time together.

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

List of appendices:

- Appendix 1 Culture Everywhere: The Culture Strategy for Barking and Dagenham (2017 to 2021)

Culture Everywhere

2017–22



Commissioned by the London Borough of Barking and Dagenham, 2017

Written by Marijke Steedman



Cover image © Anita Adeshina

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Preface

Culture Everywhere outlines the ambitions for art and culture in the London Borough of Barking and Dagenham for the next five years. It is the result of extensive conversations with a range of stakeholders including cultural organisations, the Council, developers, local business and schools. This new vision has been developed to support the work of everyone working across the Borough including the Council, cultural organisations, voluntary and business organisations.

Culture Everywhere sets out a vision for the ethos and governance of culture across the Borough. It should be understood within the context of three other Council frameworks and action plans: Heritage, Libraries and Parks and Open Spaces which each share this core vision for culture but also require specific strategic priorities.

This document connects with a raft of strategic initiatives and research so that this vision for culture is joined up with national and local thinking. Included is a set of commitments, strategic priorities and deliverables.

Foreword by

Councillor Saima Ashraf

Deputy Leader and Cabinet Member for
Community Engagement and Leadership



The term ‘culture’, has different meanings for different people. For some it is about visiting galleries, theatres, museums and music venues. For others, it is about earning a living as a photographer, filmmaker or set designer, and for some it is what happens locally in schools and libraries or where groups with a passion for a particular art form come together.

Culture helps our economy by creating jobs and supporting young people to realise their potential. It strengthens the distinctive identity of our Borough.

Culture can provide learning opportunities for all ages and abilities and support the delivery of social and health care. It can break down barriers between people and support communities to thrive.

There is a strong tradition of cultural participation in Barking and Dagenham. Today local people are already enjoying a wide range of cultural activity including our talented young people performing live

dance, music or drama in school and youth projects, the One Borough Day or the Roundhouse Music Festival, making new art with artists in The White House, seeing a show at the Broadway theatre; or a drinks-making workshop in an Active Age Centre.

Today we have much to be proud of including dynamic partnerships with cultural organisations from outside of the Borough such as the Barbican, Create and A New Direction. We have a Cultural Education Partnership, a Cultural Partnership, Creative Barking and Dagenham, the Cultural Connectors, the new Boathouse Studios and Gallery and a map of cultural activity in the Borough by organisations like Studio 3 Arts, Barking and Dagenham Youth Dance, and Green Shoes Arts that reflects decades of pioneering work around art and community.

However, we also face several challenges. Some sections of our community rarely get involved, cuts in funding are affecting what we can do and there is scope for better co-ordination of the work of all partners. We must be more ambitious and better focused on what can be achieved by working more closely together. Our residents need to get more out of living in one of the most dynamic cultural capitals in the world.

This strategy is a bold and ambitious plan to put culture at the heart of the life of the Borough. It will build on our strengths and help overcome the challenges we face by improving resilience and sustainability in our cultural sector and increasing local participation and public engagement with culture in all its forms.

Introduction

The population of Barking and Dagenham is nearly 200,000 and rising rapidly as is the percentage of BAME residents and people aged between 10 – 19. We are becoming a larger, younger more diverse community. Educational outcomes for young people are improving, and more than ever young people have high expectations for employment, education and cultural participation. The Growth Commission pointed out that unemployment is higher than the UK average and that

much remains to be done to ensure that no-one is left behind – but there is cause for optimism.

The time is right for Barking and Dagenham to make a commitment to the role of culture in every aspect of life in the Borough. The 2013 – 16 Arts Strategy set out the benefits of art and cultural opportunities for residents and established new infrastructures for the governance of culture - we now need to build on this.



Cultural Education Partnership



The Ice House Quarter

The remarkable narrative of the London Borough of Barking and Dagenham is different to that of any other London Borough. It is an incredible story of social ambition, political strength, rapid transition from rural to urban, sporting victory, women's rights, the industrial powerbase for London, visionary housing and the success of migrant communities.

Today we have much to be proud of including a Cultural Partnership, Creative Barking and Dagenham, a Cultural Education Partnership, the Cultural Connectors, dynamic partnerships with cultural organisations outside of the Borough such as the Barbican, Create and A New Direction and a map of cultural activity in the Borough that reflects decades of pioneering work around art and community.

The cultural output of the Borough since 2013 has been dynamic and often pioneering. Of particular note have been:

- GLOW festival
- The Idol
- The Merchant of Venice
- INSPIRE festival
- Dialogue 2017:
Where The Water Curves
- The Mobile Museum
- What is Important?
- Company: Movements, Deals and Drinks
- Summer of Festivals
- This Used to be Fields
- Big Deal, Pause, Rewind, Play
- The White House
- The Becontree Hundred
- The Community Music Service
- Open Estate.

There are huge opportunities coming our way including:

- London's first Youth Zone for young people
- a new live music venue and cinema for Barking Town Centre
- the new Everyone Everyday (Participatory City) programme that will continue to build on community-led cultural activity
- the new *Cultural Citizens* programme led by A New Direction and Studio 3 Arts which goes further to underpin a cultural entitlement for all young people
- a new base for the film industry in Dagenham hopefully resulting in more jobs and opportunities
- pioneering new housing and work-space in Barking led by Create to support artists to remain in London whilst also contributing to the local cultural offer
- Barking Riverside Healthy New Town and Barking Town Centre both present major opportunities for cultural services and programming
- plans for a major new cultural space and museum inspired by the industrial history of east London located at the former Ford Stamping Plant
- capital investment in our major heritage sites including Barking Abbey, Eastbury Manor House and Valence House.

No-one Left Behind, Barking Riverside Healthy New Town, Everyone Everyday, Cultural Citizens and new strategies for Heritage, Libraries and Parks and Open Spaces are all evidence of an unprecedented spirit of change and ambition in the London Borough of Barking and Dagenham. We have a political leadership which is determined to make positive changes in the Borough for existing and new communities and is a keen advocate for culture.

London is moving east for housing, work and culture. The Centre is moving outwards. Not for the first time in its history the Borough is strategically crucial to the growth of London. We have a diverse and youthful population with a vast amount of expertise and cultural knowledge to be shared and celebrated.

The next decade will be characterised by major physical change most notably in Barking Town Centre and Barking Riverside. There is collective ambition to ensure that new developments create a more prosperous, livable place whilst setting a world-wide model for sympathetic regeneration. Our challenge is to ensure that all communities benefit from the new opportunities this presents – culture has a critical part to play.

The Growth Commission report suggested that culture can support diverse and

cohesive communities and an active and ambitious civic realm. Here we take that even further to suggest that culture in this Borough can become world class. The cultural narrative of the communities living here should have national profile.

The Cultural Commissioning Programme, funded by the Arts Council of England, seeks to help commissioners of public services to improve outcomes by integrating cultural programming into a range of services, including mental health and wellbeing, older people's services and place-based commissioning. Cultural organisations in the Borough are already very much involved in these agendas and work should be done to embed this strategically so that the value of culture is realised everywhere.

We must maximise opportunities for funding and sponsorship of culture, ensuring that strategic links between cultural organisations, funders and businesses develop and result in a resilient, sustainable sector.

This new strategy places emphasis on cutting across sectors, services and organisational divisions to support a more coherent infrastructure with the ultimate goal to enable more ambitious and far-reaching programming.



Studio 3 Arts

Most of us agree that this Borough will benefit from having more cultural practitioners and organisations operating at once – reflecting a multitude of approaches and greater diversity of opinion. There is a case to be made (amplified by the Growth Commission report) for the cultural landscape in this Borough to be more complex with more voices shaping the terrain.

In order to make this work we must build on the important work begun in the 2013 Arts Strategy – to support better communication between organisations, services and sectors, rationalise commissioning opportunities across the Borough, support organisations to be more resilient and make it easier for people to understand what the cultural opportunities are in the Borough.



How will we know when we are succeeding?

This new strategy places precedence on encouraging a greater diversity of approaches and perspectives. This however, makes it harder for us to know when we are succeeding—because we have many stakeholders and friends with varying perspectives.

Our suggested approach for evaluating cultural programming in the Borough is a process of review carried by external ‘critical friends’ commissioned by the Culture and Recreation Team in the Council. We suggest the success of *Culture Everywhere* should be evaluated in similar terms by a group of critical friends from *within and outside* the Borough coming together to review each commitment, objective and deliverable—on an annual basis. A summary should be shared broadly with the Cultural Partnership, CEP, the new Council Cross-Service Commissioning Working Group, *Conversation Spaces*, *Cultural Connectors* and other stakeholders.

What is culture?

Culture is the accumulated influence of creativity, the arts, architecture, galleries, publishing, museums, libraries, archives and heritage on our lives. It is what we make when we sew, sing, decorate, dance and build and plant.

Culture is national and international, and it is local and small. It has special value and should be supported and encouraged. The role of a Council should be to enable culture and creativity to flourish and to ensure that everyone can contribute to and experience it.

The ‘cultural sector’ is an incredible network of individuals and organisations that together express who we all are as communities in all our rich diversity.

What is it for?

The Culture White Paper (2016) suggests there are three distinct ways we can talk about the value of culture:

- I. The *intrinsic* value of culture in itself –as something that expresses ideas, asks questions, and enriches our lives. We can experience this by visiting a theatre, making a film, writing a poem, listening to music or experiencing a new building. We all strive for good quality and groundbreaking culture and so we review and evaluate it and this is also part of the experience of culture.
- II. Culture has a social value. It can support many different kinds of learning at all ages both informal and formal and is a vital aspect of the education of all young people in formal education. It can support social networks and create social cohesion, help

people to be healthier and more socially and physically active and encourage people to take care of places and feel a sense of ownership. We can experience this by attending a gig, being part of a school production, being part of a local history group or making posters with other parents and carers for a pre-school art group.

- III.** There is an economic value to culture through the economic growth and job creation it can lead to. A music venue, film studio or a small architectural practice all have potential economic outputs for a place.



Company Drinks

We now need to think about culture in all of these ways at the same time:

- 1.** Intrinsic value: we should commission and support the best possible art and culture in the Borough – nurture new talent and invite ground-breaking new projects in the Borough. We should be rigorous on selecting and evaluating the quality of what we do.
- 2.** Social Value: we should commission culture across all services and sectors so we build a reputation as a Borough that really explores the social value of culture for all. We should continue to be ground-breaking in how we support local people to lead and collaborate on culture in the Borough.
- 3.** Economic value: if we support cultural organisations and individuals through commissioning opportunities, work space and support networks they will live and work here, contribute to our local expertise, create jobs and contribute to our local economy.

It is crucial that everyone engaged in delivering this strategy actively promotes each of these values in tandem. If we bend too far in one direction we risk sacrificing one of the many benefits of culture such as artistic quality, social change, inclusivity or economic impact.

The social case for culture?

All communities create and invest in culture and one of the indicators of a healthy, confident community is a visible and dynamic cultural sphere. This strategy advocates that our definition of culture should be as broad as possible enabling people of all ages and backgrounds to value their cultural interests.



Cultural Education Partnership

It is widely understood that culture has important social benefits for communities in terms of health, education and social cohesion and this is echoed in The Barking Healthy New Town core principals which list culture as key to these values. The Culture White Paper states that:

“there is considerable evidence of the beneficial effects of the arts on both physical and mental health. Evidence shows that engaging in culture can increase the likelihood of a young person going on to further and higher education. There is evidence to show that cultural participation can contribute to social relationships, community cohesion, and make communities feel safer and stronger. Research has found positive links between cultural participation and improved social skills and engagement with the wider community, and evidence that culture can play a role in tackling crime”.



Company Drinks

The *Art of Commissioning* commissioned by Arts Council England set out to explain more clearly how cultural provision can be commissioned across public sector services to deliver and improve services. The report explains:

“Arts and cultural organisations have much to offer the commissioners of public services. Many are finding new ways of using arts and cultural activities within services for mental and physical health, early intervention, environmental services and support for older people, among other areas.

These activities offer new ways of engaging and supporting people, and are delivering on policy goals that aim to prevent acute needs arising, integrate services around the person, improve individual and community well-being, and ensure public services deliver a wider range of social, environmental and economic outcomes.”

It goes on to stress that it should be a priority to support:

“commissioners of public services to understand how they can improve outcomes by integrating arts and cultural activities into a range of services, including mental health and wellbeing, older people and place-based commissioning. It also works with the arts and cultural sector to support knowledge and skills, and to strengthen relationships with policy-makers, public service leaders and commissioners.”

The social case for culture is robust and we have already come some way in realising its value in the Borough. Our work now is to ensure that the vision for culture is on the agenda *everywhere*.

The Commitments for Culture

Culture Everywhere is built around ten core commitments which set the over-arching ethos for culture in the Borough:

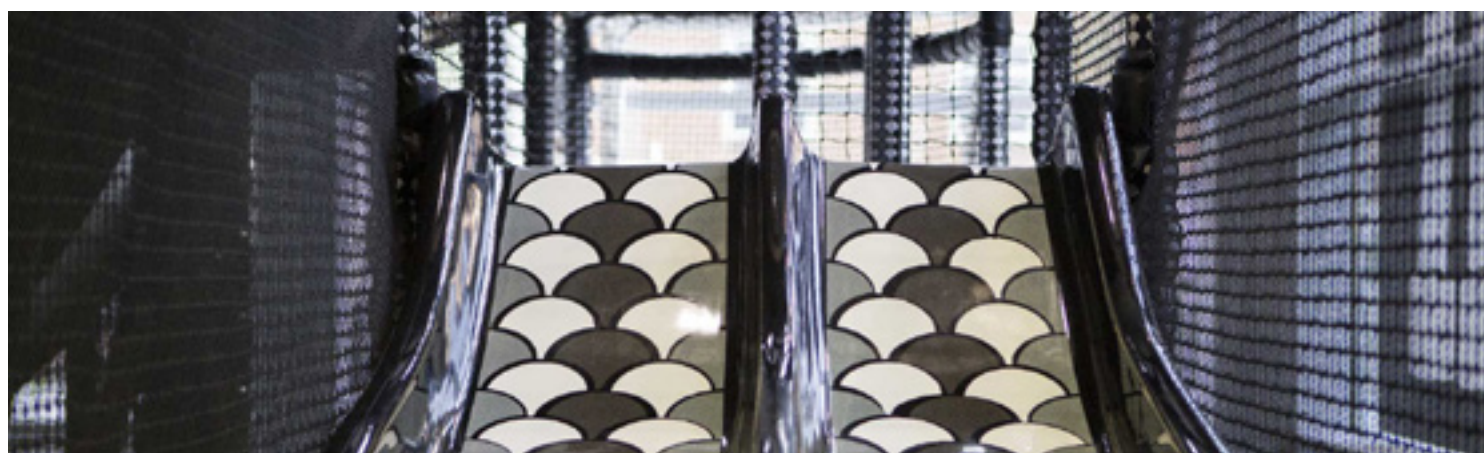
Community Inspired

Of all the recommendations made by *No-one Left Behind*, perhaps the most emphatic was the need to empower people in the Borough to play a greater role in its future through civic activity.

Culture Everywhere plays a significant part in achieving this goal. Culture cannot be created by the Council. It is the job of the Council to create the right environment for creativity, experimentation, participation and skills development.

In the art and culture sector there is significant expertise around approaches to collaborative, activist and democratic processes for producing, sharing and learning about culture. In this Borough this work has been pioneered by Studio 3 Arts and Creative Barking and Dagenham.

The Cultural Connectors, *The White House*, Studio 3 Arts and *Everyone Everyday* are all significant steps towards building a cultural landscape in the Borough where residents and cultural practitioners are supported to come together to make culture happen.



The Idol



Studio 3 Arts Creative Barking & Dagenham
Artist Harald Smykla drawing portraits on slices of apple at his market stall as part of his landmark commission 2014 ©Matthew Andrews

One Borough, *One Community* is the one of the core principals of the Borough. In order to achieve this, we must work together to express what is unique about ourselves and celebrate our diversity. A commitment across all areas of cultural activity in the London Borough of Barking and Dagenham to strengthen the contribution of residents and broaden the number of small, interest-focused groups will lead to:

- greater diversity in the cultural offer
- development of new social networks
greater social cohesion
- real social change in terms of building confidence, skills and educational and employment opportunities.

Culture Everywhere

This strategy proposes that culture is everywhere and belongs to us all. Our ambition is to embed a sense of the importance of culture throughout the Borough across services and sectors. Within the Council we want to see this strategy reflected across the commissioning objectives of all services. We want to see the business community, the voluntary sector, developers and social enterprise more closely aligned with the cultural vision for the Borough. We need to make the case for the important role culture has to play in all areas of society including public health, heritage, education and housing.

Building Capacity

It is essential we support cultural organisations in the Borough to become more resilient, ambitious and to collaborate with a range of partners including other cultural organisations, business and funders. The future of culture in the Borough should be more complex with a broader range of organisations and activity supported through coherent processes for governance, collaboration and information sharing.

The Centre of Culture

The cultural narrative of the London Borough of Barking and Dagenham is different to that of any other Borough. We must build confidence in our history and future potential. We are not on the edge of London or the edge of culture. We are at the heart of it.

Setting Standards

This new strategy for culture enables us to be more clear about how we expect to work and the standards we hope to achieve. We will be more clear on our expectations about artistic quality, community involvement, social impact and how we communicate the cultural offer.

Good Partnerships

As we strive to create a diverse and ambitious cultural offer *within* the Borough we must develop new relationships with artists and organisations *outside* of the Borough. We will be confident about who we want to work with and our expectations for partnership. We will create a guiding framework for new partnerships ensuring that local people, external partners and local cultural organisations benefit. We will be pro-active about instigating new relationships and opportunities within and outside of the Borough.

New Connections

The future success of the Borough and its cultural life depends on us welcoming new neighbours and embracing new approaches. We want to create a place that feels comfortable in its own skin; where ideas and opportunities are welcomed from inside the Borough and beyond.

London is moving east. We will continue to see new communities including creative practitioners and businesses seeking affordable spaces to live and work in the Borough.

We will work to support these new communities to ensure they remain here and contribute to the economic and cultural success of the Borough.

As the Borough embarks on an era of expansion and development in the built environment we must learn from the lessons of other London Boroughs where the scale of growth has been such that communities have been dis-placed and newer communities have themselves been priced out. A vision for growth in the London Borough of Barking and Dagenham should be led in a controlled and sustainable way to ensure cultural change benefits everyone and *lasts*.



GLOW. Emily and Grace ©Mark Sepple

Communication

We must become better at communicating what cultural opportunities there are in the Borough. People need to know what is going on in the Borough whether they are visitors or residents.

We must implement an ambitious communications strategy targeting both people within the borough and outside. There needs to be a shift in how we are communicating everything from volunteering opportunities and museum events to large-scale festivals.

New Talent

We strive for a place where no-one is left behind and where everyone can produce and experience culture for fun, for learning, for personal enrichment and for employment. A place where every adult and young person from birth to 25 is supported to be creative, to experience high quality cultural experiences and to learn about their culture and the culture of others.

We will support people of all ages to access education, training, voluntary experience, apprenticeships and employment through cultural activities. We will harness the skills and expertise of local residents, schools, businesses and cultural organisations to develop work experience and mentoring in schools and colleges. We will become better at using digital technologies to share, innovate and inspire.

Culture in Place

The shaping of place in the Borough is hugely topical not least because we are about to witness an acceleration in house building including the development of Barking Riverside—one of the largest new housing conurbations since the Becontree Estate was built in the early Twentieth Century.

Design and architecture fall within the remit of regeneration but they are hugely important expressions of culture. This strategy focuses on how people living in the Borough are given opportunities to affect how places are being interpreted and shaped and makes active steps to bring developers, housing providers and planners into the scope and ambition of this strategy.

Objectives and Deliverables

12	1. Community Inspired	19	6. Good Partnerships
13	2. Culture Everywhere	20	7. New Connections
15	3. Building Capacity	21	8. Communications
17	4. The Centre of Culture	22	9. New Talent
18	5. Setting Standards	24	10. Culture in Place

I. Community Inspired

We will encourage new cultural activity led by local residents because we want to build confidence and encourage innovation throughout the Borough. This will support new and existing sustainable cultural activity and reflect the many cultures of the Borough. We will build on the significant knowledge and expertise already developed within the art and cultural sector to support dialogue, collaboration, leadership and participation in culture for all communities.

- I. We will seek to inform *Everyone Everyday* as it develops and enhance the programme through strong connections with the cultural sector. We hope to identify ways in which new *Everyone, Everyday* initiatives around culture can be supported by existing cultural organisations and informed by their expertise in facilitating collaboration, participation and activism. We hope to inform ways in which it will reinforce and add weight to community-led initiatives already established such as Cultural Connectors and *The White House*.
- II. Informed by the work already undertaken by Creative Barking and Dagenham through the Cultural Connectors it is suggested that a new raft of informal public forums or *Conversation Spaces* are introduced by all organisations working in the

Borough such as Creative Barking and Dagenham (CBD), the Council and external partners such as Bow Arts, BFI, and the Royal Shakespeare Company for local people to understand what plans there are for cultural activity in the Borough. It will take time to build momentum for these opportunities and we think existing networks such as Cultural Connectors, *The White House, Company: Movement Deals and Drinks*, resident associations, history groups and craft groups are a good place to begin.

- III. We recommend that the Cultural Connectors (CC) group are supported develop direct links with other cultural organisations in the Borough which will be of mutual benefit to CC members and other organisations.
- IV. We hope to see aspects of major council-run public events such as

The Summer of Festivals to be devolved to smaller groups reflecting the many cultures of the Borough and in order that they become more culturally diverse in their vision. Commissioning organisations such as the Council and CBD have a large part to play in making this happen.

- V. These processes need to be visible and shared as part of the communications strategy.



DAGFEST 2016 Anita Adeshina



GLOW ©Mark Sepple

2. Culture Everywhere

We will promote a vision for culture everywhere for its intrinsic, social and economic value. Culture should be on the agenda for every service and sector in the London Borough of Barking and Dagenham from housing to social care, private enterprise and the voluntary sector.

If we can achieve a far-reaching courageous approach to culture in the Borough, we will see an increase in civic and cultural activity, levels of engagement and participation and significant changes in how it feels to live in the Borough and how we are perceived beyond.

I. We will embrace the three values of culture across the cultural vision for the Borough. We will use this to drive a cultural ambition that:

- welcomes quality, innovation and risk-taking
- supports learning and developing new skills
- triggers social change and gives all communities opportunities to experience and create culture on their own terms.

II. We will develop streamlined equitable commissioning opportunities for cultural organisations wanting to work in the Borough in order to support the vision that culture is everywhere – across services and for all communities.

We recommend:

a) A new Council Cross-Service Commissioning Group for Culture meeting each quarter to drive *Culture Everywhere* across services. This should be chaired by a member of the Culture and Recreation Team. Initially this should be attended by commissioners for Regeneration, Barking Healthy New Town, representatives of Barking Riverside Ltd, Education, Children and Young People and Health.

b) The objectives for this group will be to:

- Respond to the recent council document *Commissioning for Better Outcomes for Barking and Dagenham* to promote high quality cultural provision in the Borough.
- Look to the recommendations from the Arts Council of England Cultural Commissioning report *The Art of Commissioning* for the potential benefits, cost savings and best practice for commissioning arts and cultural organisations to shape and deliver core services and bring social value through culture.
- Devise a new clear application process for arts and cultural organisations to apply for future commissioning opportunities with a timeframe of at least 1 year for organisations to devise programmes and potentially seek match funding.
- All future commissioning opportunities should be shared through the Council Cross-Service Commissioning Group – to be shared via the Cultural Partnership and promoted to arts and cultural organisations within and outside of the Borough.
- Devise an approach for sharing future commissioning opportunities outside of the Borough through peer networks.
- It is important that new organisations from outside the London Borough of Barking and Dagenham are commissioned in order to diversify the range of work in the Borough.

- Ensure a coherent approach linking this strategy with other Borough strategies most notably the Heritage, Libraries and *Parks and Open Spaces strategies*. For example, it is crucial that the new Parks and Open Spaces Strategy results in more diverse cultural events to taking place in our parks. The new *Heritage Strategy* should contribute to the new *Creative Entitlement* for young people and skills and training across the Borough. The *Libraries Strategy*, whilst quite rightly focussing on reading and learning as a key part in reducing inequalities, will also recognise the pivotal role libraries can play in improving digital inclusion and their increasingly important place-shaping role in connecting people and providing places for people to come together.

III. In order to galvanise existing momentum in the Borough around the value of culture for people in east London, and to maximise future opportunities we propose the Borough will bid to be the London Borough of Culture in 2020.

IV. In order to better communicate the breadth and dynamism of cultural opportunity in the Borough it is recommended that the Cultural Partnership (including external arts organisations), Council services and

the Cultural Education Partnership (CEP) work together to deliver an annual shared cultural programme.

These overarching projects should be convened by external Creative Programmers whose job it will be to:

- devise an overall curatorial vision and critical rationale for the programme (allowing for individual organisations to have creative freedom within the structure)
- support innovation and collaboration across sector, policy and organisations
- drive an effective communications strategy for the Borough and beyond
- support communication across organisations
- ensure a broad range of communities contribute to these programmes
- maximise the strategic impact of these programmes across Council services
- connect with the lead officer from the Culture and Recreation Service to ensure there is core funding for the programme
- support individual organisations to fundraise or re-direct existing funding to support the programme.

The next shared programme opportunities are:

- *2017/18 Young People's Year of Culture (co-ordinated by the Cultural Education Partnership)*

- *2018 Year of Women and Activism* (this lead-in time is not as long as we would prefer)
 - *2019 Celebration of Suburbia* – Borough-wide programme of events to celebrate the importance of the hinterlands of London and the countryside.
 - *2020 The London Borough of Culture*
 - *2021 Centenary of the Becontree Estate and the second part of Celebration of Suburbia*
- V. It is recommended that large festivals led by the Council and CBD should continue to be devolved from single organisations and delivered as collaborations by a range of smaller organisations including faith, LGBT and disability groups. This will support greater collaboration and a more diverse and representative view of cultural activity across the Borough. Commissioning opportunities should be shared via the Cultural Partnership, Cultural Education Partnership and input should be gathered and through the new *Conversation Spaces* and Cultural Connectors.
- VI. We propose a major new programme built specifically around the ambitions of the Barking Riverside Healthy New Town. Here we proposed a significant new commission (or series of commis-

sions) for cultural organisation/s to lead on *New Town Culture*. This new programme will build on the work already being delivered by Studio 3 Arts and the Cultural Connectors in Barking Riverside, to deliver a programme of activity closely tied in with the strategic objectives of the Healthy New Town. Crucially the project will be located in Barking Riverside and we would like to encourage the commissioned organisation/s to be based *in* the locality full time. The commissioned programme should represent the best possible approaches to working collaboratively with local residents *and* critical and robust artistic practice.

New Town Culture will be closely aligned with Barking Riverside Ltd, Barking Riverside Healthy New Town, the Council, local cultural organisations and civic infrastructure and will set-out to provide robust evidence for the impact of cultural provision on public health and civic participation. We will work with a Higher Education partner to develop a body of evidence to inform future commissioning.





Comapny Drinks

3. **Building Capacity**

The future success of art and culture in the Borough is partly dependent on a raft of resilient, ambitious and autonomous cultural organisations based in the London Borough of Barking and Dagenham. Added to this, coherent processes for communication and collaboration between organisations and across sectors including voluntary, business and council services. Alongside this there is need for a more streamlined and equitable approach to commissioning cultural organisations.

- I. Capacity within the Council Culture and Recreation Service should be increased with new team members including:
 - a) Culture Strategy and Commissioning Manager – to lead on the ethos of *Culture Everywhere* ensuring strategic links are made across services and sectors and chairing the Cultural Partnership. It is essential this role is less about programme delivery and more about facilitating a programme devolved to cultural partners.
 - b) Funding Manager – this role should be responsible for funding areas of shared programme across organisations, linking in with other service commissioners in the Council and developing the *Green Room* project for local business. They will be responsible for exploring major new strategic opportunities such as the Arts Council of England *Ambition for Excellence*.
 - c) Evaluation Manager – as well as monitoring and feeding back to funding partners, this role should work closely with the Culture Strategy and Commissioning Manager to create and support two critical friend groups for reviewing cultural provision in the Borough and the progress of the Strategy.
 - d) The job of these postholders will be to map out the timetable for delivery of this strategy.
 - II. There is ambition to see the Cultural Partnership grow as a powerbase for cultural organisations to collaborate, discuss, organise, lobby, build resilience and share expertise and resources.
- The Cultural Partnership should meet every three months for a half-day meeting. Members will be comprised of any group or organisation delivering any public cultural programming in the Borough including locally and externally-based organisations. New arts organisations working in the London Borough of Barking and Dagenham will be encouraged to join. Currently the burden for chairing and co-ordinating these meetings falls to Studio 3 Arts. It is recommended the Cultural Partnership is co-chaired by the existing Chair and a member of the Council Culture and Recreation Service who will lead on the delivery of *Culture Everywhere* in the Borough and has the benefit of no programming responsibilities. The Chair representing the Council will:
- convene meetings and form agenda
 - inform the Partnership of relevant strategic developments
 - invite external people to present
 - update and circulate a shared programme overview across organisations
 - co-ordinate evaluation processes.

The objectives of the CP are to:

- a) to work across all four LBBD cultural strategies: *Culture Everywhere*, *Heritage*, *Libraries and Parks* and *Open Spaces* and work to highlight opportunities and strategic links for example events in parks, new Eastbury Manor and Barking Abbey projects and the *Pen to Print* programme in libraries.
- b) bring together all cultural organisations working in the London Borough of Barking and Dagenham around shared programming opportunities
- c) share individual programming plans six months ahead and collate long-term planning
- d) invite speakers including external commissioners and funders, developers, housing providers, Council service commissioners, Council Communications Team, policy experts, artists etc.
- e) the Chair will take part in the new Council Cross-Service Commissioning Group for Culture and will report to CP.
- f) Inform how cultural opportunities are communicated across the Borough.
- g) build resilience within local organisations
- h) share funding and commissioning opportunities
- i) reflect on *Culture Everywhere* and how organisations are delivering it
- j) work together to support the review

and evaluation of artistic cultural programming in the London Borough of Barking and Dagenham

- k) monitor and report progress of the Creative Entitlement offer.

- III. In three years CBD will no longer be funded by the Arts Council of England and it is essential we build on the legacy of their work to ensure the scale of ambition represented by CBD becomes integral to the cultural offer in the Borough.

There are a number of experienced and established arts and cultural organisations based in the Borough. Studio 3 Arts is currently the only National Portfolio Organisation (NPO) based in the London Borough of Barking and Dagenham. There are external NPO's working here including Create, the Barbican and Bow Arts. We would like there to be at least one more based in the Borough in 5 years.

There is some work to be done to ensure organisations are more resilient. By this we mean:

- they have supportive and pro-active Boards of Trustees
- they are strategically connected to policy, funding, sponsorship and commissioning opportunities beyond the Borough

- they have stable long-term sites – as appropriate e.g. office space for peripatetic organisations
- they are connected across sectors (voluntary, Council and business) within the Borough
- they are developing their professional practice and pushing artistic boundaries through links with other professional organisations for example links with theatres, galleries, artists, arts publications and Higher Education
- their work is reviewed in order for them to develop and grow
- support to provide training for smaller cultural organisations with business planning and accounting.

It is recommended that Creative Barking and Dagenham (CBD) and the Arts Council of England, with support from the Council Culture and Recreation Service are best placed to support organisations around these objectives. CBD are already delivering a new programme strand to support capacity building in the local cultural sector and this should be viewed as part of a larger objective to ensure that the expertise of CBD is shared across multiple local organisations. We would like to see a structured programme of support for local organisations delivered with the Arts Council.



Company Drinks

4. The Centre of Culture

We will work together to build our reputation for being bold, intelligent, talented and informed by a unique, important history. We must embrace our place as a London Borough in order for us to benefit from the resources, opportunities and potential new visitors this brings. As London moves east we will seize this opportunity to create our own confident cultural centre. Cultural activity will lead to new social networks that cut across traditional demographic divisions around ethnicity, class, geography, education, faith and wealth.

I. The Growth Commission recommended two new anchor institutions in the London Borough of Barking and Dagenham. There are currently four cultural anchor institutions proposed for the Borough. *The East End Women's Museum in Barking* and *a Museum of Industry* at the former Ford Stamping Plant in Dagenham are being developed by the Council, as well as a private sector development of a new live music venue and cinema in Barking Town Centre.

We welcome the ambition and local relevance of these projects and it is recommended that an external group of museum practitioners are invited to carry out research around the scope for the two council-led projects. We would also welcome a

range of possible models for these institutions including scope to encompass existing organisations such as cultural organisations or learning providers. It is recommended that particular attention is paid to:

- the staffing of these new institutions and ambitions for opening times and visitor services
- potential for audience take-up
- building and design
- curatorial approach
- long term funding
- board composition
- potential for new art commissioned in these spaces.

II. We propose a new borough-wide initiative to create *The Story So Far* – a new plaque scheme to complement the English Heritage Blue Plaque

scheme. This will commemorate important local figures including local artists, athletes, celebrated dinner ladies and community activists. This consolidates the ambition for *Culture Everywhere* and emphasises the achievements of our residents in the culture sphere

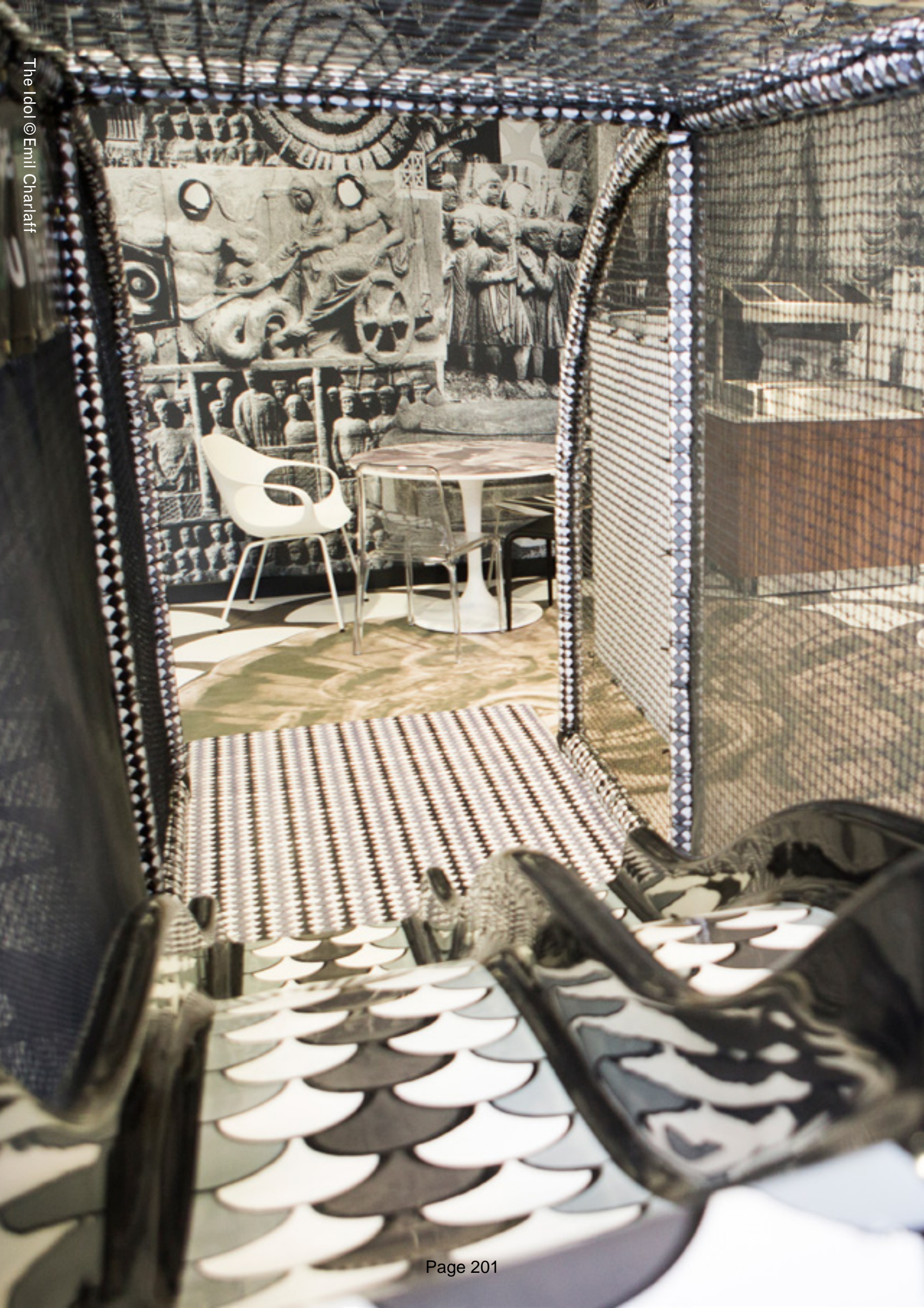
- III.** We invite the Council Cross-Service Commissioning Group for Culture, the Cultural Partnership, the Cultural Education Partnership and the new Cultural Citizens programme to join forces to launch a new Creative *Entitlement* from birth to 25 for every young person living in the Borough. Building on the work of the Cultural Education Partnership including groundbreaking early years cultural provision and the school cultural leadership programme we propose to launch a coherent set of cultural commitments for all young people.

We will build on the existing Cultural Entitlement to launch a new comprehensive ambition to encompass the youth sector, schools and colleges, voluntary learning, apprenticeships, informal learning and further education. We will involve our cultural partners including higher education and cultural organisations in delivering this entitlement. The new entitlement will build on the significant

work of schools and the CEP and the work of other organisations such as the Broadway Theatre, Barking and Dagenham Youth Dance, Studio 3 Arts, Green Shoes Arts and Barking and Dagenham College.

The Creative *Entitlement* will aim for all young people to have opportunities to:

- a.** Regularly express their ideas, thoughts and feelings and stimulate their imagination through creative activities in youth clubs, school, college and in other formal and informal learning settings.
- b.** Regularly take part in organised creative activities, such as storytelling, music-making, dance, art, design and craft in a range of formal and informal learning settings.
- c.** Access a range of opportunities each year to experience high quality cultural activity in professional venues such as a theatre, cinema, music venue, museum, gallery, library or heritage site.
- d.** Have opportunities to share their creative achievements with a range of people.
- e.** Meet with professional practitioners such as artists, curators, actors, dancers, authors.



- f. Learn about creative activities and resources available to them in their local area.
 - g. Learn about future pathways for enjoyment, learning and careers in the cultural sector.
 - h. From Key Stage 3 have opportunities for work-based learning, mentoring, apprenticeships and volunteering in the cultural sector.
- IV.** A major new annual shared programme should be supported across the London Borough of Barking and Dagenham to amplify the cultural significance of the Borough for example 2018 Year of Women and Activism, the 2021 Celebration of Suburbia.
- V.** The Borough will continue to be recognised by the Heritage Lottery Fund as a Priority Development Area until 2019. Priority Development Area status has brought huge benefits to the Borough. Since 2013 Borough-based organisations have secured twenty-five awards from the Heritage Lottery Fund with a value of over £3 million. These include the Council's transformation of the townscape around Abbey Green and Barking High Street Conservation Area,

Create's recent exhibition about local celebrity designer Hardy Amies, Wellgate Community Farm's project to involve local people in educational farm-based activities and the Studio 3 Arts celebration of the lives of residents of the Gascgoine Estate, whose stories are now archived at the Local Studies and Archives Centre at Valence House Museum.

As a Borough that is rich in cultural, industrial and natural heritage but with low levels of engagement around heritage, it is critically important that the Council and local community and voluntary organisations make the most of this generous but time-limited opportunity from the Heritage Lottery Fund. Supporting and celebrating heritage will play a significant part in our ambition to place the Borough at the centre of its own cultural story.

5. Setting Standards

It is important that cultural opportunities in the Borough are high quality and contribute to the success of the Borough. In order to achieve this we must create a methodology for evaluating our work.

Our aim is to encourage experimentation and ambition in the cultural output of the Borough, but this must be underpinned by robust evaluation to ensure excellence in everything we do.



Studio 3 Arts



Tune Into Sanity FM c/o Patrick Goddard

- I. We propose a new external group of interested critical friends comprised of experienced practitioners from arts and culture such as museums, galleries, theatre, and higher education. This group of around five practitioners will be invited to critique individual cultural projects in the Borough. This process of review will be commissioned by a member of the Culture and Recreation Directorate Team and shared comprehensively with the Cultural Partnership and used as a tool for future learning. It is suggested that a model for this evaluation could be the *Quality Principles in work for, by and with Children and Young People* developed by the Arts Council of England which could be broadly applied to cultural content for all ages.

6. Good Partnerships

As we work with our partners to deliver this strategy we will be clearer about our expectations for partnership working. We will launch a framework to guide all new partnerships with cultural organisations. This will set-out clear expectations for how new activity should contribute to the ambitions for the Borough. Our aim is for creative opportunities in this Borough to be more diverse and are so we are keen to develop new relationships with artists and organisations to enable this.

- I. We propose a new framework setting out our expectations for partnerships with cultural organisations commissioned to work in the Borough and other organisations delivering cultural programming such as Barking Riverside Ltd and Future Cities. This will enable us to galvanise support from a range of stakeholders to deliver the ambitions of this strategy.
- d) Support the communication of cultural programming within and outside of the Borough.
- e) Contribute to the *Creative Entitlement* for young people and in particular support schools, colleges and youth organisations to offer mentoring, work experience and volunteering opportunities for young people and ensuring young people have access to a range of cultural experiences outside of the Borough.

The objectives are for each cultural partner to:

- a) Join the Cultural Partnership and regularly attend meetings to share and access information and ideas.
- b) Leverage match-funding and inward investment to bring additional support for work in the Borough.
- c) Work in alliance with local cultural organisations to share information and expertise.

- f) Set-up *Conversation Spaces* in order to share their ideas and plans with local residents.

These expectations will be drawn up as a memorandum of understanding to be shared with all future partners.

- II. We will all continue to support existing relationships with a range of partners such as The Guildhall



Studio 3 Arts

School of Music and Drama, the British Film Institute and The Royal Shakespeare Company. Alongside this it is crucial that the Culture Strategy and Commissioning Manager establishes new relationships with new strategic partners whose expertise could support, amongst other things, evaluation, programme delivery, research, education, peer-to-peer learning and future planning. This is an indicative list of potential strategic links going forward:

- Tate Learning: connect with Tate Collective (youth programme), school, teacher and community programmes.
- Serpentine Gallery: new opportunities for adults.
- Victoria and Albert Museum for people of all ages to engage with the history of design and manufacturing.
- The Architecture Foundation to enable local people to connect with changes to the built environment and planning and architecture.
- National Theatre and Theatre Royal Stratford to form new alliances with the Broadway Theatre.
- Museum of London to develop partnership around the proposed new anchor institutions.
- Develop links with a range of new Higher Education partners such as Birkbeck University, the University of East London, University of London to develop pathways into art and culture and research opportunities around housing and culture.
- Whitechapel Gallery and the 2018 Year of Women and Activism.
- The Foundling Museum on social justice and art.

7. New Connections

As new homes are built and house prices continue to rise we will see new communities and organisations settling permanently in the Borough. Our ambition is for them to contribute to the social, cultural and economic well-being of the Borough. Our aim is not to see new Cultural Quarters but to see a Cultural Borough with new and existing residents living alongside. If we manage this well, we will see existing communities being benefiting from change and not left behind.

- I. Cultural organisations in the Borough must take a lead in creating new alliances with business and enterprise in the Borough. There must be an invitation to local businesses of all sizes to connect with the new cultural ambitions for the Borough – with an emphasis on making friends rather than asking for sponsorship. This new endeavor should be initially led by a member of the Culture and Recreation Directorate Team with the aim to devolve connections through the Cultural Partnership.

It is proposed that *The Green Room* is a kitemark for private companies based in the London Borough of Barking and Dagenham whether they are members of BEC2 or the Chamber of Commerce. They are invited to be part of the new ambitious cultural vision for the London Borough

of Barking and Dagenham: Change is happening. Be part of it. Joining is valuable. In return they receive:

- News and updates
- Invites to private views, performances, and other cultural events
- Exclusive access to the cultural diary and opportunities for employees e.g. exhibitions of young people's work in a foyer, talks from local artists
- *The Green Room Cultural Investor* title.
- Invitation to an annual Cultural Partnership meeting.

In the long term these new alliances will lead to training and work experience for young people, new spaces for culture and investment. We should learn from the success of the Summer of Festivals



Jack & The Beanstalk c/o Chad McCail

which received support both strategic and financial from local businesses.

II. As new cultural enterprises and practitioners establish in the Borough such as the proposed music venue for Barking Town Centre and a new Film Industry hub in Dagenham it is vital links are made early on with the Cultural Partnership and CEP to ensure that strategic opportunities are not missed. It is crucial these new strategic opportunities are highlighted to the Cultural Partnership through the Council Cross-Service Commissioning Group for Culture. We must

all be alert to potential new allies and introduce them to the cultural network through the Culture and Recreation Team and Cultural Partnership.

III. New Cultural practitioners in the Borough should not feel obliged to join the Cultural Partnership or contribute to *Culture Everywhere*. They should be given autonomy but we must be clear about how they can contribute to broader ambitions of the Borough and this creative strategy should they wish to

8. Communications

We need a new more ambitious approach for communicating the cultural offer to people living in the Borough and beyond. We need an agile multi-platform approach for sharing opportunities and co-producing content that communicates to younger and older audiences and people with a range of skills and expectations.



Barking and Dagenham Youth Dance



The Mobile Museum, Verity-Jane Keefe

- I. The brand identity for the ‘Culture’ should be distinct from the main Council identity on the website. Communications for culture should be commissioned by the Council and delivered by external organisations.
- II. A new multi-platform communications strategy for Culture is needed taking into account social media, online, print, press, BDTV and other portals:
 - ‘Culture’ should become more agile and dynamic through a variety of communication platforms and with more cultural organisations contributing to online content including social networking. The council should devolve responsibility for creating content to partner organisations to ensure content is more compelling, relevant and is updated more regularly.
 - The ‘voice of culture’ should be as multi-faceted and diverse as the

cultural offer in the Borough. The online offer for culture should include a range of content generated by local people, artists and other partners.

- Local cultural forums such as the proposed Conversation Spaces and Cultural Connectors should be given strong prominence.
- Robust networks, mailing lists and press contacts should be developed for reaching new audiences and cultural organisations outside of the Borough. This could be done in partnership with national cultural institutions who might be willing to partner.
- It is strongly recommended that a new listings magazine is established and delivered to homes borough-wide. There are a number of businesses and investors who would be open to funding this initiative and housing providers could support this with dissemination. It would be filled with content about local people and cultural activity with some advertising for organisations.
- Some particularly successful projects led by the Council would benefit from gaining autonomy through their communications approach. This has already been achieved by Valence House Museum and Archives



© Marijke Steedman

and Eastbury Manor would benefit from a separate website and better national listings.

- It is also recommended that we think more about how cultural projects in the borough are captured and shared online in order to increase access and generate interest.
- III. We require a new opportunities portal for young people and adults to find cultural training and skills and volunteering opportunities. This must be centralised and hosted by the Council.
- IV. We require a skills register for local people to register their cultural skills and interests and match potential collaborators for projects.



Studio 3 Arts ©Mark Sepple

9. New Talent

Culture has a central part to play in formal and informal learning for all ages, and it is important to emphasise the crucial role art and culture play in formal education for all young people.

Better opportunities for communities to produce culture, participate, learn, complete training, volunteer, undertake apprenticeships and receive information and guidance in the cultural sector will realise the full social impact of culture in the Borough.

Our ambition is to see higher levels of engagement, enjoyment and participation in culture and increased levels of learning and employment.

- I. It should be a priority to develop a new Borough-wide cultural volunteering audit followed by a plan led by the Council and informed by Creative Barking and Dagenham, the Cultural Partnership and the Cultural Education Partnership. This cross-service, cross-sector plan should deliver a new comprehensive structured approach to volunteering, for all ages, throughout the Borough.
- II. Broadway Theatre Talent Development programmes and Cultural Connectors are examples of how local cultural organisations are already working to support adults to access information and guidance, build skills, participate and lead on cultural activity. It would be advantageous for this provision to be developed more collaboratively across organisations in the Borough. It is suggested that alongside the new volunteering plan, a group is formed from the Cultural Partnership to audit existing provision for adult learners outside of formal education.
 - and to galvanise those working in youth provision, further education (FE), schools and colleges, volunteering, apprenticeships and other informal learning settings to make this happen.
- III. The Borough is to be commended on having established a Cultural Education Partnership (CEP) with clear objectives. We believe the CEP is the appropriate body to lead on a comprehensive approach to support cultural learning and engagement
 - Our ambition is to see a more creative and reciprocal relationship between the CEP and cultural organisations such as Barking and Dagenham Youth Dance, the Broadway Theatre, Green Shoes Arts and Studio 3 Arts. It is suggested the first steps are:
 - As there is an ambition for schools to foster independent sustainable relationships with arts and cultural organisations the CEP should seek to provide guidance to schools and cultural organisations to facilitate this.
 - Informed by the Arts Council of England Cultural Commissioning research it is recommended that the CEP review their approach to commissioning arts and cultural organisations in order to:
 - allow cultural organisations to take *more* responsibility for devising projects and creating creative content
 - enable cultural organisations to seek additional funding to add value to the work of the CEP and more long-term and sustainable projects

- ensure longer lead-in times for commissioning opportunities so that cultural organisations can build projects into their strategic planning
- in order to ensure equitable opportunities for schools (and other providers) and cultural organisations to work together it suggested that commissioning opportunities should be advertised broadly and also be shared at the proposed Council Cross-Service Commissioning Group for Culture.
- a member of the Culture and Recreation Directorate Team should attend CEP meetings.
- CEP will be part of the shared cultural programme across the Borough and will work with the Creative Programmers who will conceive these overarching programmes.

II. The Culture and Recreation Service in the Council should convene a working group to develop new strategic objectives to increase the number and range of apprenticeships available in the Borough across a range of cultural settings. This should be woven into the Council's overall approach for the implementation of the new Apprenticeship Levy.

III. The CEP priority to clarify and strengthen pathways into the creative and cultural sector should be further developed in partnership with Higher Education (HE) providers.

There is certainly an appetite from HE to ensure that a 'Creative Entitlement' is articulated through partnership projects, courses and research around formal and informal learning and more broadly around art and culture. The CEP should be proactive in forging new links with a range of potential HE partners including Birkbeck University, University of the Arts London, University of East London and Goldsmiths University. The CEP should be active in brokering new relationships between HE and cultural organisations, schools, youth clubs and so on.

IV. In response to the point made by the Growth Commission that 'schools should adopt a more experiential approach to the curriculum' and building on *The Big Deal* programme by Studio 3 Arts, the CEP should give further thought to training and voluntary opportunities in the Borough. In partnership with the new Youth Zone, the new Cultural Citizens programme and Barking and Dagenham College they should aim to strengthen a borough-wide offer for training and volunteering for young people. It is proposed a new partnership project is developed with these partners called *Culture After Hours* designed to support new areas for working across school, FE and youth provision.



10. Culture in Place

In the next decade we will see significant changes in the built environment with unprecedented levels of new house building across the borough. How can we ensure that rigorous and inclusive ambitions for culture are embedded into future regeneration plans? How can we ensure that local people contribute to strategic planning? How can we ensure that Culture Everywhere is embraced by those stakeholders including architects and developers leading on the huge programme of place-making in the Borough?

- I. The London Assembly Regeneration Committee recently published the report *Creative tensions: Optimising the benefits of culture through regeneration*. One of their findings was that through the processes of regeneration “There are tensions between ‘old’ and ‘new’ residents and communities, as people are priced out due to rising rents and “rocketing property costs”. One risk is that “Certain groups are marginalised, which leads to homogenisation of the type of residents in an area and the culture on offer.”

This Borough is perfectly placed to set a precedent for how existing grassroots cultural activity *as well as* new cultural opportunities can be supported through a robust cultural strategy that is clearly reflected in all future development plans. It is

absolutely key that the ambitions of this cultural strategy are reflected in future regeneration planning.

Key steps to achieve this are:

- a. The Council should plan in a systematic way to utilise section 106 and Community Infrastructure Levy contributions to address shortcomings in cultural facilities and other infrastructure.
- b. When the new regeneration public company, Be First, takes the lead on future development and regeneration in the Borough, it is essential that *Culture Everywhere* is embedded into the objectives of the new organisation.
- c. It is essential that future commissioning opportunities for culture led by Regeneration, devel-

opers and housing providers are shared equitably with the Cultural Partnership and cultural organisations outside of the Borough. It is recommended that Barking Riverside Ltd is part of the new Cultural Commissioning Working Group. It is also suggested that a lead from Culture and Recreation attends the Barking Housing Zone group and is connected with all other new developments in the Borough.

d. The recent Borough Characterisation Study has identified ten distinct geographic areas in the Borough. It is proposed that there will be new Area Board Panels to lead on frameworks for design and it is essential that this cultural strategy forms part of their agenda and that cultural experts as well as planners, architects and local residents are represented on the Boards.

e. It is essential that cultural projects commissioned by Regeneration, developers or housing providers are evaluated alongside other cultural programming as part of the broader commitment to raising standards for culture.

II. Amongst the recommendations in *Creative tensions: Optimising the benefits of culture through*

regeneration it is suggested that affordable cultural workspace should be part of every large new planning development in the Capital. The Borough is well placed to set a precedent for integrating live and workspace for cultural practitioners into all regeneration plans.

First steps to achieve this are:

a. The Borough is already pioneering this ambition and working closely with Create to develop new workspace and housing for cultural practitioners that also provides local communities with new cultural opportunities and is relevant to what cultural practitioners actually need. It is suggested that this pilot is extended to develop more socially engaged, visionary and exemplary live and workspace to benefit both local residents and cultural practitioners in Barking Riverside.

b. The Borough should position itself as a potential *Creative Enterprise Zone* in London where both affordable housing and workspace are located together.

c. The Council and the Cultural Partnership must work together to ensure that cultural organisations such as Barking and Dagenham Youth Dance and Green Shoes Arts based in the Borough have adequate long-term workspace. This should

- be initiated through an audit of workspace and an audit of future need for organisations to result in an action plan to ensure local organisations have good long-term affordable premises.
- d. The Council should undertake a new audit of existing capital assets and these should be shared at the new Cultural Commissioning Working Group in order to identify future opportunities to support new and existing cultural activity.
 - e. Going forward it would be more equitable to develop a rationale for determining which spaces and premises the Council can offer potential new incoming cultural organisations and practitioners. The new residential development for creative practitioners led by Create in Barking is a model for good practice with a transparent set of criteria for selection and this should inform the rationale.
- III. Linking with the Parks and Open Spaces Strategy 2016 there should be a new set of programming plans built around the objective to support more events in parks. This should be reflected in new cross-Borough shared programmes, in the work of the Cultural Partnership and other cultural programming.
 - IV. The Council should commission a new strategy for art in the public realm in order to provide clear guidance and raise standards for all those invested in placemaking in the Borough.

Appendix 1 Actions:		
ACTION	STRATEGY REFERENCE	TIMESCALE
1 Culture and Recreation Team devise timetable for delivery of actions.	3.I (d)	June 2017
2 CP and Culture and Recreation Team work with <i>Everyone Everyday</i> to shape expectations for culture in PC and explore role existing cultural organisations will play in delivering <i>Everyone Everyday</i> .	1.I	June – Sept 2017
3 <i>New Conversation Spaces</i> set-up by range of organisations to trigger dialogue with local communities around cultural plans and opportunities.	1.II	2018–22
4 Develop strategic approach to support Cultural Connectors to work with other cultural organisations in the Borough.	1.III	2017–28
5 Large-scale festivals and events supported through core funding and devolved to smaller and groups and organisations to increase range of voices and audiences and links made with Parks and open Spaces Strategy to utilise civic spaces.	1.IV	2018–19
6 Set-up new Council Cross-Service Commissioning Group for Culture to meet quarterly	2.II (a)	From Sept 2017
7 Devise new commissioning processes based on the new <i>Commissioning for Better Outcomes for Barking and Dagenham and Art of Commissioning</i> recommendations	2.II (b)	From Sept 2017
8 Devise new processes for sharing commissioning opportunities within and beyond the Borough	2.II (b)	From Sept 2017
9 Develop bid for London Borough of Culture	2.III	2017

<p>10 Establish core funding for shared programmes for annual Borough-wide shared programmes</p>	<p>2.IV</p>	<p>Ongoing from May 2018–22</p>
<p>11 Commission external creative programmer to convene annual Borough-wide shared programmes</p>	<p>2.IV</p>	<p>From Autumn 2017</p>
<p>12 Working with BR Healthy New Town and Higher Education Partner to develop <i>New Town Culture</i> to commission new programme of activity in Barking Riverside.</p>	<p>2.V</p>	<p>From January 2018</p>
<p>13 Employ new Council Culture and Recreation Service members to support the delivery of the Culture Strategy</p>	<p>3.I</p>	<p>Summer 2017</p>
<p>14 Culture Strategy and Commissioning Manager and Studio 3 Director co-chair CP meetings which take place quarterly with new agenda and membership criteria</p>	<p>3.II</p>	<p>From Jan 2018</p>
<p>15 Implement new Cultural Partnership objectives</p>	<p>3.II</p>	<p>From Sept 2017</p>
<p>16 CBD to devise programme in partnership with ACE and Council to support peer cultural organisations to develop resilience</p>	<p>3.III</p>	<p>2017–20</p>
<p>17 Secure funding and commission feasibility research for <i>The East End Women’s Museum and a Museum of Industry</i></p>	<p>4.I</p>	<p>2017–18</p>
<p>18 Invite external organisations to realise a new borough-wide plaque scheme.</p>	<p>4.II</p>	<p>2018</p>
<p>19 Bring together representatives of CEP, CP and Council Cross-Service Commissioning Group for Culture to establish the <i>Creative Entitlement</i>.</p>	<p>4.III</p>	<p>2017–22</p>

20 Map out processes for new process of practice review and evaluation through critical friends group.	5.I	Autumn 2017
21 Set-up group of critical friends to review cultural programmes in the Borough.	5.I	2018
22 Formalise and disseminate new guidance framework and MOU for partnership working with cultural partner organisations – share widely with CP, CEP and Council Cross-Service Commissioning Group for Culture.	6.I	2018
23 Develop new strategic links with new partners outside of the Borough based on the new guidance framework.	6.II	Ongoing 2017–22
24 Set-up <i>The Green Room</i> for local business	7.I	2018
25 Ensure strategic links are made with new music venue in Barking Town Centre and new Film Industry hub in Dagenham with Culture and Recreation Team, Creative Partnership and CEP as soon as possible to ensure huge opportunities for programme, funding and skills and training are developed.	7.II	2018
26 Commission new communications strategy including new brand for 'LBBD Culture'	8.II	2017–18
27 Approach business sponsors to support new listings magazine	8.II	2018
28 Set-up online new training and volunteering information portal for culture including a skills register	8.III	2018
29 Create a new Borough-wide cultural volunteering audit and plan led by the Council and informed by Creative Barking and Dagenham, the Cultural Partnership and the Cultural Education Partnership.	9.I	2017–18

30 Form group from Cultural Partnership to develop a Borough-wide audit of existing provision for adult learners outside of formal education.	9.II	2017–18
31 CEP develop guidance for schools and cultural organisations in initiating and sustaining independent relationships	9.III	2017–18
32 CEP review and streamline commissioning processes for cultural organisations	9.III	2017–18
33 The Culture and Recreation Team in the Council should convene a working group to develop a new cultural strategic plan for increasing the number of cultural apprenticeships available in the Borough	9.IV	2017–18
34 CEP develop better links with HE to develop future work and pathways	9.V	2017–19
35 CEP <i>Culture After Hours</i> in order to develop vocational learning, volunteering and training through work with FE colleges, the new Cultural Citizens programme and Youth Zone	9.VI	2018–22
36 Embed objectives from <i>Culture Everywhere</i> in future Section 106 and Community Infrastructure Levy projects in major new developments	10.I.a	2017–18
37 Work with Be First to ensure objectives of <i>Culture Everywhere</i> are incorporated within the agenda of the new Board from Oct 2017	10.I.b	2017–18
38 BR Ltd attend Council Cultural Commissioning Working Group	10.I.c	2017–18
39 Culture and Recreation Team represented at Barking Housing Zone meetings and all other similar new developments in the Borough	10.I.c	2017–18

<p>40 Ensure new Area Board Panels have cultural organisations represented and culture is on the rolling agenda.</p>	<p>10.I.d</p>	<p>2017–18</p>
<p>41 Extend new evaluation plans to include all cultural projects commissioned by Regeneration, developers, studio or housing providers</p>	<p>10.I.e</p>	<p>2017–18</p>
<p>42 Develop new socially engaged, visionary and exemplary live and workspace to benefit both local residents and cultural practitioners in Barking Riverside.</p>	<p>10.II.a</p>	<p>2017–22</p>
<p>43 The Borough should position itself as a potential <i>Creative Enterprise Zone</i> in London where both affordable housing and workspace are located together.</p>	<p>10.II.b</p>	<p>2017–18</p>
<p>44 Undertake a new audit of existing Council capital assets and these should be shared at the new Cultural Commissioning Working Group to identify future opportunities to support new and existing cultural activity.</p>	<p>10.II.c</p>	<p>2017–18</p>
<p>45 Audit existing workspaces used by and future need for organisations currently based in LBBD to result in an action plan to ensure local organisations have good long-term affordable premises.</p>	<p>10.II.d</p>	<p>2017–18</p>
<p>46 Regeneration create clear set of criteria for assessing which cultural organisations and practitioners should be prioritised for support with live and work space in the Borough</p>	<p>10.II.e</p>	<p>2017–18</p>
<p>47 Linking with the Parks and Open Spaces Strategy 2016 there should be a new set of programming plans built around the objective to support more events in parks. 10.III 2017-18</p>	<p>10.III</p>	<p>2018</p>
<p>48 Commission a new Council strategy for art in the public realm.</p>	<p>10.IV</p>	<p>2019</p>

Appendix 2 Projects:		
TITLE Description	STRATEGY REFERENCE	TIMESCALE
<p>1 Conversation Spaces New programme of regular informal conversational groups on culture delivered by a broad range of cultural organisations across the London Borough of Barking and Dagenham</p>	1.II	2018–22
<p>2 Our Festivals Fund A pool of funding from across the festivals budget to commission smaller organisations and groups to programme and lead on delivery</p>	1.IV	2018–22
<p>3 The Cultural Commissioning Project Funding to support a radical new approach to public service commissioning through culture responding to the Cultural Commissioning objectives in the Culture White Paper. The project would lead to new cross service commissioning and procurement procedures developed in consultation with cultural organisations.</p>	2.II.a 2.II.b	2017–20
<p>4 London Borough of Culture Apply for London Borough of Culture status.</p>	2.III	2017–20
<p>5 Annual Borough-wide Shared Programme Develop core funding to support annual borough-wide shared programmes and to commission external creative programmers/curators to devise</p>	2.IV	2017–22
<p>6 New Town Culture Major project linked to Barking Riverside Healthy New Town with cultural organisations and HE to gather research around culture and public health</p>	2.V	2017–27

<p>7 Anchor Institution Research Project Secure research funding to support external feasibility study for proposed new <i>The East End Women’s Museum and a Museum of Industry</i></p>	<p>4.I</p>	<p>2017–18</p>
<p>8 The Story So Far Plaque Project Major project led by external cultural organisation to develop new plaque scheme to commemorate important local people</p>	<p>4.II</p>	<p>2019</p>
<p>9 A new Creative Entitlement for social change Fundraise for radical new commitment to culture provision for young people – could frame around social justice and potentially invite external organisation to lead on a bid.</p>	<p>4.III</p>	<p>2017–22</p>
<p>10 Communicating Culture Commission far-reaching new communications strategy and ‘re-branding of culture’ to radically change how we are articulating the cultural offer in the London Borough of Barking and Dagenham.</p>	<p>8.II</p>	<p>2017–19</p>
<p>11 Listings Magazine Seek private sponsorship for new listings magazine.</p>	<p>8.II</p>	<p>2018–22</p>
<p>12 The Green Room Seek funding to support new initiative to nurture links with business and enterprise sector.</p>	<p>7.I</p>	<p>2018–22</p>
<p>13 Culture Online Fund project led by artists to develop a new online cultural portal for accessing information about new skills, cultural opportunities and volunteering.</p>	<p>8.III</p>	<p>2017–20</p>

<p>14 Culture After Hours A new project with the aim of bringing schools, Youth Zone, the new Cultural Citizens programme and Barking and Dagenham College together with the remit of developing vocational, informal and work-based cultural opportunities for young</p>	<p>9.VI</p>	<p>2018–20</p>
<p>15 Culture in Our Time Develop audit of existing cultural voluntary opportunities and to result in new Borough-wide plan for shared provision across organisations.</p>	<p>9.I</p>	<p>2017–18</p>
<p>16 Homes for Artists Invite cultural organisation to lead on major new project to develop pioneering new housing and work space for artists in BR.</p>	<p>9.II</p>	<p>2017–27</p>
<p>17 Culture Lives Longer A new programme led by CBD drawing in external expertise from the Arts Council of England to develop training for skills, to support resilience and provide resources for local cultural organisations</p>	<p>3.III</p>	<p>2017–20</p>
<p>18 Cultural Partnership Professional Development It could be useful to fundraise to increase the scope for CP to invite speakers, organise research trips and build knowledge and expertise.</p>	<p>3.II</p>	<p>2017–22</p>
<p>19 Creative Enterprise Zone Create ambitious new plan to present Borough as <i>Creative Enterprise Zone</i> for London.</p>	<p>10.II.b</p>	<p>2017–22</p>
<p>20 Art in the Public Realm Council commission new strategy.</p>	<p>10.IV</p>	<p>2019</p>

Appendix 3 | Strategic Context:

CORE

No-one Left Behind Barking and Dagenham Growth Commission Report (2016)

<https://www.lbbd.gov.uk/business/growing-the-borough/our-strategy-for-growth/overview-2/>

The Culture White Paper (2016)

<https://www.gov.uk/government/publications/culture-white-paper>

One borough; One community; London's growth opportunity

<https://www.lbbd.gov.uk/council/priorities-and-strategies/vision-and-priorities/overview/>

MIDDLE

The Art of Commissioning (2016)

https://www.ncvo.org.uk/images/documents/practical_support/public_services/cultural-commissioning/the-art-of-commissioning-April-2016.pdf

Everyone Everyday (2016)

<http://www.participatorycity.org/the-illustrated-guide/>

Barking and Dagenham Townscape and Socioeconomic Characterisation Study,

To be completed in 2017 and shared here:

<https://www.lbbd.gov.uk/residents/planning-and-building-control/planning-guidance-and-policies/local-plan-review/evidence-base/>

Creative tensions: Optimising the benefits of culture through regeneration, London Assembly Regeneration Committee (2017)

https://www.london.gov.uk/sites/default/files/london_assembly_regeneration_committee_-_creative_tensions.pdf

TOP

Barking Riverside Healthy New Town

<https://www.carecity.london/blog/barking-riverside-to-be-developed-using-10-healthy-planning-principles>

London Borough of Barking and Dagenham Heritage Strategy (2016)

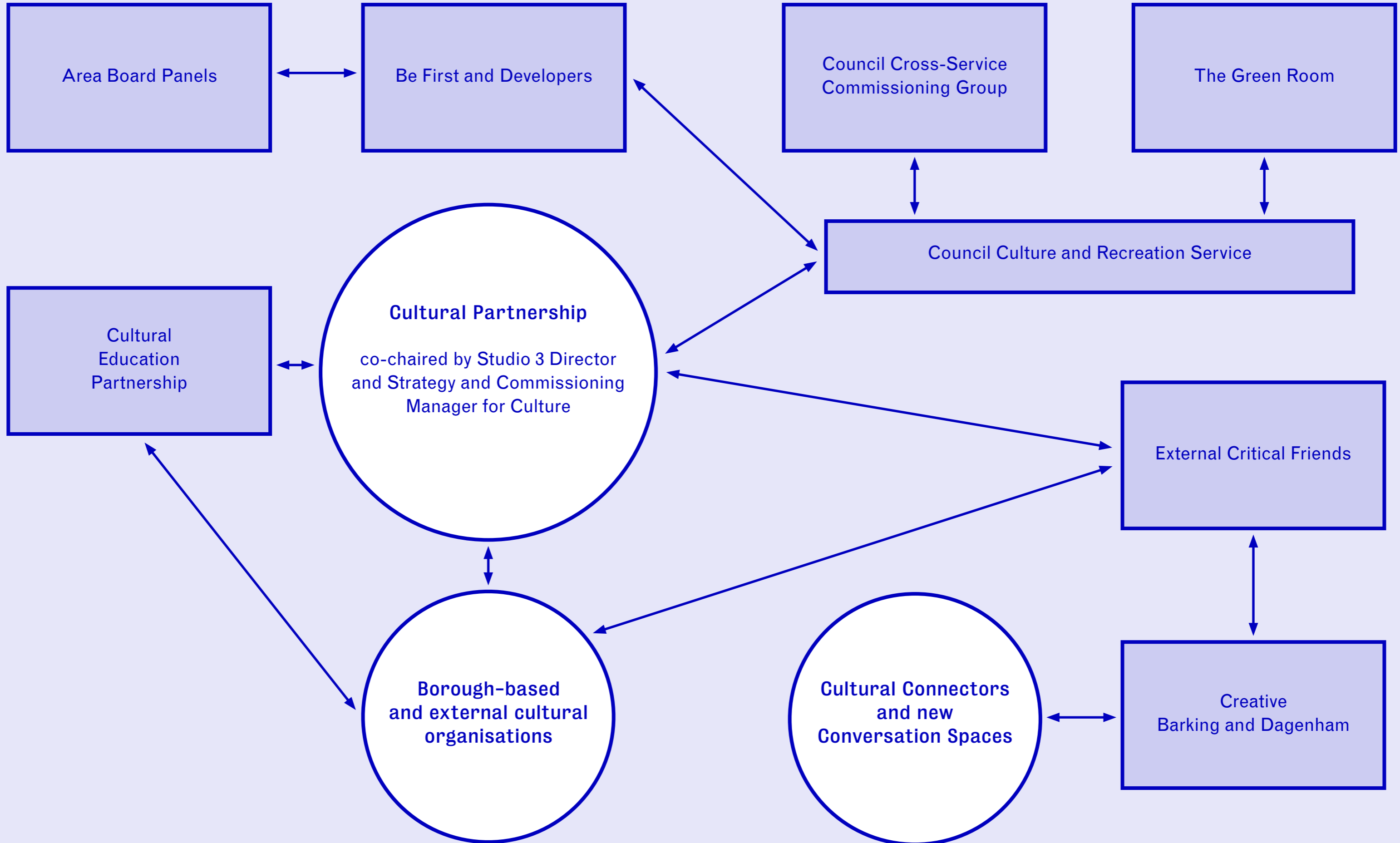
London Borough of Barking and Dagenham Strategy for Parks and Open Spaces (2017)

London Borough of Barking and Dagenham Libraries Strategy

Using Quality Principles in work for, by and with Children and Young People

<http://www.artscouncil.org.uk/quality-metrics/quality-principles>

Appendix 4 | Governance Structure:



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CABINET**20 June 2017**

Title: Review of School Places and Capital Investment - Update June 2017									
Report of the Cabinet Member for Educational Attainment and School Improvement									
Open Report	For Decision								
Wards Affected: All Wards	Key Decision: Yes								
Report Author: Andrew Carr , Group Manager School Investment, Organisation and Admissions	Contact Details: Tel: 020 8227 2254 E-mail: andrew.carr@lbbd.gov.uk								
Accountable Director: Jane Hargreaves, Commissioning Director Education									
Accountable Strategic Director: Anne Bristow, Deputy Chief Executive and Strategic Director for Service Development & Integration									
Summary									
<p>This report provides an update on the latest information regarding forecast demand for education places across the Borough's schools, an update on some specific projects, and advice about an increase of the Capital Basic Need Grant from the Education and Skills Funding Agency (ESFA) of £27,436,792 to be made available for the financial year 2019/20.</p>									
<ul style="list-style-type: none"> • Additional school places will be made available from September 2017 at the following schools: <ul style="list-style-type: none"> ○ Primary - Eastbrook and Riverside ○ Secondary – Riverside and Barking Abbey • New funding has been announced to support investment in the Borough's schools for 2017/18 which includes: <ul style="list-style-type: none"> ○ £570,328 Devolved Capital for School budgets – maintained LA Schools ○ £96,373 Devolved Capital for School budgets – maintained VA Schools ○ £3,966,761 Maintenance and Modernisation Funding - maintained LA Schools ○ £641,301 Maintenance and Modernisation Funding - maintained VA Schools. • New funding has been identified by the ESFA to support SEND pupils 2018 to 2021 as follows. <table style="margin-left: 40px; border: none;"> <tr> <td>○ 2018/19</td> <td style="text-align: right;">£945,716</td> </tr> <tr> <td>○ 2019/20</td> <td style="text-align: right;">£945,716</td> </tr> <tr> <td>○ 2020/21</td> <td style="text-align: right;">£945,716</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: right;">£2,837,147</td> </tr> </table> • The need to invest in projects as follows: 		○ 2018/19	£945,716	○ 2019/20	£945,716	○ 2020/21	£945,716	Total	£2,837,147
○ 2018/19	£945,716								
○ 2019/20	£945,716								
○ 2020/21	£945,716								
Total	£2,837,147								

○ Barking Abbey School – Section 5	£9,000,000
○ Improving Provision for ARPs – Section 6	£500,000
○ Additional Works at Expanded Schools – Section 7	£750,000
○ Furze/Warren Junior Expansion – Section 8	£500,000
○ Set aside funding for Riverside Schools Complex	£800,000
○ Contingency for sudden demand	£500,000
Total	£12,050,000

Recommendation(s)

The Cabinet is recommended to:

- (i) Approve the Future Planning Programme to meet Basic Need (including SEN places) 2017 to 2025 (amended May 2017) as set out in section 1.3 and Appendix 1 of the report;
- (ii) Approve the inclusion in the Capital Programme of the DfE grant allocations for 2017/18 as detailed in section 3 of the report;
- (iii) Approve the various projects and associated changes to the Capital Programme as set out in sections 5 to 9 and summarised in Section 10 of the report;
- (iv) Delegate authority to the Strategic Director for Service Development and Integration to approve the final procurement strategies for each project following their consideration and endorsement by the Procurement Board, in accordance with the Council's Contract Rules; and
- (v) Delegate authority to the Strategic Director for Service Development and Integration, in consultation with the Cabinet Member for Educational Attainment and School Improvement, the Chief Operating Officer and the Director of Law and Governance, to award the respective project contracts.

Reason(s)

The decision will assist the Council in fulfilling its statutory obligations to provide a school place for every child and support the intention of the Council's Vision and Priorities, including encouraging civic pride, enabling social responsibility and growing the Borough, and delivering the ambition for excellence in education set out in our Education Strategy.

1. Introduction and Background

- 1.1 It has been the practice since 2010 to report regularly to Cabinet on the issue of the forecast for pupil numbers. These reports have also covered a programme of proposed works necessary to ensure that children in the Borough have the opportunity to attend school and to have a safe suitable environment. The last report presented to Cabinet on this subject was on 15 November 2016, Minute 60 refers.
- 1.2 This report provides an update and sets out the most up to date information on the projected demand for education places for September 2017 and beyond. Further,

the report covers a number of initiatives which build on existing arrangements to develop the use of accommodation.

- 1.3 The third aspect of the report is to provide an updated Future Planning Programme to meet Basic Need 2017 to 2025 (Appendix 1) to support the forecast pupil demand. The Service will continue to contribute to a London wide plan being supported by the Association of London Directors of Children's Services (ALDCS) and London Councils. The appendix to this report shows the current position and plan following advice about site availability.

2. Update on Pupil Numbers and Capacity for September 2017

- 2.1 Cabinet has received regular reports about the continuing demand for school places and the need to develop additional provision. It is worth noting that providing sufficient school places is a national issue and in particular regional to London due to rising population which is now causing pressures in the secondary sector. For Barking and Dagenham, it has been a major priority for investment over the last 10 years, since 2007.

- 2.2 When looking at the forecast in growth of the pupil population a number of factors are taken into consideration as follows:

- Numbers of pupils currently in the borough;
- Birth figures;
- New housing proposals, as advised in the Local Plan Review;
- Historical data e.g. pupils living in borough but choosing out borough schools;
- Internal knowledge of recent population fluctuations in particular the impact of population movements into and out of the Borough;

- 2.3. The position for the reception year classes for September 2017 is that we are anticipating that there will be a small surplus. This is as a result of making additional provision available and the need to generate a small surplus (4% as an average) to support local schools for local children, and the impact of late starters and in year admissions. The following schools are increasing reception class facilities.

Riverside Primary –	2 additional reception classes
Eastbrook -	2 additional reception class

- 2.4 With regard to the provision of Yr7 places measured against demand, the position for September 2017 is that there are not enough places to provide a degree of contingency nor parental preference. Cabinet Members will appreciate that it is difficult to be precise about future demand but the indicators are that for this coming September we need to have around 3,100 places and our capacity in the current academic year is 3,110. We are planning to create a further 150 places to support a small surplus for local vacancies where parents have expressed a preference, and to have some provision for in year applications.
- 2.5 There is a provisional plan to create places in the Future Planning Programme for Basic Need and the intention is to keep projects on programme. The need

identified above of around 150 places to give some spare capacity will be satisfied through the following additional places:

- Riverside School 60 Yr7 places
- Barking Abbey School 90 Yr7 places

2.6 Not all of these new or additional places are within the decision-making remit of the Council so working with other agencies and operators is essential if we are to achieve the desired outcomes. By creating these places, we should generate a small surplus which helps to manage place allocations through the academic year, further, it particularly responds to demand in the Barking central locality

3. New Department of Education Grant Allocations 2017

3.1. New advice has been received from the DfE about funding being made available to support capital projects for improvement or repair in 2017/18. Details are set out in the following paragraphs 3.2 to 3.4.

3.2 Devolved Formula Capital 2017/18 (DFC)

3.2.1 This is a fund of money from the Government which has been allocated now for a number of years (2006/7) and is designed to be passed to all maintained schools in the Borough. Academy and free schools receive a separate allocation direct through their own funding allocation by the Education and Skills Funding Agency) ESFA.

3.2.2 The fund of £570,328 for LA schools is passported directly through the School's Finance Team under the direction of the Chief Operating Officer to the Borough's schools. Voluntary Aided Schools are advised directly by the ESFA of their share of DFC, the total for VA schools in the Borough amount to £96,373. This sum of £570,328 would need to be shown in the Council's Capital Programme, but the funding for VA schools does not.

3.3 Maintenance and Modernisation 2017/18:

3.3.1 There are two aspects to this fund. The sum of £641,301 is known as LCVAP (Locally Controlled Voluntary Aided Programme) and this sum is a programme developed with the Diocese of Brentwood and the Diocese of Chelmsford and the voluntary aided schools in the Borough based on agreed priorities this fund only provides 90% of the cost and VA schools have to meet the other 10% of costs. The programme is then advised to the DfE who reimburse schools in the programme once accounts are presented. The funding does not need accounting for in the Council's accounts as no funds are received but it is an indication of investment in the locality.

3.3.2 In terms of the funding for the Borough maintained schools, the sum of £3,966,761 needs to be included in the capital programme. This sum will be the subject of the Capital Appraisal Process and will comply with the provisions of the Strategy for Ensuring Sufficient School Places and School Modernisation. The programme of works will be derived from technical advice and the content of the School Estate Asset Management Plan Database and the recently received DfE school condition survey data and schools identified priorities, and will be approved by the Commissioning Director Education.

3.4 Capital for Basic Need 2019/20:

3.4.1 The DfE announced on 3 April the forecast basic need allocations for all local authorities in respect of the financial year 2019/2020, and the allocation for LBBB is expected to be £27,436,792. This figure needs to be considered alongside other investments made by the ESFA to support Free School provision and improve school facilities through programmes such as Targeted Basic Needs Programme and Priority Schools Building Programme which provide support to rebuild or improve existing facilities.

3.5 Capital to Support pupils with Special Educational Needs and Disabilities 2018 to 2021

3.5.1 The Government have announced a new grant for all local authorities to support a review of SEND places. An initial allocation of £115,496 has been allocated under revenue grant to support a review of the quality of the learning environment for pupils with SEND. This review has been commissioned and is underway. Subsequent to the report being compiled it will be necessary to look at changes to existing schools to ensure that we have the right facilities.

3.5.2 From April 2018 the DfE have announced, that a new three-year grant will be made available to support the results of the review of SEND places to make changes to improve facilities. The grant is as follows:

2018/19 -	£945,716
2019/20 -	£945,716
2020/21 -	£945,716
Total -	£2,837,147

3.5.3 The sums detailed above will need to be added into the capital programme for the appropriate years.

4. Available Capital for meeting Basic Need

4.1 At the Cabinet meeting on 19/4/2016 it was reported that the available budget from grants to meet capital spending on creating school places totalled £4,561,239. This included all grant allocation up to the 2017/18 Basic Need allocations. We had made commitments on this available grant to support the development of additional spaces for teaching and learning at Robert Clack.

Since then the Finance Capital Team have been conducting a review to audit the position of capital grant received and which is available for use to support school building. Included in this review are some budget underspends from projects which have taken place over the past 3 years.

4.2 In summary the following position has been agreed with the Finance Capital Team:

Description	Amount £
Balance Available reported to Cabinet 19/4/2016	4,561,239
Loan to Barking Riverside Ltd for infrastructure development not taken up from School Places budget, funded elsewhere from Council capital.	5,500,000
Balance of Basic Need grant allocation for 2017/18 held for unforeseen development of new/emergency places reported to Cabinet July 2016.	865,375
Funds identified by Finance Capital Team following savings on projects now completed.	3,788,721
Available Budget F/Year 2017/2018.	£15,492,251
Additional funding for Basic Need for the F/Year 2018/2019 (Cabinet 19.4.16 Minute 60 refers)	5,339,400
Additional funding for SEND Pupils for F/Year 2018/2019 (section 3.5 above refers)	945,716
Available Budget F/Year 2018/2019	£21,777,367
Additional funding for Basic Need for the F/Year 2019/20 (paragraph 3.8 of this report refers)	£27,436,792
Available Budget F/Year 2019/2020	£49,214,159

4.3 Future years basic need included in the figures above could increase with each forecast review carried out annually with the DfE to examine pupil demand. Not all funding has been allocated to projects as we may have a reduction in future years funding and because of the volatility of pupil changes.

5. Barking Abbey School

5.1 Planning in respect of the proposed expansion of Barking Abbey School is progressing and consultation with interested parties has taken place, (Cabinet 19 April 2016 minute 120 refers). At that meeting a provisional sum of £12.0m was allocated. This sum was settled on as there was limited knowledge about what work needed to be carried out, and more importantly the funding which had been provided by the Government was insufficient at that time.

5.2 The situation has now changed as indicated in Section 4 above and it would be appropriate to revise the funding to include provision comparable to works of a similar kind carried out at like secondary schools with poor existing facilities and the demands of split site facilities. It would be reasonable to allocate £6m per form of entry so this would increase the budget to £18m, and also to provide additional

physical education (PE) facilities at the Longbridge Road Site to support the future organisation of the School which will operate as 2x6fe schools on two sites. The budget will therefore increase from £12m to £21m.

6. Improving Provision for Additional Resource Provision (SEN)

- 6.1 As set out in paragraph 3.5 the Government have made available a grant to each LA to support a review of SEN provision. The outcomes will help to identify any specific environmental needs in schools hosting an ARP so that we might direct some funding towards improving provision particularly in some of the older facilities
- 6.2 It would be particularly beneficial to be able to start work to improve facilities as soon as the environmental review has been completed and a sum of £0.5m should be set aside as a provisional investment to address any immediate issues. This sum will be reimbursed to the Basic Need Allocation from the specific funding allocation in future years to support improvement to ARP and SEN provision as set out in Section 3.5 of this report. The remaining works will be carried out at the conclusion of the SEND review.

7. Additional Works at Expanded Schools

- 7.1 Members will be aware that a large number of schools initially with limited funds have expanded quickly over the last 10/11 years because the number of pupils and demand for places has been so significant. It is worth recording the pupil numbers at 2005 was 28,914, and at May 2016 this had increased to 42,553, a 62% increase.
- 7.2 Having gone through a rapid expansion programme particularly with primary schools a number of issues have subsequently come to light which need to be rectified. Examples of this are:
- Loss of spaces for small group tuition.
 - Need to improve dining facilities particularly after the Government's initiative for free school meals;
 - Improving the interface with public visitors including security; and
 - Improving external spaces.
- 7.3 To rectify some of these issues it is suggested that a sum of £0.75m be set aside to address identified needs. Further that we should look at similar amounts being set aside for future years so that schools see improvement.

8. Furze Infants and Warren Junior

- 8.1 Additional resources have been provided at both schools to support the expansion of the school. Some of the works have been complex because of the lack of resources available in the original building.
- 8.2 To complete the works and support Warren Junior School's role as a Teaching School, to provide additional space for the school to use under licence to support the Teaching School initiative some additional funding of £0.5m to be set aside from the current reserve. This will support other schools in the Borough through good teaching practice being shared.

9. Riverside Schools Complex

- 9.1 As part of the work to create the new Riverside Schools Complex the Council has been at the forefront of the design, construction and suitability of the new school complex. This has been essential to ensure that the new school buildings are functional.
- 9.2 Some of the funding which the Trust was trying to secure to enhance facilities have not been received at this point. The School have underwritten about £800,000 and will settle this over the coming years subject to a formal agreement being drawn up.

10. Contingency for Sudden Place Demand

- 10.1 Members will appreciate that the provision of school places can be particularly volatile in demand and particularly over the summer period. We have been on the end of experiences and had to respond quickly to prevent pupils being out of school. To ensure that we are not faced with a need to come back to Cabinet at very short notice a sum of £0.5m to be held identified for responding in circumstances where we experience an increase above our forecast level and need to respond quickly.

11. Managing Support for Specific Projects

- 11.1 Turning now to the need to set aside some funding for supporting specific schemes as detailed in sections 5 to 8 above. The following budget adjustments are requested and can be supported from the finds identified in 4 above. The schemes and funding allocations are summarised below:

	Budget Allocation £	Available Funding £
Available Budget F/Year – 2017/2018 (From section 4)		15,492,251
Barking Abbey School – Section 5	9,000,000	
Improving Provision for ARP's – Section 6	500,000	
Additional Works at Expanded Schools – Section 7	750,000	
Furze/Warren Junior Expansion – Section 8	500,000	
Riverside Schools Complex – Section 9	800,000	
Contingency for sudden demand	500,000	
Total	£12,050,000	

This will leave a budget for future allocation of £3,442,251
(note: this excludes allocations for future years 2018/19 and 2019/20)

12. Establishing a New School

- 12.1 At the meeting of Cabinet 15 November 2016 (Minute 60 refers), a decision was taken to support the proposal for officers directed by the Strategic Director of Service Development and Integration to engage with the Education and Skills Funding Agency (ESFA) and with the successful Free School bidders or operators to enable the council to influence design particularly suitability for purpose, oversee construction and achieve a greater degree of certainty around the on-time delivery of new school places.
- 12.2 Some positive discussions have taken place with ESFA officers who have indicated a general support for this approach. They have further stated that in view of the delivery success of the Riverside Campus, and the work commissioned to secure new buildings at Greatfields School as part of the regeneration project for the Gascoigne area, that they are looking at further opportunities. Discussions will continue about the further possibilities and attempts to secure new work to be delivered through Be First but as directed by the ESFA.

13. Options Appraisal

- 13.1 Current strategy is through the housebuilding initiative formulated against a backdrop of continuing increase in demand for school places for the foreseeable future; short run surges of demand for school places e.g. over the summer period and on the supply side: limited funding on short time horizons; shortage of sites in areas of high demand; and timescales for new providers e.g. timescales for Free Schools to be established may be two years.
- 13.2 The agreed investment strategy (see Future Planning Programme to meet Basic Need [including SEN places] 2017 to 2025 which is attached to this report) is first, to expand provision on existing school sites as far as practicable to meet local demand on a forward looking basis (i.e. to seek value for money solutions which have longevity); then subsequently to seek and build on sites in areas of demand in Council or other public ownership that are suitable for development as a school and which also offer value for money and longevity; to support those external providers that have access to further capital funding and are capable and willing to provide high quality inclusive education places that comply with the Council's Admissions Policies.
- 13.3 The variables that influence the delivery of this strategy are: demand fluctuations; the willingness of governing bodies to accede to expansion plans; funding limitations; cost variances – specific to sites; timescales to achieve cost efficient/ competitive prices in short timescales.
- 13.4 The proposed delivery of the strategy is set out in the report approved by Cabinet 15 November Minute 60 (Strategy for Ensuring School Places and School Modernisation). As part of the strategy the document encompasses a further document now updated Future Planning Programme to meet Basic Need [including SEN places] 2017 to 2025. This document sets out proposed projects. Specific projects may be subject to change for the reasons set above, and other projects substituted. The overall strategy is robust and remains the same: individual project specifics may change but will remain in the overall strategic framework.

- 13.5 Options exist for any specific scheme and are explored to ensure that the overall strategic outcomes sought are achieved in the most beneficial way being economic and appropriate for the school. Other overall strategies e.g. to rely on outside providers to meet the prospective short fall of school places would not be effective on their own: timescales and speed of reaction are too short.

14. Consultation

- 14.1 These proposals are not Ward specific. There has been consultation with a range of officers throughout the Council in order that appropriate matters are considered including financial, legal, risk management and others mentioned in section 17 of this report.

15. Financial Implications

Implications completed by: Daksha Chauhan, Group Accountant, Children's Finance

- 15.1 This report sets out approval for Future Planning Programme to meet Basic Need 2017 to 2025 and of various projects associated to the Capital Programme and requests approval to include schemes in the Capital Programme, as detailed in section 3.
- 15.2 There is sufficient capital grant funding available, as detailed in section 4.2 to deliver on these schemes.
- 15.3 Any major risks/financial impact identified through the appraisal process will be notified to Members through subsequent Cabinet reports.
- 15.4 The report also requests the approval of Delegating Authority to the Procurement Board and to the Corporate Director of Children's Services in consultation with Cabinet member for Education and Schools, the Chief Operating Officer and the Director of Law and Governance.

16. Legal Implications

Implications completed by: Lucinda Bell, Education Lawyer

- 16.1 The Council has a statutory duty to secure that sufficient schools for providing primary education and secondary education are available for their area under s14 Education Act 1996. This includes sufficient special educational provision. Delegations must be made in accordance with the Council's Scheme of Delegation. Legal advice must be sort on all procurements.

17. Other Implications

17.1 Risk Management

Risk that funding levels will not be sufficient to meet demand to create new education places needed - This risk is high impact (4) and medium (3) probability = 12 red. This risk is being managed by purchasing the most affordable

accommodation which is system build where possible. Post control the risk is high impact (4) and low (2) probability = 8 amber.

Risk that funding levels will not be sufficient to create suitable new school places - This risk is high impact (4) and high (4) probability = 16 red. This risk is being managed by purchasing the most affordable accommodation which is system build, and blending it with site specific proposals. Post control the risk is high impact (4) and low (2) probability = 8 amber.

Primary schools: risk that site availability would prevent delivery of school places in the areas where demand is highest - This risk is high impact (4) and medium (3) probability = 12 red. This risk is being mitigated, as far as practicable, by expanding all available sites in high demand areas, and reviewing other buildings for potential school use. Post control the risk is still high impact (4) and medium (3) probability = 12 red.

Risk that the cost of the rate of deterioration of the school estate will outrun the funding available to maintain it - This risk is high impact (4) and high (4) probability = 16 red. This risk is being mitigated as far as practicable by lobbying DfE for improvements in funding. Post control the risk is high impact (4) and medium (3) probability = 12 red.

The provision of school places is a matter which is directly identified in the Corporate Risk Register and listed at Corporate Risks 31 – Provision of School Places.

Risk that final costs will be higher than estimate costs - This risk is high impact (4) and high (4) probability = 16 red. This risk is managed through monthly finance meetings and initial planning figures that architects and schools are asked to work within being set below the highest estimate to allow for unforeseen challenges.

- 17.2 **Contractual and Procurement Issues** - It is anticipated that projects will be procured through options related either to the Local Education Partnership or through the Council's Framework of Contractors or other national or local frameworks which are accessible to the Council to secure value for money.

Legal, procurement and other professional advice will be sought regarding the appropriate procurement routes and contractual agreements to procure and secure the individual projects which fall within the second phase, consisting of the secondary and primary school schemes. All procurement activity will be conducted in compliance with the Council's Contract Rules and EU Legislation.

Projects will be subject to the Capital Appraisal Process and the agreement of the Procurement Board to progress schemes. However, the Cabinet is asked to approve procurement principles as set out to avoid the need to report back to Cabinet as these procurements are either beyond our control or need to happen quickly within pressing timescales because pupils need to be accommodated.

- 17.3 **Staffing Issues** - There are no specific staffing issues although the growing demand for school places will create additional opportunities in schools for both teaching and non-teaching staff.

17.4 **Corporate Policy and Customer Impact** - The decision will assist the Council in fulfilling its statutory obligations to provide a school place for every child and support the intention of the Council's Vision and Priorities, including encouraging civic pride, enabling social responsibility and growing the Borough. It is part of the mitigation of Corporate Risk 31 – Inability to Provide School Places.

The short-term impact of the recommendations for the coming year would be positive for customers on all counts of: race, equality, gender, disability, sexuality, faith, age and community cohesion. The longer-term outlook is unlikely to be positive on the proposed funding levels as it will be difficult to address need on current budget levels.

17.5 **Safeguarding Children** - Adoption of the recommendations in the short term would contribute to the Council's objectives to improve the wellbeing of children in the borough, reduce inequalities and ensure children's facilities are provided in an integrated manner, having regard to guidance issued under the Childcare Act 2006 in relation to the provision of services to children, parents, prospective parents and young people.

17.6 **Health Issues** - The Health and Wellbeing board and JSNA highlight the importance of investing in early intervention and education to support children's and young people's long-term wellbeing. The evidence and analysis set out in Fair Society, Healthy Lives (Marmot Review) has been developed and strengthened by the report of the Independent Review on Poverty and Life Chances. The reports draw attention to the impact of family background, parental education, good parenting and school based education, as what matters most in preventing poor children becoming poor adults. The relationship between health and educational attainment is an integral part of our Health and Wellbeing Strategy. At this point, there is no need to change the focus of the Health and Wellbeing Strategy as a result of this report.

17.7 **Crime and Disorder Issues** - Appropriate consideration of the development of individual projects will take into account the need to design out potential crime problems and to protect users of the building facilities.

17.8 **Property / Asset Issues** - This proposed decision would facilitate the improvement and renewal of Council assets.

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

List of appendices:

Appendix 1 - Future Planning Programme to meet Basic Need (including SEN places) 2017 to 2025.

September 2017	Early Year Provision for 2 year olds	Primary	Secondary	Sixth Form	Special Needs Provision
	<p>Places to be reviewed as part of Childcare Sufficiency Assessment (Cabinet Dec 2015)</p>	<p>Need 115 Year R places YrR Capacity 4020 Demand forecast 3973</p>	<p>Need 265 Yr7 places Yr7 Capacity 3110 Demand forecast 3100</p>	<p>Demand forecast 3104</p>	<p>6 additional SEND secondary ARP places</p>
	<p>Provided by maintaining Ofsted inspection ratings of existing 'good' or 'outstanding' provision.</p> <p>Subject of review to meet new requirements – insufficient places expected</p> <p>Maples 160 places. Thames Ward 120 places</p>	<p>Eastbrook Primary 2e YrR Riverside Free School 2fe YrR</p> <p>Provided 120 YrR places, Capacity 4140</p>	<p>Barking Riverside 2fe Yr7 Barking Abbey 3fe Yr7</p> <p>Provided 150 Yr7 places, capacity 3260</p>	<p>Capacity to be increased following school and college space/demand survey</p>	<p>Barking Riverside Special (30 places per year for 5 years) – year 3</p>

Future Planning Programme for Basic Need 2017 to 2025 - Revised May 2017

Appendix 1

September 2018	Early Year Provision for 2 year olds	Primary	Secondary	Sixth Form	Special Needs Provision
	Places to be reviewed as part of Childcare Sufficiency Assessment (Cabinet Dec 2015)	Need -59 YrR places YrR Capacity 4140 Demand forecast 3914	Need 390 Yr7 places Yr7 Capacity 3260 Demand forecast 3490	Demand forecast 3195	6 additional SEND secondary ARP places
	Provided by maintaining Ofsted inspection ratings of existing 'good' or 'outstanding' provision. Subject of review to meet new requirements	Provided 0 YrR places, capacity 4140	The Warren 2fe Yr7 Eastbrook 2fe Yr7 Provided 120 Yr7 places, capacity 3380	No additional – to be reviewed through 6th Form Review/Strategy	Barking Riverside Special (30 places per year for 5 years) – year 4
September 2019	Places to be reviewed	Need 7 YrR places YrR Capacity 4140 Demand forecast 3921	Need 170 Yr7 places Yr7 Capacity 3380 Demand forecast 3660	Demand forecast 3360	SEND Places
	Provided by maintaining Ofsted inspection ratings of existing 'good' or 'outstanding' provision. Subject of review to meet new requirements	Lymington Fields 3fe YrR (Robert Clack) Mallard Primary 3fe YrR Provided 180 YrR places, capacity 4320	Greatfields Free School 6fe Yr7 Lymington Fields 6fe Yr7 Provided 360 Yr7 places, capacity 3740	No additional – to be reviewed through 6th Form Review/Strategy	Barking Riverside Special (30 places per year for 5 years) – year 5 60 Place Behaviour Unit SEMH

Future Planning Programme for Basic Need 2017 to 2025 - Revised May 2017

Appendix 1

September 2020	Early Years Provision for 2 year olds	Primary	Secondary	Sixth Form	Special Needs Provision
	Places to be reviewed	Need 105 YrR places YrR Capacity 4320 Demand forecast 4026	Need 49 Yr7 places Yr7 Capacity 3740 Demand forecast 3709	Demand forecast 3631	SEND Places
	Provided by maintaining Ofsted inspection ratings of existing 'good' or 'outstanding' provision.	New Free School Dag Beam Park Primary 3fe YrR Greatfieds Primary School 3fe YrR places Provided 180 YrR places, capacity 4500	No extra Provided 0 Yr7 places Capacity 3550	No additional – to be reviewed through 6th Form Review/Strategy	New SEN School Required 150 places
September 2021	Places to be reviewed	Need 55 Year R places YrR Capacity 4500 Demand forecast 4081	Need 125 Yr 7 places Yr7 Capacity 3740 Demand forecast 3834	Demand forecast 3954	SEND Places
	Provided by maintaining Ofsted inspection ratings of existing 'good' or 'outstanding' provision.	Provided 0 YrR places, capacity 4500	New Free School East Dagenham 4fe Yr7 Beam High Provided 120 Yr7 places, capacity 3860	No additional – to be reviewed through 6th Form Review/Strategy	

Future Planning Programme for Basic Need 2017 to 2025 - Revised May 2017

Appendix 1

September 2022	Early Years Provision for 2 year olds	Primary	Secondary	Sixth Form	Special Needs Provision
	Places to be reviewed	Need 112 YrR places YrR Capacity 4500 Demand forecast 4193	Need 101 Yr 7 places Yr7 Capacity 3860 Demand forecast 3935	Demand forecast 4306	SEND Places
	Provided by maintaining Ofsted inspection ratings of existing 'good' or 'outstanding' provision.	Barking Central 3fe YrR Provided 0 YrR places, capacity 4590	New free school East Dagenham 6fe Yr7 Beam High Provided 180 Yr7 places, capacity 4040	No additional – to be reviewed through 6th Form Review/Strategy	
September 2023	Places to be reviewed	Need 77 YrR places YrR Capacity 4590 Demand forecast 4270	Need 78 Yr 7 places Yr7 Capacity 4040 Demand forecast 4013	Demand forecast 4666	SEND Places
	Provided by maintaining Ofsted inspection ratings of existing 'good' or 'outstanding' provision.	3 rd Barking Riverside Primary Provided 90 YrR places, capacity 4680	New Free School – Thames View – 120 Yr7 places Provided 120 Yr7 places, capacity 3970	No additional – to be reviewed through 6th Form Review/Strategy	
September 2024	Places to be reviewed	Need 64 YrR places YrR Capacity 4680 Demand forecast 4334	Need 21 Yr7 places Yr7 Capacity 4160 Demand forecast 4034	Demand forecast 4986	SEND Places
	Provided by maintaining Ofsted inspection ratings of existing 'good' or 'outstanding' provision.	To be planned when housing details are clarified Provided 0 YrR places, capacity 4680	New Free School – Thames View – 60 Yr7 places Provided 60 Yr7 places Capacity 4220	No additional – to be reviewed through 6th Form Review/Strategy	

Future Planning Programme for Basic Need 2017 to 2025 - Revised May 2017

Appendix 1

September 2025	Early Years Provision for 2 year olds	Primary	Secondary	Sixth Form	Special Needs Provision
	Places to be reviewed	Need 144 YrR places YrR Capacity 4680 Demand forecast 4478	Need -12 year 7 places Yr7 Capacity 4220 Demand forecast 4021	Demand forecast 5127	SEND Places
	Provided by maintaining Ofsted inspection ratings of existing 'good' or 'outstanding' provision.	To be planned when housing details are clarified Provided 0 YrR places, capacity 4680	To be planned when housing details are clarified Provided 0 Yr7 places Capacity 4220	No additional – to be reviewed through 6th Form Review/Strategy	

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CABINET**20 June 2017**

Title: Accelerating NEET Reduction	
Report of the Cabinet Member for Educational Attainment and School Improvement and the Cabinet Member for Social Care and Health Integration	
Open Report	For Information
Wards Affected: All	Key Decision: Yes
Report Author: Erik Stein, Group Manager, Participation and Engagement	Contact Details: Tel: 020 8227 3163 E-mail: erik.stein@lbbd.gov.uk
Accountable Director: Jane Hargreaves, Commissioning Director for Education	
Accountable Strategic Director: Anne Bristow, Strategic Director, Service Delivery and Integration.	
<p>Summary</p> <p>This report summarises the borough's current position regarding the reduction of young people who are Not in Education, Employment or Training (NEET), with particular reference to action taken to reduce NEETs in key vulnerable groups i.e. Care Leavers, those with Special Educational Needs and Disabilities and Teen Parents.</p> <p>The report outlines measures in place to accelerate NEET reduction and further improve performance across all these areas.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the report and the work being undertaken to reduce NEETs, particularly within key vulnerable groups, as well as secure resources and enhance leadership and accountability; and (ii) Approve the Action Plan, as set out at Appendix 2 to the report, and provide any further policy direction to support the work being undertaken. 	
<p>Reason(s)</p> <p>The Education and Skills Act, sections 10, 12 and 68 (2008), set out statutory duties on local authorities in relation to the participation of young people in education or training. Young people have, since 2015, been required to participate in education, employment or training until the academic year in which they turn 18. Statutory guidance issued in 2014 (Participation of young people in education, employment or training) provides detail of what is considered statutory under different circumstances.</p> <p>In addition to NEET tracking, the Local Authority is required to carry out a number of other</p>	

cohort tracking activities that provide proxy indicators of performance and support NEET reduction. These are:

- A survey of the intended destination of the all Year 11 students in the Spring of each year;
- Tracking to establish how many of each year's cohort are provided with 'September Guarantees' of education, employment or training;
- An activity survey in November of each year to track how many of this Year 11 cohort are now participating in education, employment or training.

1. Introduction and Background

1.1 The Education and Skills Act, sections 10, 12 and 68 (2008), set out statutory duties on local authorities in relation to the participation of young people in education or training, otherwise known as Raising the Participation Age (RPA). Young people have, since 2015, been required to participate in education, employment or training until the academic year in which they turn 18. Statutory guidance issued in 2014 (Participation of young people in education, employment or training) provides detail of what is considered statutory under different circumstances.

1.2 The principal statutory duties are:

- Local authorities must promote the effective participation in education and training of 16 and 17 year olds in their area with a view to ensuring that those persons fulfil the duty to participate in education or training. A key element of this is identifying the young people in their area who are covered by the duty to participate and encouraging them to find a suitable education or training place;
- Local authorities must make arrangements – i.e. maintain a tracking system - to identify 16 and 17 year olds who are not participating in education or training;
- Secure sufficient suitable education and training provision for all young people aged 16 to 18 and for those up to age 25 with a learning difficulty assessment (LDA) or Education, Health and Care (EHC) plan in their area;
- Make available to all young people aged 13-18 and to those up to age 25 with an LDA or EHC plan, support that will encourage, enable or assist them to participate in education or training.

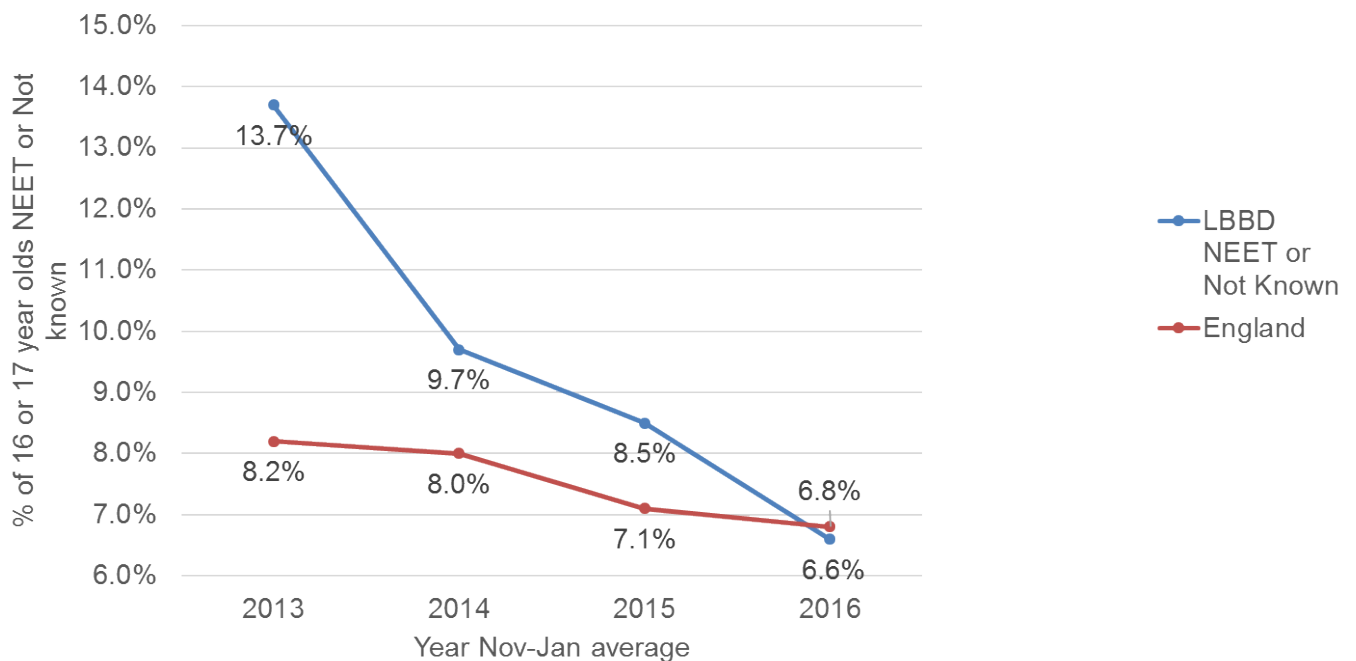
1.3 The key national measure for all Local Authorities is the November-January average percentage young people within a Local Authority that are either Not in Education, Employment or Training (NEET) or whose current education status is Unknown. This November to January average figure is then subsequently published as part of the DfE's 'NEET scorecard' around October each year.

2. NEET (Not in Education, Employment or Training) and Unknown performance.

2.1 Barking and Dagenham's performance in reducing the numbers of young people aged 16-18 who are NEET or Unknown has improved substantially over the past 4 years as demonstrated by the key national measure of the November – January average figure (see figure 1). The national November – January average figure for 2016 is yet to be published, but the provisional figure is available. It demonstrates

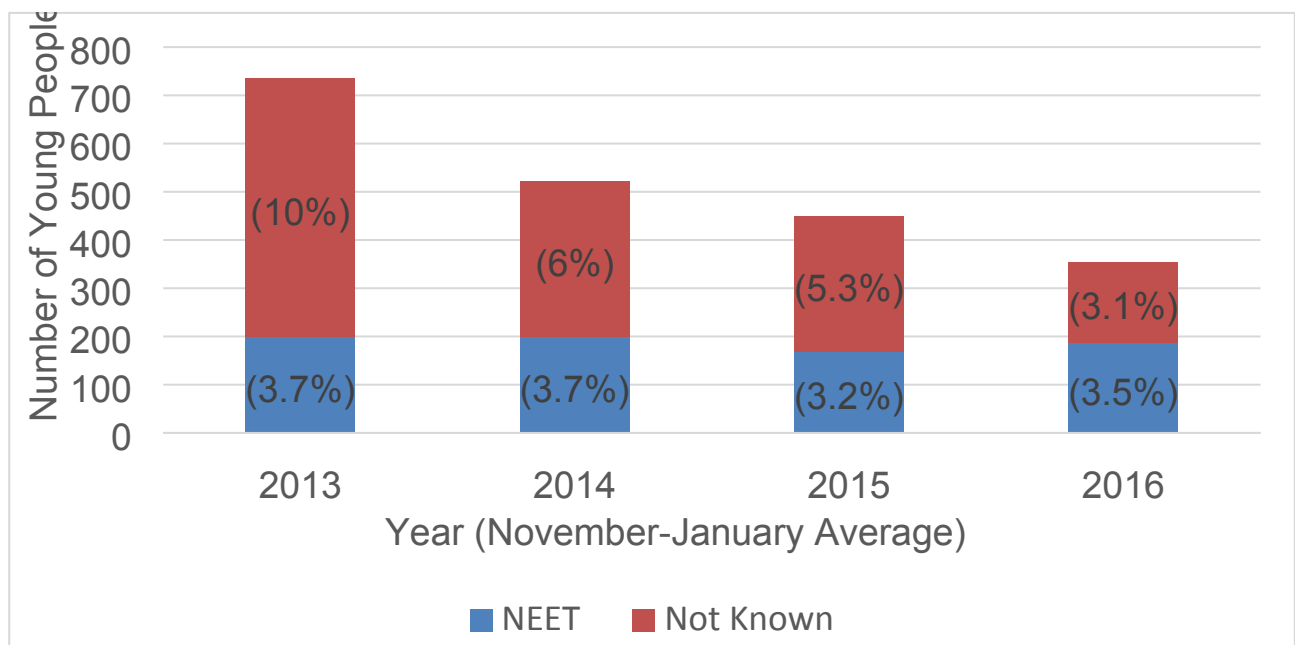
that Barking and Dagenham have improved their performance to better than national average. The provisional London average figure is 6.7%.

Figure 1: LBBB NEET and Unknown November to January averages vs National.



2.2 The majority of the progress made has been in the reduction of Unknowns, with NEETs appearing to be stubbornly high (see figure 2). The reduction in Unknowns has been largely achieved through better coordination of council and partner resources. For example, having access to the council’s Revs and Bens database to ensure contact details are up to date to enable more accurate tracking. Better and more accurate data sharing between services has also reduced levels of dependency on more costly tracking interventions, such as door knocking.

Figure 2. LBBB NEET and Unknown November – January averages.



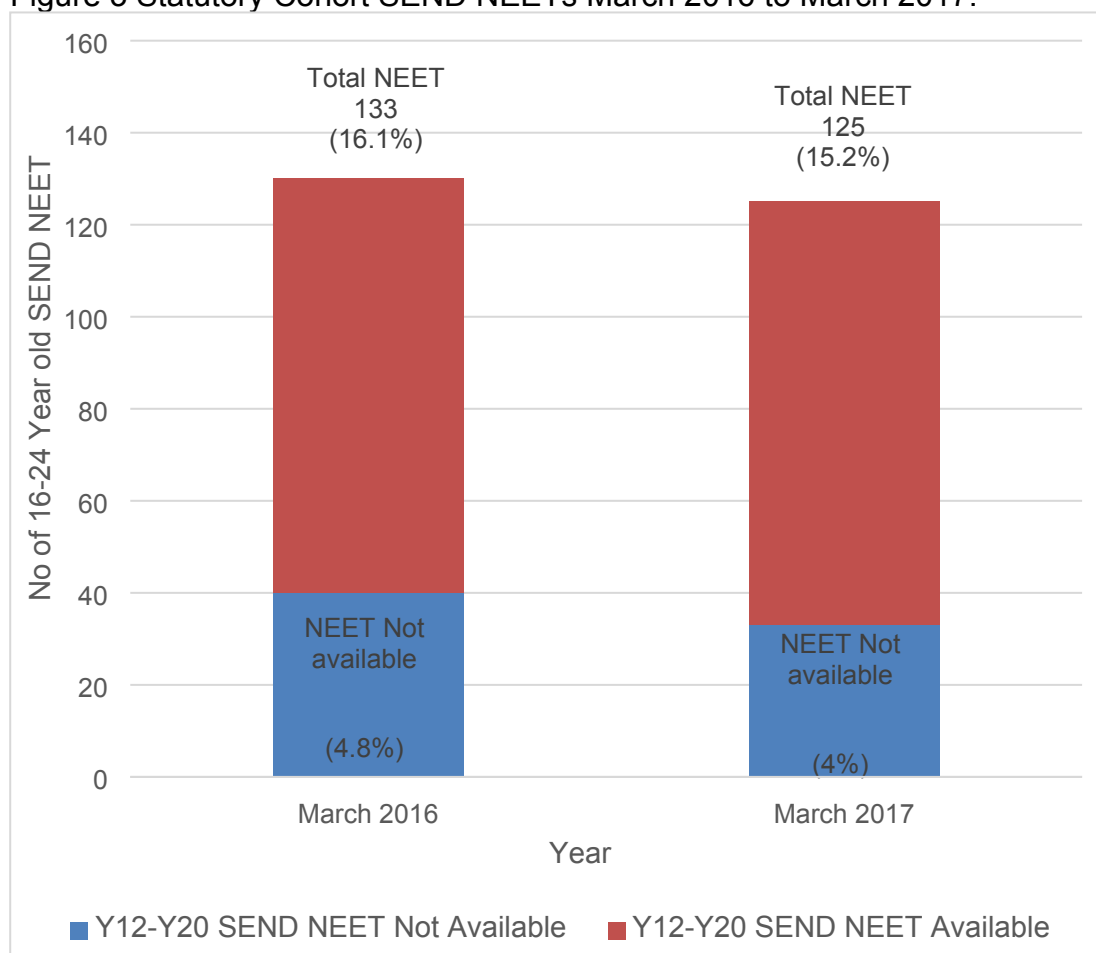
- 2.3 It is important to note that approximately one third of Unknowns are usually found to be NEET through the tracking process. Therefore, whilst it appears that NEETs have not shifted, NEETs may have reduced in real terms by up to 50% between 2013 and 2016. Nevertheless, the Local Authority has had a consistently high cohort of around 200 NEET young people to support back into education, employment and training over this period, which is too high.
- 2.4 Progress in improving NEET and Unknown figures has been sustained beyond the November 2016 to January 2017 average. The national NEET and Unknown figure for February 2017 is 5.6% vs Barking and Dagenham's figure of 4.9%. Nevertheless, the borough remains behind the London average for February of 4.5% (but with a faster rate of improvement sustained).
- 2.5 The next national 'NEET scorecard' will be published in October 2017, which will include the 2016 national November – January average. The borough's October 2016 scorecard, which in turn was rooted in the 2015 November - 2016 January average data, placed Barking and Dagenham in the bottom quintile nationally for our combined NEETs and Unknown score with 8.5% (albeit in the fourth quintile for NEETs and Unknowns separately, and with a faster rate of improvement since 2014 against national). The provisional national figure place the borough in the 3rd quintile nationally for NEETs and Unknowns combined, up two quintiles on the previous year.

3. NEET performance in vulnerable groups

- 3.1 NEET and Unknown performance is particularly challenging in key target groups, such as teen parents, those with Learning Difficulties and Disabilities and care leavers. As a corporate parent, Local Authorities have a duty to provide services to all care leavers until the age of 21 (or 25 if in further education), including supporting those that are Not in Education, Employment or Training in EET.
- 3.2 Nationally, almost four in ten (38%) care leavers are NEET. A recent report by the Centre for Social Justice highlighted that, for those not at university, 19 to 21 year olds care leavers are also eight times less likely to be apprentices compared to the general population ('Delivering a Care Leavers strategy for Traineeships and Apprenticeships', 2016). Significant barriers therefore remain for care leavers wishing to pursue vocational pathways over academic, as well as moving into Education, Employment or Training generally. As of January 2017, the Council's Learn 2 Live Team (care leaving service) held a case load of 281 young people. Of these, 66% are in Education, Employment and Training.
- 3.3 Performance with regards to young people with Special Educational Needs and Disabilities is improving, but is still not good enough. For those in Year 12 and 13 NEETs reduced from 12.3% (19 young people) to 7.8% (9 young people) between March 2016 and March 2017. Of these, a small number of young people are deemed 'unavailable' for Education, Employment or Training due to the extreme complexity or level of disability. However, this has also reduced as the Local Authority matches as many young people to suitable provision as possible.
- 3.4 Overall NEET figures for SEND young people i.e up to 25 years of age,

are 15.2% for March 2017, of which 4% are unavailable. This compares to 16.1% last year, of which 4.8% were unavailable, see figure 3.

Figure 3 Statutory Cohort SEND NEETs March 2016 to March 2017.



- 3.5 The level of Unknowns has also reduced for those in Year 12 and 13, from 3.9% in March 2016 to 3.5% for 2017. However, Unknowns for 18-25 year olds are still unacceptably high and it is acknowledged that collaborative working between Children’s and Adult’s service has not been adequate. This has therefore been identified as a priority area of work with close collaborative working between Education and Adult Services to ensure that Adult Services’ up to date knowledge of the education status of each young person with SEND is accurately reflected on the NCCIS database which feeds the DfE.
- 3.6 The launch for the Council’s All Age Disability Service will enable more effective tracking of and support for SEND young people who are, or at risk of, becoming NEET. It will not only improve the transition between children’s and adult services, but allow for better coordination of support services that transition young people into employment rather than the all too frequent cycle of retaining young people with SEND in education until they reach 25 years of age.
- 3.7 Levels of NEETs are also high amongst teen parents, although national data is not published for this group. White British young people now represent two thirds of the NEET cohort but only one third of the 16-18 year old population, as demonstrated in figure 4. White British are even more greatly overrepresented in the three key vulnerable groups of care leavers, teen parents and those with SEND, as demonstrated in figure 5.

Figure 4: White British NEET vs Non-White British NEETs, January 2017.

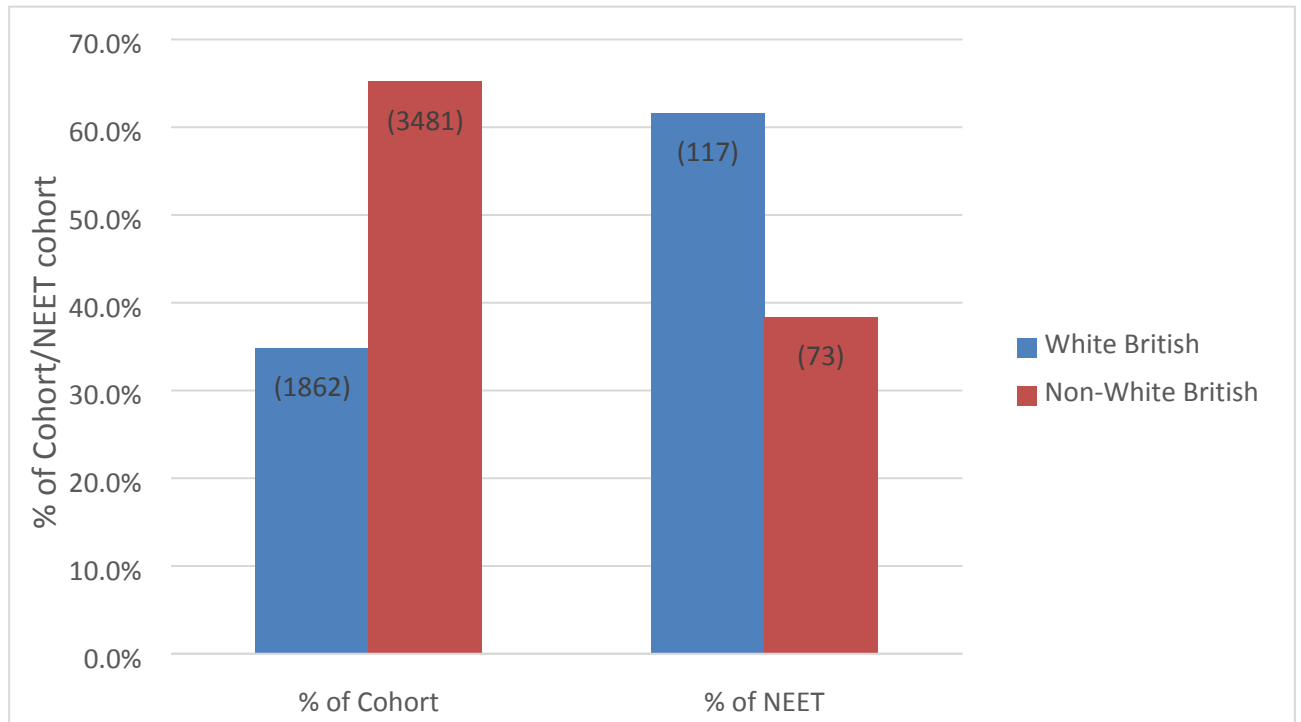
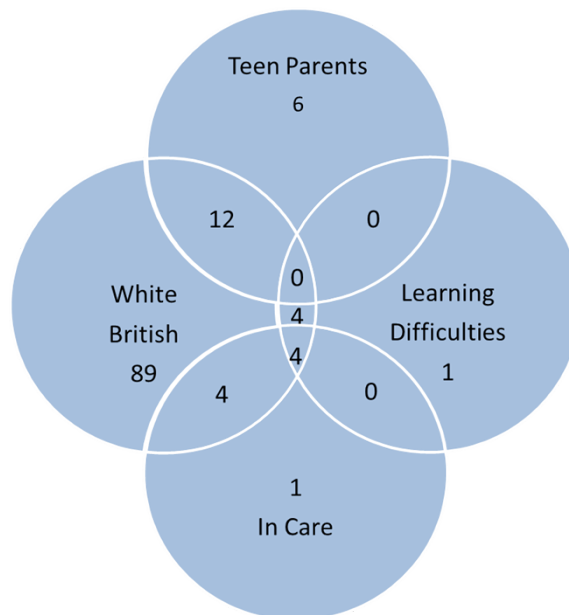


Figure 5 16 and 17 year old NEETs by White British, Teen Parents, Learning Difficulties and In Care, February 2017.



4. Actions to further improve NEET and Unknown Performance

- 4.1 The ongoing annual work of the local authority in raising levels of participation at post-16 and driving down NEETs is guided by the borough's 14-19 Participation Plan, which sets out core annual activities against four overarching themes:

- An effective programme of pre-NEET prevention work, including a focus on preventing drop-outs;
- Improved outreach and marketing of existing services
- Effective data sharing and partnerships;
- Improved support for vulnerable groups.

4.2 Work is additionally supported by a local Providers' Forum, which pulls together a large range of local partners that are funded to deliver pre-NEET and NEET work with young people quarterly. 35 providers are currently members. Members include prime contractors and delivery partners for the national European Social Fund NEET Youth Programme, which comprises eight interrelated strands and a potential maximum investment of over £1.5m into NEET reduction locally over four years. These strands are:

- Young BME (Black and Minority Ethnic);
- 16-18 targeted NEET;
- 16-24 Targeted NEET LDD (Learning Difficulties and Disabilities);
- 18-24 Targeted NEET Mental health;
- 18-24 Targeted NEET Migrant Groups and Others;
- 15-18 Preventative NEET;
- 16-24 NEET Outreach;
- Careers Guidance.

The Local Authority has additionally submitted an Expression of Interest to the Life Chances Fund (a Social Impact Bond) which would see the introduction of bespoke mentoring and interventions for young people at risk of becoming NEET at post-16.

4.3 The introduction of the Providers' Forum has been key in reducing NEETs. As well as acting as a physical network, where providers can bring cases to discuss, information regarding opportunities for young people is shared virtually across the network several times a week. The Forum is also supported by a Provider Directory, which lists current provision to prevent and reduce NEETs across the 16-24 age range (Appendix 1). The directory is published on the Council website and updated monthly.

4.4 Work with these providers, and referrals to them, is underpinned by the provision of NEET drop in sessions delivered by two LBBB staff in two locations, five times a week. NEET young people in Year 12 and 13 are able to book an appointment with a qualified careers adviser, who works with them to re-engage them in education, employment or training. Evening appointments are also available. Performance of NEET drop in sessions continues to improve quarter on quarter, with a 62% increase in the numbers of young people seen between Quarter 1 and Quarter 4 2016-17.

4.5 A workshop involving key Cabinet Members with a portfolio interest in NEETs and Local Authority leads was held in January 2017 to discuss strategies to further reduce our levels of NEETs, both generally and within priority groups. A series of core proposals and actions were identified and developed into an action plan which was further discussed and finalised at a further workshop held in March. The full action plan is provided in Appendix 2.

- 4.6 A number of core, longer term projects were signed off by the Workforce Board in April 2017 as part of the action plan and are currently being taken forward. These examples demonstrate the range and scope of the programmes being initiated to further reduce NEETs, and are outlined below.

Work Experience development

- 4.7 The value of work experience for young people to enable them to become work ready is widely evidenced nationally. A recent report by The Careers and Enterprise Company surveyed teacher perspectives on various work-related learning activities ('Towards an Employer Engagement Toolkit: British Teachers' Perspectives on Work-Related Learning Activities', 2017). In summary:

- 92% of teachers perceived that work experience is effective in improving student understanding of the world of work;
- 77% of teachers perceived that work experience to be effective in giving students a realistic sense of career choices and what they need to do to secure their job objectives;
- 76% of teachers perceived that work experience to be particularly effective for borderline achievers.

In addition, work experience was ranked first in terms of effectiveness by teachers from a list of sixteen work-related learning activities.

- 4.8 Barking and Dagenham is in a relatively fortunate position in that the majority of our secondary schools buy in to a work experience programme as a traded service. The Trident Team place approximately 1900 young people a year pre and post-16, via a network of over 300 employers, including the Council.
- 4.9 Placements are targeted, with young people selecting their preferences, and Looked After Children in participating schools prioritised for all placements and always matched against one of their preferences.
- 4.10 The number of placements provided by the Council has fallen substantially in recent years to just under 40 placements a year, which has presented a challenge for the Trident Team in sourcing a sufficient range of quality placements for young people. Whilst this is partially linked to a smaller workforce, it is more closely linked to the introduction of smarter working, where departments are unable to allocate IT equipment (i.e. laptops) to individuals on placements or adequately supervise. Therefore, young people are not able to undertake an adequate experience of work on many 'desk-based' placements.
- 4.11 The issues around IT have been discussed in detail with Elevate. As generic user profiles are not possible with the Council's new laptops, the solution is to provide a number of 'bank laptops' to Trident, with Elevate 'rebuilding' the laptop between placements. It is also proposed to increase the number of placements provided by the Council from 40 to 60 annually, with a maximum of 12 placements at any one time, which the Trident Team feel would meet current demand.
- 4.12 Funding for this proposal has been secured and the Workforce Board have agreed 1 placement per year, per service block, with an addition of 1 (of part thereof) for

every 50 staff, to ensure sufficient provision. Compliance is to be measured by the Workforce Board.

- 4.13 The Trident Team offer a great deal of support for each placement. This includes a health and safety visit, and provision of a job description. It is important to note that young people are matched carefully to each placement, with young people having been consulted on their placement preferences. Supervision of work experience students also provides appropriate professional development experience for staff that are seeking management roles. Ongoing support is available during each placement.

SME partnership pledge

- 4.14 2015 ONS data demonstrated that Barking and Dagenham has 4535 registered Small to Medium sized Enterprises (SMEs). Whilst this is small compared to most other London boroughs, the borough saw the third highest growth in SMEs during that year, a trend that is anticipated to continue.
- 4.15 SMEs provide an excellent resource in the Council's drive to reduce NEETs, and many already do. As well as the provision of employment opportunities for local residents, SMEs are able to provide apprenticeships, traineeships, work experience opportunities, workplace tasters and school visits.
- 4.16 To both celebrate the commitment of SMEs to the borough's young people and to better formalise this commitment, the Council is seeking to develop a partnership pledge that SMEs will be encouraged to sign up to. The pledge will ask SMEs pledge their commitment to reducing NEETs through one of more of the following:
- Provision of one of more work experience placements per year through the Council's Trident Team
 - Provision of one or more traineeship or apprenticeship
 - Provision one work-related learning activity per year (either in school or on site) brokered through the Council's Careers Service.

The Pledge, which can be rooted in the now outdated Council's Employer Accord from 2008, could see SME's encouraged to support more vulnerable groups, such as those with learning difficulties, mental health issues and the long-term unemployed.

- 4.17 Plans are underway to build the Partnership Pledge into the Council's procurement processes. A kitemark or logo will accompany the pledge, to encourage businesses to sign up, which SMEs may in turn use on their stationary, etc. This is to be launched via local reception hosted by the Local Authority.

Care Leavers' support grant

- 4.18 All Care Leavers have pathway plans, in accordance with Government legislation, with each plan formally reviewed every 6 months and Young Person's Advisers (YPAs) meeting with each Care Leaver every 6-8 weeks. Going forward, pathway plans will make explicit reference to work-related learning. Designated Council Job Brokers will attend relevant reviews or informal meetings with individual Care Leavers alongside the YPA to better move them into employment as they come to

the end of their education. The aim will be to pick up ongoing support within the mainstream employment service offer, currently within Job Shops.

- 4.19 Where the Leaving Care Service is struggling to find appropriate provision or work-related learning opportunities for particular care leavers, their Young Person Adviser will attend the Council's Provider Forum, which brings together a wider range of VCS and private NEET and pre-NEET providers working within the borough. YPAs should also consult the Council's Provider Directory (available publicly) which lists current provision.
- 4.20 In 2015, Government pledged to create 3 million apprenticeships by 2020. Locally, the borough's activity survey from January 2017 demonstrated that only 65 (2.7%) young people who finished their GCSEs in the borough went on to begin an apprenticeship, below the London average. Bexley, for example, had 5.4% of their school leavers move into an apprenticeship.
- 4.21 The Council will need to have regard to a 2.3% apprenticeship start figure with the advent of the Apprenticeship Levy in April 2017, as well as developing a range of apprenticeships that match Local Labour Market forecasting. A care leaver who is NEET incurs additional spend for the Local Authority in tracking and support. However, it remains a challenge to fill apprenticeship vacancies, particularly from targeted groups, such as care leavers. Currently, £57.90 a week is given to care leavers to support independent living. For those undertaking an apprenticeship, this allowance is replaced with a £27.90 a week shopping allowance.
- 4.22 Despite being able to earn a wage, care leavers are often reluctant to take up apprenticeship opportunities because of the impact that may have on their allowance and other benefits, such as housing benefit. Recent analysis from the Learn 2 Live team demonstrated that a care leaver undertaking an apprenticeship may be left with a weekly surplus of disposable income of as little as £6.50.
- 4.23 The Council is to implement a transition grant to care leavers undertaking apprenticeships of £50 per week, rising to £70 per week for the second year of a two year programme. This will be incentivised with a proportion of the grant (e.g. 30%) held back and paid to the care leaver quarterly or on completion of the Apprenticeship. All apprentices will be assessed for literacy and numeracy skills and may need to undertake pre-apprenticeship training to bring them up to the required standard before providers will accept them on to a programme.
- 4.24 Further analysis is underway to establish the size of the current cohort, and levels of need. Cabinet Members who attended the January and March NEET workshops have provided policy direction in this area. Officers have set a target for 30% of council apprenticeships be taken up by care leavers. Funding is being secured for this, as an invest to save initiative, with a review to take place of the programme in two years' time.

Ringfencing apprenticeships for Care Leavers and SEND

- 4.25 The introduction of the Apprenticeship Levy in April 2017 will see the Council's head count of Apprentices increase to roughly 80. To support the Council's aspiration of a 30% take up of apprenticeships by care leavers, introducing a policy for prioritisation for targeted groups in relation to apprenticeships.

- 4.26 Research was conducted with other London LAs to establish whether similar programmes to prioritise key target groups were in place. Responses varied, with some LAs offering no prioritisation beyond residents, some having introduced and then abandoned a policy due to lack of success (e.g. Lewisham), and others having a policy in place (e.g. Bromley and Redbridge).
- 4.27 The intention is not to introduce a fixed ringfence for apprenticeship posts (as this may leave some unfilled), but rather award extra points upon the application shortlisting stage to those from priority groups within the borough. At least one other London Borough already adopts this policy successfully.

Internships for under and post-graduate Care Leavers

- 4.28 There is more the Council can do to support those specific care leavers that are attending university, for whom apprenticeships are less likely to be an option. Following a recent request from a graduating care leaver, the Group Manager for Law and Governance developed a paid work placement pilot within HR, paid at scale 3 for 3 days a week for 3 months, linked to an entry level job description. Whilst this pilot requires more formal evaluation, the opportunity exists to create a number of these opportunities. Similarly, the Council and its partners have a range of Summer job opportunities, which will provide important financial support for undergraduate care leavers.
- 4.29 17 care leavers are currently studying for graduate degrees. Therefore, should the Council offer placements to all, then up to 6-8 such internships a year would need to be formerly established across service blocks to meet the needs and interests of care leavers at university.
- 4.30 Costs for each internship will be met by each respective service block, and a needs analysis is underway to establish which care leavers that are graduating this year are interested in such an internship and the areas they are interested in.
- 4.31 2-3 month Summer jobs are available annually through Council services such as the Events Team, as well as key council partners such as Leisure Services and the National Citizens' Service. However, more is to be done to make these opportunities available to undergraduate care leavers, both by bringing them together in one place and targeting recruitment at this cohort through existing care leaver careers events. Additional work placement offers are also underway for undergraduate care leavers that wish to undertake work experience in specific areas.

Governance

- 4.32 Governance for the local authority's work in reducing NEETs is led by the 14-19 Partnership (which includes schools and Barking and Dagenham College) and the NEET Board, which is Officer led. The Corporate Performance Group will also provide additional oversight to some of the specific programmes outlined above. Strategic regional meetings are held with prime contractors and delivery partners who deliver the ESF NEET Youth Programme, and Local Authorities, incorporating ten North and East London Boroughs.

5. Financial Issues

Implications completed by: Katherine Heffernan, Group Manager for Service Finance

- 5.1 This report requests Cabinet to endorse the work to reduce NEET numbers. No additional resources are being requested as part of this work, but will be met from existing resources.
- 5.2 The 14-19 Youth service is a statutory service . The running cost of NEET activities is split across Education and Community Solutions and has been provided for in the 2017-18 General Fund budget of the Youth Services. The financial impact and funding arrangements for the implementation of a transition grant for Care Leavers undertaking an apprenticeship is still to be finalised and discussions are currently underway with Social Care.

6. Legal Issues

Implications completed by: Lindsey Marks, Principal Solicitor Children's Safeguarding

- 6.1 Local Authorities have statutory duties to provide targeted support to vulnerable young people and those who are NEET. The report refers to the legislation governing these duties at paragraph 1 and to the guidance issued in 2014 that details what is required by them. The Education Act 1996 imposes general duties to ensure the provision of suitable education for children in the area of the Local Authority, including special education provision.

7. Other Issues

7.1 Corporate Policy and Customer Impact

- 7.1.1 Whilst more up to date data is needed, there are several estimates around the cost of NEETs to the public purse. According to a report by Impetus PEF (2014), a young person who experiences a period NEET will, on average, lose up to £50,000 in earnings over their working life when compared to a peer who doesn't experience a period NEET, with direct implications on government taxation revenues. Similarly, the Centre for Social Justice in 2014 estimated that one NEET cohort alone costs the taxpayer £13 billion in public finance costs over their lifetimes.
- 7.1.2 The costs of NEET tracking and support have reduced in the borough. Nevertheless, failure to prevent a young person becoming NEET can have serious financial consequences as they move into and through adulthood. It is also important to note that the highest risk factor in a young person becoming NEET, as having been previously NEET, as demonstrated below.

Figure 6: NEET risk factors.

Increased chances of being NEET	
Factor	Increase in chance of being NEET for six months or more
Being NEET at least once before	7.9 times more likely
Pregnancy or parenthood	2.8 times more likely
Supervision by youth offending team	2.6 times more likely
Fewer than three months post-16 education	2.3 times more likely
Disclosed substance abuse	2.1 times more likely
Responsibilities as a carer	2.0 times more likely

Source: Audit Commission, analysis of Connexions data from fieldwork areas (approximately 24,000 people). 2010

The Council must maintain its momentum on NEET reduction if it is to realise its vision to grow the borough, as well as some the specific aspirations set out in the borough manifesto.

- 7.2 **Crime and Disorder Issues** - Young people who are under supervision by a Youth Offending Team are 2.6 times more likely to be NEET. Similarly, being NEET increases the risks of young people offending. By accelerating NEET reduction, the council should see a positive impact on youth offending.

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

List of appendices:

Appendix 1 – Provider Directory

Appendix 2 – NEET Action Plan

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BARKING AND DAGENHAM PROVIDER DIRECTORY

**HELPING YOUNG PEOPLE BACK INTO
EDUCATION, TRAINING AND
EMPLOYMENT**

MAY 2017



The Barking and Dagenham Provider Directory has been designed for the Borough and its partners to assist young people in sourcing information relating to Education, Training and Employment opportunities.

Section A: Study Programmes (pages 3-14)

Courses, qualifications and work experience from various different providers covering a wide range of subject areas.

Section B: Support Services (pages 15-28)

Information and advice including one to one support including job applications, CV writing, careers guidance, mental health, financial support and more.

SECTION A: STUDY PROGRAMMES



<u>ORGANISATION</u>	<u>PAGE NUMBERS</u>
Barking and Dagenham College	4
Barking Football Club	5
Choice Training Limited	6
City Gateway Trust	7-8
Flowing Rivers	8
Learn Direct	9-10
LBD Learning Disability Team	10
London Fire Brigade	11
SEETEC	12
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Technical Skills Academy	14



SECTION A: STUDY PROGRAMMES

ORGANISATION	SUMMARY (What the service provides, the duration and accreditation opportunities)	ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)	CONTACT DETAILS (Phone and email)
BARKING AND DAGENHAM COLLEGE	<p>Programmes from Entry Level to Level 7</p> <p>Vocational qualifications across all the main trade areas.</p> <p>BTEC qualifications from Entry to Level 3</p> <p>Traineeships</p> <p>Apprenticeships</p>	<p>16 years old and above</p> <p>16 years old and above</p> <p>16 years old and above</p> <p>16 to 23 years' old</p> <p>16 years old and above</p>	<p>Course information line:</p> <p>020 3667 0294</p>
ORGANISATION	SUMMARY (What the service provides, the duration and accreditation opportunities)	ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)	CONTACT DETAILS (Phone and email)

<p align="center">BARKING FOOTBALL CLUB</p>	<p>Football and Sports Coaching (Study programme) Level 1 or 2 Award, Certificate or Diploma in Sport Sport Coaching Qualification Football training sessions and match play Work experience in sports coaching Maths and English</p> <p>Gym Instructor and Fitness Level 1 or 2 Award, Certificate or Diploma in Gym Instructor/ Fitness Training. Gym sessions Maths and English</p> <p>Sports Coaching and Football (Traineeships) Work experience football and sports coaching. Employability skills Maths and English</p> <p>Gym Instructor and Fitness (Traineeships) Work experience Gym/Fitness Instructor Employability skills Maths and English</p> <p>Apprenticeships Sports Coaching School Sport and Physical Education Activity Leadership Fitness Instructor</p>	<p>16 to 18 years' old</p> <p>Various start dates throughout the year</p> <p>Young people from any London Borough</p> <p>Study programme</p> <p>Traineeships/ Apprenticeships</p>	<p>Mayesbrook Park Lodge Avenue, Dagenham Essex RM8 2JR</p> <p>*All programmes are delivered from Barking FC Education Centre.</p> <p>Barking FC (Learner enquiries)</p> <p>Rob O'Brien (Chairman) Tel: 07961 323320</p> <p>Mick O'Shea(Academy Manager) Tel: 07762 636015</p> <p>Email: moromanagement@gmail.com</p> <p>SCL Education Group</p> <p>(Advisor enquiries regarding the programmes education content). Steve Franks (Partnership Manager) Tel: 07808 167436 Email: education@wearescl.co.uk SCL Head Office: 0345 644 5747</p>
<p>ORGANISATION</p>	<p>SUMMARY (What the service provides, the duration and accreditation opportunities)</p>	<p>ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)</p>	<p>CONTACT DETAILS (Phone and email)</p>

<p>CHOICE TRAINING LIMITED</p> <p>(Plumbing Training Centre)</p>	<p>Level 1, 2 and 3 City and Guilds Diploma in Plumbing studies (2days per/week) (1year)</p> <p>Level 2 and 3 City and Guilds NVQ Diploma in Plumbing studies (1day per week for 2 years each level).</p> <p>Level 2 and 3 City and Guilds NVQ in Planned Reactive Maintenance (1 day per week for 2 years at each level).</p> <p>Levels 2 and 3 City & Guilds NVQ Industrial and Commercial (1 day a week for 2 years at each level)</p> <p>Level 1 Health & Safety City & Guilds Qualification. This is needed to obtain a CSCS card.</p>	<p>16 to 18 years old are fully funded from any area. Student loans can be arranged. Paying customers will also be accepted.</p> <p>Must be working in the trade or candidates can be put forward for interviews. 16 to 18 years old are fully funded. 19 years old are part funded with supplement payment from Employer. Any area.</p> <p>Must be working in the trade or candidates can be put forward for interviews. 16 -18 fully funded. 19 + part funded + supplement payment from employer. Any area.</p> <p>Must be working in the trade or candidates can be put forward for interviews. 16 -18 fully funded. 19 + part funded + supplement payment from employer. Any area.</p>	<p>Choice Training Seareach House Wantz Road, Dagenham Essex, RM10 8PS</p> <p>Tel: 0203 719 5639</p> <p>Email: bob@choicetrainingltd.co.uk rob@choicetrainingltd.co.uk</p>
<p>ORGANISATION</p>	<p>SUMMARY (What the service provides, the duration and accreditation opportunities)</p>	<p>ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)</p>	<p>CONTACT DETAILS (Phone and email)</p>

<p>CITY GATEWAY TRUST</p>	<p>Coaching and employment advisers - supporting young people into further education, apprenticeships or employment.</p> <p>L2 IT User Skills L2 Customer Service with Functional Skills or Functional Skills only (12 weeks, 3 days a week)</p> <p>IBM Traineeship 5 week placement at IBM, 7 weeks training at City Gateway.</p> <p>Apprenticeships</p> <p>Levels 2 and 3 Business Admin Levels 2 and 3 Customer Service Both 12-18 months</p>	<p>16-24 NEET Not on JSA, right to work Focus but not limited to East London boroughs (centre located near Canary Wharf)</p> <p>19-24 Valid identification & National Insurance Number</p> <p>19-24 FS Level 1 English & Maths Valid ID & NI</p> <p>16-24 Complete Training or Coaching at City Gateway Trust or Alternative Provision FS Level 1 English & Maths Valid ID & National Insurance No</p>	<p>Peter Hoang</p> <p>Tel: 0203 727 6254 07538 436473</p> <p>Email: admissions@citygateway.org.uk</p> <p>Website: www.citygateway.org.uk</p>
<p>ORGANISATION</p>	<p>SUMMARY (What the service provides, the duration and accreditation opportunities)</p>	<p>ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)</p>	<p>CONTACT DETAILS (Phone and email)</p>

<p>CITY GATEWAY (Alternative Provision)</p>	<p>Level 1 & 2 Business Admin Level 2 IT Level 1 & 2 Customer Service Level 1 & 2 Childcare Level 1 Exercise Studies Level 1 Sports Leaders Level 2 Fitness Instructing Level 3 Personal Training</p> <p>Programmes last 3 – 12 months, 3 days per week.</p>	<p>16 – 19 Valid ID Focus but not limited to East London Boroughs (centre located near Canary Wharf).</p>	<p>City Gateway AP Admissions</p> <p>Tel: 020 3727 6222 07540 686503</p> <p>Email: admissions@citygatewayap.org.uk</p>
<p>FLOWING RIVERS</p>	<p>Training in:</p> <ul style="list-style-type: none"> • Employability • Leadership • Finance • Business start-up <p>Opportunity to work with the Community intervention projects like helping the homeless, volunteering at old people's homes</p>	<p>Barking & Dagenham Residents 16-24 NEET</p>	<p>Samson Baptist</p> <p>Tel: 07985585996 Email: sb@flowingriversfoundation.org</p>

ORGANISATION	SUMMARY (What the service provides, the duration and accreditation opportunities)	ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)	CONTACT DETAILS (Phone and email)
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<p>LEARN DIRECT (Barking Centre)</p>	<p>Employability Module (5 days) City & Guilds Employability & Personal Development Entry Level 3</p> <p>Digital Skills Entry Level 3 BCS Award in Digital Skills (6 days) Level 1 BCS ITQ (ECDL) (5 days) Level 2 BCS ITQ (ECDL) BCS ITQ Level 2 ECDL (12 days)</p> <p>English & Mathematics Levels Entry Level 3, Level 1 & 2 Course (Maths 10 days) English (15 days)</p> <p>Customer service Level 3 City & Guilds Introduction to Customer Service (5 days) Level 1 City & Guilds Certificate in Health & Social Care (15 days) (candidates with childcare issues can leave at 3pm on this course)</p> <p>Retail Level 1 City & Guilds certificate in Retail Knowledge (7 days) Level 2 Pearson certificate in Warehousing & Storage (10 days)</p> <p>Hospitality Level 2 Pearson certificate in Hospitality & Catering Principles (Food & Beverage Service)</p>	<p>FREE courses if you are:</p> <p>Aged 19+ on or before August 31st A resident in the EU for three years or more</p> <p>In receipt of benefits: JSA, ESA, WRAG or Income Support (YOU CAN STILL TAKE OUR ENGLISH AND MATHS AS YOU DO NOT NEED TO BE ON ANY BENEFITS)</p> <p>Must provide proof of identification Must be able to commit to the required training programme</p> <p>(JSA) including those receiving National Insurance credits only</p>	<p>Barking Address: 1st Floor, Wigham House, Waking Road, Barking, Essex IG11 8PJ</p> <p>Please call the Barking Centre on Tel: 0345 2412533</p> <p>Gary Shaw Mobile: 07947 608860 Email: Gary.shaw@learndirect-centres.co.uk</p> <p>All the courses are run Monday to Friday from 9.30am to 4.30pm except Customer Service which finishes at 2.30pm</p>
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	<p>Includes Food Hygiene Certificate (10 Days) Pearson Edexcel Level 1 BTEC Certificate in Principles of Business Admin (10 days)</p> <p>This course is designed for learners who want to enter employment in a Business Admin role – learners should be able to use a computer for word processing and internet and e mail tasks. (Questions to ask candidate – basic knowledge of emails/ Microsoft word).</p>		
LBBB LEARNING DISABILITY TEAM	<p>Level 2 Apprenticeships in:</p> <p>Health & Social Care Business Administration Catering and Hospitality</p>	<p>16+ Must be residents of Barking and Dagenham</p>	<p>Mark Luxford Tel: 020 8227 5321</p> <p>Email: mark.luxford@lbbd.gov.uk</p>
ORGANISATION	SUMMARY (What the service provides, the duration and	ELIBILITY CRITERIA (Age, Target Groups, Geographical	CONTACT DETAILS (Phone and email)

<p style="text-align: center;">LONDON FIRE BRIGADE</p>	<p>accreditation opportunities)</p> <p>LIFE Course 4 or 5-day course AQA Accreditation in Firebreak: Fire Service Youth Training Programme</p> <p>Fire Cadets One evening a week for 3 hours from 18:00-21:00 during an academic year. BTEC Level 2 Award in the Fire & Rescue Service in the Community. Operational and Life Skills</p> <p>Volunteers One evening a week for 3 hours from 18:00-21:00 during an academic year. Supporting young people to achieve a BTEC Level 2 Award in the Fire & Rescue Service in the Community. Operational and Life Skills</p>	<p>areas targeted)</p> <p>Age: 14-17 Must live in or attend a provision in B&D, Havering or Redbridge</p> <p>Entry Criteria can be provided on request</p> <p>Cadets must be aged between 14 - 17. Application Form & Interview to join. Applicants can be taken from within Borough and the surrounding areas.</p> <p>Volunteers must be over the age of 18 and can attend sessions weekly or bi-weekly. Full training provided on Behaviour Management, Safeguarding, Drill Yard Supervision and BTEC Assessor. Applicants can be taken from within Borough and the surrounding areas.</p>	<p>Chelsea Harrison Email: Chelsea.harrison2@london-fire.gov.uk</p> <p>Life4@london-fire.gov.uk</p> <p>LFB Fire Cadets Tel: 0208 555 1200 ext 30618</p> <p>Email: LFBFirecadets@london-fire.gov.uk</p> <p>Website: http://www.london-fire.gov.uk/FireCadets.asp</p>
<p>ORGANISATION</p>	<p>SUMMARY (What the service provides, the duration and</p>	<p>ELIBILITY CRITERIA (Age, Target Groups, Geographical</p>	<p>CONTACT DETAILS (Phone and email)</p>

	accreditation opportunities)	areas targeted)	
SEETEC	<p>Careers Guidance Independent careers advice for young people aged 16-18 years who live in any of the London Boroughs, ensuring they achieve their next step into education, training or employment.</p> <p>MYCAREER SUPPORT (Targeted Mental Health) This intensive support service helps young people who have mental health, drug and alcohol, or substance misuse support needs, or are homeless, sofa-surfing or in temporary accommodation who want to work to access employment, education or training opportunities.</p>	<p>18-24 year olds Not in Education, Employment or Training (NEET) All London Boroughs</p> <p>18-24 year olds Not in Education, Employment or Training (NEET)</p> <ul style="list-style-type: none"> • Mental health difficulties • Drug or alcohol abuse • Homelessness (including temporary accommodation and sofa surfing) <p>All North-East London Boroughs</p>	<p>Referrals can be made to: Tel: 0808 164 2551 Email: My.career@seetec.co.uk</p> <p>Belinda White Partnership Manager Tel: 07860 924152 Email: Belinda.white@seetec.co.uk</p> <p>Yasmin Marcham Contract Lead – MyCareer Support Tel: 07500 972330 Email: Yasmin.marcham@seetec.co.uk</p>

ORGANISATION	SUMMARY	ELIBILITY CRITERIA	CONTACT DETAILS
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	(What the service provides, the duration and accreditation opportunities)	(Age, Target Groups, Geographical areas targeted)	(Phone and email)
SOUTH ESSEX COLLEGE	<p>Level 2 Diploma in Business, Logistics and Supply Chain</p> <p>Candidates, alongside studying Maths and English at GCSE or functional skills will gain three excellent qualifications as part of the programme, comprising:</p> <p>Edexcel Safe Road Skills and Attitudes Level 1 Introduction to Freight Forwarding Level 1 BTEC Warehousing and Storage Principles Level 2</p>	<p>16-23 year olds</p> <p>Venue: Thurrock Campus, High Street, Grays, RM17 6TF</p> <p>Entry requirements: GCSE grade D or above in maths, and English at grade E or above, or Business Administration Level 1 Diploma (or equivalent) and maths and English at entry 3</p> <p>successful attendance at interview event and satisfactory references</p>	<p>Jim Smith</p> <p>Tel: 01375 362690 07455 587088</p> <p>Email: james.smith@southessex.ac.uk</p> <p>Website: http://www.southessex.ac.uk/courses/business-logistics-and-supply-chain-level-2-diploma</p>
ORGANISATION	SUMMARY	ELIBILITY CRITERIA	CONTACT DETAILS

	(What the service provides, the duration and accreditation opportunities)	(Age, Target Groups, Geographical areas targeted)	(Phone and email)
TECHNICAL SKILLS ACADEMY	<p>Hair – Level 1,2 and 3 Beauty - Level 1,2 and 3 Media make-up – Level 2 and 3 Multi skills (construction) – Level1 Plumbing – Level1 Food Studies – Level 1 and 2 Childcare – Level 1 and 2 Health & Social Care - Level 1</p> <p>Business Studies – Level 2 and 3 (BTEC subsidiary and extended Personal Business Finance Diploma). Career Ready programme’ (sponsored by Citi).</p> <p>Creative IT – level 2 and level 3 (BTEC subsidiary and extended Diploma)</p> <p>ESOL 16-18 Prince’s Trust Programme</p> <p>All programmes are one year – exception of the Prince’s Trust programme subsidiary BTEC leads to extended, on successful completion of first year units</p>	<p>16-18 year olds only</p> <p>Level 1 - at least 2 GCSEs at D or above or have successfully completed an entry level 3 programme</p> <p>Level 2- GCSEs at Grade D or above, including English & maths (specified for some courses, e.g. Business) or have completed successfully a Level 1 qualification</p> <p>Level 3 you will have achieved 4 or more GCSEs grades A* to C either English or Maths (or have successfully completed an appropriate level 2 qualification</p> <p>Business with Personal Business Finance requires 6 GCSEs A* to C including English & Maths.</p> <p>ESOL - assessments on site (Thursdays in term time or as arranged) and assessments/interviews are carried out by Prince’s Trust team prior to programme starts.</p>	<p>Hilary Moore (Head)</p> <p>Tel: 0203 667 0500 Email: Hilary.Moore@bdc.ac.uk</p>



SECTION B: SUPPORT SERVICES

<u>ORGANISATION</u>	<u>PAGE NUMBERS</u>	<u>ORGANISATION</u>	<u>PAGE NUMBERS</u>
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Chain Reaction	18	New Challenge	23
Community Links	18	SEETEC	24
DABD (UK)	19	Subwize	25
East Thames	19	The Challenge	25
LBBB Apprenticeship Team	20	The Princes Trust	26
LBBB Construction Team	21	Tomorrow's People	26
LBBB Economic and Wellbeing Team	21		
LBBB Job Shop	22		

SECTION B: SUPPORT SERVICES

ORGANISATION	SUMMARY (What the service provides, the duration and accreditation opportunities)	ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)	CONTACT DETAILS (Phone and email)
BIG CREATIVE EDUCATION	<p>Major Keys Challenge</p> <p>The project is an exciting industry opportunity to engage with young people through the creative mediums. Young people will gain employability skills and develop confidence, self-esteem and interpersonal skills.</p>	<p>15- 18 years old and identified as “at risk” of becoming (NEET -Not in Education, Training and Employment).</p> <p>Project is funded to support young people in Central, North & East London</p>	<p>Joanna Vasanth</p> <p>Tel: 020 3319 6285</p> <p>Email Joanna.vasanth@bigcreative.education</p>
ORGANISATION	SUMMARY (What the service provides, the duration and accreditation opportunities)	ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)	CONTACT DETAILS (Phone and email)
	Our services:	Young Adult Carers 14-25	Tel: 020 8593 4422

CARERS OF BARKING AND DAGENHAM	<p>Information Advice Advocacy Support- one-to-one/group (emotional and practical) Peer led social group- develop Self-confidence and friendships, empowerment. CV writing</p> <p>Help develop skills: Interview, Communication, Leadership, Confidence and Teamwork.</p> <p>Workshops: Education, Money Management, employability/training, college, university and student loan application. Support to access University and college open days.</p>	<p>years old.</p> <p>Young Carers aged 8-19 years</p> <p>Barking & Dagenham</p>	<p>Email: carers@carerscentre.org.uk</p>
ORGANISATION	SUMMARY (What the service provides, the duration and accreditation opportunities)	ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)	CONTACT DETAILS (Phone and email)
	Make Your Mark is a creative training	Young people aged 13-19 from	Sarah Page

<p>CHAIN REACTION</p>	<p>programme tackling barriers to employment by teaching new skills, raising self-esteem, confidence and aspirations.</p> <p>This is a 1 week intensive course with strong focus on interpersonal, communication and presentation skills</p> <p>The intensive week will then be followed up with 10 weekly evening session providing sustained mentoring.</p>	<p>London Borough of Barking and Dagenham.</p> <p>The programme is for those who are at risk of being NEET or those who are already NEET.</p>	<p>Tel: 0208 981 9527 Email: admin@chainreactiontheatre.co.uk</p>
<p>COMMUNITY LINKS</p>	<p>Talent Match offers job opportunities to young people, employability training, business training and Apprenticeships referrals.</p>	<p>18-24 NEET B&D residents</p>	<p>Samson Baptist</p> <p>Tel No: 07985585996 Email: samson.baptist@community-links.org</p>

ORGANISATION	SUMMARY (What the service provides, the duration and accreditation opportunities)	ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)	CONTACT DETAILS (Phone and email)
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<p>DABD</p> <p>Disablement Association of Barking and Dagenham (UK)</p>	<p>NEET Outreach project 16-24 who are NEET (not in education, employment and training) and support with progression into education, employment and training.</p> <p>The NEET project includes:</p> <p>Traineeships: Functional skills Maths, English, ICT 104 hours work placement Duration: 6 weeks – 6 months</p> <p>Apprenticeships: Customer service, business admin and health and social care (level 2/3) Duration: 1 year</p>	<p>Eligibility Aged 16-18 who are NEET or whose status is 'unknown'</p> <p>Aged 19-24 who are unemployed but not claiming Job Seekers Allowance</p> <p>The young people engaged must be resident in one of the following boroughs:</p> <p>Barking and Dagenham Havering Waltham Forest Newham Redbridge Tower Hamlets Enfield Greenwich Hackney Haringey</p>	<p>Tel: 0208 215 9770</p> <p>Jacey Rowley Jacey.rowley@dabd.org.uk</p> <p>Chloe Thornton Chloe.thornton@dabd.org.uk</p>
<p>EAST THAMES</p>	<p>Youth Employment Programme for 16-24 year olds, helping young people find sustainable employment/apprenticeships</p>	<p>Can live in any area, must be NEET and aged 16-24 years old.</p>	<p>James Briggs Tel: 0208 522 5889 Email: James.briggs@east-thames.co.uk</p>

ORGANISATION	SUMMARY (What the service provides, the duration and accreditation opportunities)	ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)	CONTACT DETAILS (Phone and email)
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<p style="text-align: center;">LBBB – BARKING & DAGENHAM COUNCIL APPRENTICESHIP TEAM</p>	<p>We can provide support on a range of services including:</p> <p>Job Hunting</p> <p>Careers Advice</p> <p>CV writing</p> <p>Support with job applications</p> <p>Access to computers for job searching</p> <p>Interview skills and techniques</p> <p>Provide better off calculations and in work benefit advice</p> <p>Identify training needs and signpost to relevant provision</p> <p>Stationary and postage for job applications FREE computer and internet access for job search FREE telephone, photocopying and scanning facilities for job searching</p>	<p>LBBB residents only</p> <p>Unemployed or working/studying less than 16 hours per week</p> <p>Please note that there is additional support for those residents living in Council accommodation</p> <p>Must have valid passport or Full Birth certificate and National Insurance Number.</p>	<p>Mark Luxford</p> <p>Tel: 020 8227 5321 Email: Mark.luxford@lbbd.gov.uk</p> <p>Enquiries/applications: apprenticeships@lbbd.gov.uk</p> <p>Dagenham Job Shop (Reception) Tel: 020 8724 8877 dagenhamjobshop@lbbd.gov.uk</p> <p>Barking Job Shop (Reception) Tel: 020 8724 8870 Email: barkingjobshop@lbbd.gov.uk</p> <p>Adult College Job Shop and Construction Team (Reception)</p> <p>Tel: 020 8724 2809 Email: construction@lbbd.gov.uk</p>
ORGANISATION	SUMMARY (What the service provides, the duration and accreditation opportunities)	ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)	CONTACT DETAILS (Phone and email)
	Working with local residents from 16+ to	<u>Local residents</u> ONLY from	Frank Notaro

<p>LBBB – BARKING & DAGENHAM COUNCIL CONSTRUCTION TEAM</p>	<p>access training, jobs, apprenticeships and work experience within the construction sector, on all local construction developments. Can access opportunities within the borough.</p>	<p>Barking & Dagenham, Aged 16+ and above</p>	<p>Tel: 020 8227 5263 Georgie Loveday Tel: 020 8227 2750 Email: construction@lbbd.gov.uk</p>
<p>LBBB ECONOMIC & WELLBEING TEAM</p>	<p>Teen parent Adviser: Provide IAG to teen parents, Support teen parents to remove the barriers to EET and give support to access same. Give benefits, housing and child care advice and support. The service concludes when teen parent reaches the age of 20 or when all needs are met.</p>	<p>Teen parents, male and female and pregnant teens</p>	<p>Elwyn Boyle Tel: 07971111466 Email: Elwyn.boyle@lbbd.gov.uk</p>
<p>LBBB – BARKING AND DAGENHAM COUNCIL JOB SHOP</p>	<p>Support residents into employment. One-to-one advice and guidance Creating/Updating CV's Application support Interview preparation</p>	<p>LBBB residents. Unemployed or working/studying less than 16 hours per week. Must have Recourse to Public Funds and have proof of address and valid ID</p>	<p>Dagenham Job Shop (Reception) Tel: 020 8724 8877 Email: dagenhamjobshop@lbbd.gov.uk OR Barking Job Shop (Reception) Tel: 020 8724 8870 Email: barkingjobshop@lbbd.gov.uk</p>
<p>ORGANISATION</p>	<p>SUMMARY (What the service provides, the duration and accreditation opportunities)</p>	<p>ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)</p>	<p>CONTACT DETAILS (Phone and email)</p>
			<p>Tauseef Hussain</p>

<p style="text-align: center;">LEONARD CHESHIRE DISABILITY</p>	<p>ACE (Able Capable Employable) The ACE employment initiative is a Building Better Opportunities programme to support disabled people into work; we will be engaging with local employers to source vacancies as we have funds to subsidise wages in the initial stages of employment. This is for</p> <p>ENGAGE</p> <p>Leonard Cheshire Disability are working together with Tomorrows People on the ENGAGE 6 week employability skills programme the first programme will start 24th APRIL 2017 and we are currently taking referrals and assessing candidates suitability and needs prior to enrolment.</p>	<p>ACE Programme The ACE programme is for unemployed Barking & Dagenham and Redbridge residents who are disabled over 25 and who have worked for less than 6 months in the last 2 years.</p> <p>ENGAGE Programme The Engage programme is for disabled and disadvantaged 16-24 year olds in the Barking area; there are no eligibility criteria although clients must be able to travel to Barking to attend the course.</p>	<p>Employment Advisor Leonard Cheshire Disability Mob:07785 468 615</p>
<p>ORGANISATION</p>	<p>SUMMARY (What the service provides, the duration and accreditation opportunities)</p>	<p>ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)</p>	<p>CONTACT DETAILS (Phone and email)</p>

MENCAP	We currently provide a “ get into employment ” service for people with learning disabilities helping them to get into apprenticeships, traineeships and education, we run two different programmes, one for 16 to 24 year olds and one for 25+	16 years old and above	Employment Coordinator – East London Bryony Jones Tel: 07422075698 Email: bryony.jones@mencap.org.uk Sarah Gibbons Tel: 07989448534 Email: sarah.gibbons@mecap.org.uk
NEW CHALLENGE	<p>Helps clients with Career Decisions and Planning. Support clients in reviewing their skills and abilities and develop new goals. Motivate clients to implement their Plan of Action. Enable clients to make the best use of high quality career related tools. Source new information for clients about the ever changing job landscape in London</p> <p>1 day per week each site</p>	Eligible customers: Adults aged 19 + (or 18 years old + in receipt of benefits)	Website: www.newchallenge.org
ORGANISATION	SUMMARY (What the service provides, the duration and accreditation opportunities)	ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)	CONTACT DETAILS (Phone and email)

<p>SEETEC</p>	<p>MYCAREER SUPPORT (Targeted Mental Health)</p> <p>This intensive support service helps young people who have mental health, drug and alcohol, or substance misuse support needs, or are homeless, sofa-surfing or in temporary accommodation who want to work to access employment, education or training opportunities.</p> <p>They benefit from a dedicated Career Support Worker who helps them develop an action plan, ensures they achieve accredited learning and provides on-going support to help them achieve their goals.</p> <p>In-work support is delivered for six months after participants have started employment, education or training to ensure they are still on track.</p>	<p>18-24 year olds</p> <p>Not in Education, Employment or Training (NEET)</p> <ul style="list-style-type: none"> • Mental health difficulties • Drug or alcohol abuse • Homelessness (including temporary accommodation and sofa surfing) <p>All NE London Boroughs</p>	<p>Yasmin Marcham Contract Lead – MyCareer Support Tel: 07500 972330 Email: Yasmin.marcham@seetec.co.uk</p> <p>Referrals can be made to: Tel: 0808 164 2551 Email: My.career@seetec.co.uk</p>
<p>ORGANISATION</p>	<p>SUMMARY (What the service provides, the duration and accreditation opportunities)</p>	<p>ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)</p>	<p>CONTACT DETAILS (Phone and email)</p>
	<p>Subwize support young people with substance use issues. We help NEET</p>	<p>Young people with substance use support needs or young</p>	<p>Julia Mayer (Subwize Service Lead)</p>

<p>Subwize (Part of Change Grow Live)</p>	<p>young people where substance use is effecting their ability to engage with employment training and education. We also support young people to access several in house actives such as Boxing Sailing and Football to improve their ongoing wellbeing and self-reliance.</p>	<p>people effected by a parent or carers Substance misuse.</p> <p>5-21 yr olds (or 25 yrs with additional needs).</p>	<p>Tel: 0208 227 5019</p> <p>Email: julia.mayer@cgl.org.uk</p>
<p>THE CHALLENGE</p>	<p>NCS is government-FUNDED and takes place during the summer holidays. Participants work through physical, personal and creative challenges to develop useful life skills whilst engaging with their local area. Delivering the programme costs hundreds of pounds per head, but we only charge parents/guardians £50. We also offer financial support when needed. We do not require any financial commitment from Local Authorities. Participants who complete the programme are invited to a graduation at the end and given a certificate.</p>	<p>Current school year 11 & 12 (or relevant age if NEET)</p>	<p>Emily Benjamin</p> <p>Tel: 07785 623 412</p> <p>Email: Emily.benjamin@the-challenge.org</p>
<p>ORGANISATION</p>	<p>SUMMARY (What the service provides, the duration and accreditation opportunities)</p>	<p>ELIBILITY CRITERIA (Age, Target Groups, Geographical areas targeted)</p>	<p>CONTACT DETAILS (Phone and email)</p>
<p>THE PRINCE'S</p>	<p>Helps young people get into jobs,</p>	<p>Aged 13-30 years olds</p>	<p>Tel: 0800 842 842</p>

<p>TRUST</p>	<p>education, training and self-employment. Variety of programmes and opportunities for young people.</p>		<p>Website: https://www.princes-trust.org.uk/contactus</p>
<p>TOMORROWS PEOPLE – BARKING</p> <p>12 week programme, with a 2 week recruitment block between courses.</p> <p>The project runs Monday- Friday from 9.30am- 13.30pm at the Broadway Theatre, Barking.</p>	<p>Tomorrow’s People in Barking are currently recruiting people aged 16+ to participate in a new workshop ‘Resolve’</p> <p>Individuals will attend corporate sessions where they will receive support in CV’S, cover letters, presentation skills, money management and will have a mock interview with feedback.</p> <p>Each client will have the chance to learn/update digital skills to put on their CV as well as taking part in free outings which have previously included Sky Studios, Microsoft and Young Vic Theatre and many more.</p> <p>We also concentrate on building self-esteem, motivation, confidence and work experience opportunities with our funding corporate partners.</p> <p>Actively recruiting young people for the 12 Week programme gaining an accredited arts award, first aid with St John Ambulance and employability skills with corporate partners.</p>	<p>Age 16-34 years old (with a strong focus on 18-24yr olds)</p> <p>There is no Criteria although this program is designed to specifically support those with disabilities, learning difficulties and those who are NEET.</p> <p>Residents of neighbouring boroughs are welcomed. Tomorrow’s People will pay full travel expenses to and from the project weekly and any smart interview clothing/footwear needed. Although the course is for 12 weeks, all clients are free to leave as soon as they find suitable training, education or employment.</p> <p>If you have any clients who you feel would be suitable please contact to Stacey or Danielle to arrange an informal interview.</p>	<p>Stacey Wright (Project Manager)</p> <p>Tel: 07825214524 Email: swright@tomorrows-people.co.uk</p> <p>Danielle Lecointe (Project coordinator)</p> <p>Tel: 07437019706 Email: dlecointe@tomorrows-people.co.uk</p>

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NEET Workshop - action plan, May 2017

Overarching actions

What are we doing?	Who is the owner?	How will we do it?	When will it be completed?	Progress (R/A/G) and commentary	Issues to consider
Reshape work-related learning offer, including an offer for Primary schools	Rosalind Hall, Gail Clark, Erik Stein	Develop range of work-related learning activities for universal and targeted groups. E.g. Offers for targeted groups such as White British NEET or pre-NEET boys. Develop work-related learning activities for Primary school.	April 2018 rollout	Amber – discussions underway with Heads around a traded offer to Primary Schools, as well as using nationally funded Enterprise Advisers to support. Organisation 15 Billion already deliver ‘work week’ in several primary schools	
Refine/develop an LBBD policy for work placement offers (including to those most vulnerable to becoming NEET and/or already NEET).	Gail Clark, Brigid Gosby, Erik Stein	Proposal to the Workforce Board setting out key actions to redefine and develop the Council’s role in offering work experience, and apprenticeships. Development of overall ‘brand’ for work experience.	May 2017	Amber – IT to secure additional placements in place for June placement cohort, policy to expand council offer underway.	Work placements must have access to IT (i.e. laptops). We are working with Elevate to provide IT for 60 placements a year across the Council (around a 50% increase).
Develop partnership pledge for SMEs	Hilary Morris, Euan Beales,	Proposal to the Workforce Board setting out key	September 2017	Amber – Agreed by Workforce Board,	How will BECC and Chamber of

focused on supporting young people through the provision of apprenticeships and other work-related learning.	Erik Stein	expectation of a partnership pledge.		meetings in place with Corporate Procurement to take forward.	Commerce be engaged?
Develop bespoke support/mentoring for different NEET sub groups, including peer i.e. Looked After Children, those with Learning Disabilities and Difficulties, and Teen Parents.	Baljeet Nagra/ Barking and Dagenham College. Erik Stein/ Janet Cassford Erik Stein/ Borough Insight Team	<p>LDD</p> <p>Proposal from Remploy to develop pathways for LDD students at Barking and Dagenham College and gain employment with partner employers.</p> <p>Young people will transition to bespoke support and mentoring delivered by local colleges and alternative education providers.</p> <p>LAC</p> <p>Mentoring programme for up to 19 Year 11 LAC transitioning to Year 12 (to ensure they all remain EET), funded by Virtual School and delivered by the Youth Service and others.</p> <p>All target groups</p> <p>Expression Of Interest is being developed for the Life Chances Fund (Cabinet Office). This</p>	<p>Could begin within weeks, if agreed.</p> <p>In place, right staffing to be matched. To begin with September 2017 Yr11 cohort.</p> <p>Expression Of Interest to be submitted by</p>	<p>Amber – proposal received, to be discussed at SD&I to secure potentially funding.</p> <p>Amber – work has begun on drawing this provision together.</p> <p>Green – Mentoring programme in place for in borough. Careers advise to be offered to those out of borough.</p> <p>Green – Expression of interest submitted and has passed the</p>	<p>BDC proposing 100% of funding to come from LBBD at present.</p> <p>Social Investor is required to fund the programme up</p>

	Erik Stein/ Mark Adams	<p>Social Impact Bond would fund mentoring for young people using the LA's Risk Of NEET Indicator tool across schools and colleges, to prevent drop outs between Year 11-12 and 12-13 over four years. To include residents who go to school out of borough and should include element of peer mentorship.</p> <p>Develop mentoring or transition activities for young people identified as being at risk in Year 6, using a RONI (Risk Of NEET Indicator) tool.</p>	<p>March 31st. Full bid to follow pending successful submission.</p> <p>Yr6 -7 transition programme already in place in some schools, delivered by youth service. Full programme to be developed with CommSol for 2018 delivery</p>	<p>first stage, including bid for development grant. Meetings in place with potential investors, with one meeting already having taken place.</p> <p>Amber – transition programmes to be delivered across 7 schools in 2017, discussion underway of how to scale up within CommSol.</p>	<p>front. LA Insight Team is working on securing an agreement in principle from Bridges Ventures and Big Issue Invest.</p> <p>Capacity for CommSol to undertake this work will need to be established, using youth service model.</p>
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Care leavers

What are we doing?	Who is the owner?	How will we do it?	When will it be completed?	Progress (R/A/G)	Issues to consider
Achieve a target of 30% (24) LBBB apprenticeships take up by LBBB LAC YP in 2017/18.	Terry Regan, Noel Heron, Gail Clark, Neal James	Revise borough policy around recruitment to apprenticeships/ internships to make LAC a priority group.	March 2018	Green – Workforce Board have agreed proposal to award extra point upon shortlisting, discussions underway with HR to take forward.	Survey of other London LAs has demonstrated that other LAs also struggle to recruit Care Leavers. Timely information will be required on the profile of Care Leavers to match to appropriate Apprenticeships and hit target of 30%.
Proposal to provide financial support at the level of £50 per week per YP to incentivize and mitigate the impact of benefit reduction when Care Leavers take up apprenticeships.	Joanne Tarbutt, Gail Clark	Proposal to be submitted to the Workforce Board setting out process and costs.	September 2017	Amber – Workforce Board have agreed proposal, discussion underway to take forward. NEET Care Leavers and Care Leavers who are potential NEETs who are interested in apprenticeships identified.	Ensuring sufficient Young People take up offer. £70 per week if they go on to the second year of a two year Apprenticeship.
Improve employability prospects for Care Leavers through the provision of paid internships with the	Joanne Tarbutt, Gail Clarke, Meena Kishinani	Provision of up to 10 internships a year for Care Leavers, particularly those in HE, for 3 days a week for 3 months (Sc3).	September 2017 rollout	Green - Workforce Board have agreed proposal, profiling of undergraduate care leavers underway	Ensuring a sufficient spread of internships across council departments and appropriate

Council.				with potential internships in Transformation Team identified.	take up by young people.
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Learning Difficulties and Disabilities

What are we doing?	Who is the owner?	How will we do it?	When will it be completed?	Progress (R/A/G)	Issues to consider
Work closely with Adult Services and Revs and Bens to better identify LDD NEET cohort to provide more tailored support.	Baljeet Nagra/ Alison Bunker/ Paul O'Brien	Closer working between 14-19 Team, Disabled Children's Team, Community Learning and Disability Team and Revs and Bens to identify EET LDD young people and establish what extra support might be needed for specific young adults.	Monthly meetings from April onwards. Use of Revs and Bens database from March.	Green – in place. Initial meeting reduced Unknown cohort by 19.5%. Subsequent meetings on place with other teams in All Age Disability Service.	
Improve access to and take up of 'access to work' funding to facilitate transition from NEET to EET for young people with LDD.	Baljeet Nagra/ Alison Bunker	Young people ready for employment to be made aware of Access to Work funding through: Preparing for Adulthood Pathway; Careers Information, Advice and Guidance; EHC review; and College reviews.	Take of up Access to Work to be monitored over a year from April 2017 to assess increased take up.	Green – in place.	Follow up will be needed to obtain evidence of improved access and impact of NEET to EET. Cohort, baseline and success criteria needed.

Teen Parents

What are we doing?	Who is the owner?	How will we do it?	When will it be completed?	Progress (R/A/G)	Issues to consider
Support teen parents financially to mitigate the loss of Care to Learn funding when attending courses.	Gill Wilson	Set up a fund for short courses / work experience, where Care to Learn funding cannot be accessed, for teen parents up to aged 20.	Community Solutions to provide £7.5K - £10K from April 2017.	Green.	Only viable for short courses / work experience. Support for long term courses such as apprenticeship will not be financially viable and will need to await national decision. Lobbying has begun with MPs.
Devise/develop a suite of short courses that would result in a recognised educational qualification for teen parents.	Gill Wilson Clare Warren (BDC)	Working in partnership with Barking and Dagenham College to identify units that can be accredited that will form part of Baby to Briefcase course. Develop Baby to Briefcase to enable modules to be completed by the young person in alternative environments to include working from home, children's centres, or any venues preferred by the young person.	Development underway. Completion will be subject to accreditation.	Green.	Timescales for development and accreditation likely to be September. Will need to ensure sufficient numbers of young people are engaged.

CABINET**20 June 2017**

Title: Provision of Respite Care and Support Services for Disabled Children and Young People	
Report of the Cabinet Member for Social Care and Health Integration	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Valerie Tomlinson-Palmer; Commissioning and Procurement Officer (Children's Services)	Contact Details: Tel: 020 8227 3549 E-mail: valerie.tomlinson-palmer@lbbd.gov.uk
Accountable Divisional Director: Chris Bush; Commissioning Director for Children's Care and Support	
Accountable Director: Anne Bristow; Strategic Director for Service Development and Integration	
<p>Summary:</p> <p>Respite provides invaluable support for disabled children, young people and their families.</p> <p>Taking care of a Disabled Child offers many benefits, strengthening the parent-child bond, bringing fulfilment and happiness, boosting quality of life. But regardless of these advantages and the love a parent/carer has for the recipient of their attention, care giving can be emotionally and physically draining. This is especially true when added to other responsibilities at work and home.</p> <p>Many Carers have to make some work-related adjustments to accommodate care giving. Over time, without relief and assistance, care giving can take a mental and physical toll on carers. Family caregivers may feel guilty trying to find relief from the responsibilities of care giving. But planned, periodic respites can benefit both carer and the cared for. Without breaks, carers can become stressed, resentful and even depressed. With a respite, they return to the task refreshed, re-energized and relaxed.</p> <p>There is a statutory duty upon the local authority to ensure this provision exists.</p> <p>This report seeks approval for the Council to commence a procurement exercise. This exercise is concerned with the establishment of Framework contract comprising a diverse range of services for the provision of respite and support services for disabled children and young people.</p> <p>This exercise will culminate in the creation of a list of suitably qualified and experienced providers for the provision of respite and support services. All providers on the Framework will also be accessible to eligible families opting to receive a Direct Payment</p>	

or Personal Budget securing them the peace of mind that a rigorously vetted list of providers of this nature offers.

The Framework Agreement awarded will be for a period of four years and is likely to be awarded to multiple providers. Forecasts indicate that total expenditure in this area over the four-year period will be approximately £1.9m.

The Framework is expected to be in place by 1 September 2017 with delivery commencing from 1 October 2017.

There is no fixed financial commitment involved with this proposed arrangement as costs will only be incurred when services are used via call off contracts.

Recommendation(s)

The Cabinet is recommended to:

- (i) Agree to commence the procurement of a four-year framework contract for the provision of respite and support services for disabled children and young people, in accordance with the Council's Contract Rules and the strategy set out in the report; and
- (ii) Delegate authority to the Strategic Director for Service Development and Integration, in consultation with the Cabinet Member for Social Care and Health Integration, the Chief Operating Officer and the Director of Law and Governance, to award and enter into the framework agreements and all other necessary or ancillary agreements with the successful bidders.

Reason

To assist the Council in achieving its priorities of "Enabling Social Responsibility" and "Growing the Borough"

1. Introduction and Background

- 1.1 Results published from the 2011 census show that over 16,000 Barking and Dagenham residents provide some level of unpaid care, which is approximately 9% of the resident population. Nearly 30% of local carers (4700) provide more than 50 hours of care a week.
- 1.2 Taking care of a Disabled Child offers many benefits, strengthening the parent-child bond, bringing fulfilment and happiness, boosting quality of life. But regardless of these advantages and the love a parent/carer has for the recipient of their attention, care giving can be emotionally and physically draining. This is especially true when added to other responsibilities at work and home.
- 1.3 Many Carers have to make some work-related adjustments to accommodate care giving. Over time, without relief and assistance, care giving can take a mental and physical toll on carers. Family caregivers may feel guilty trying to find relief from the responsibilities of care giving. But planned, periodic respites can benefit both carer and the cared for. Without breaks, carers can become stressed, resentful and even

depressed. With a respite, they return to the task refreshed, re-energized and relaxed. Families of disabled children and young people are more likely to experience family breakup; respite can reduce family stress and prevent them reaching crisis point by enhancing emotional wellbeing, building resilience, and improving life chances.

- 1.4 There are many forms that respite and support services can take, the service can take place in the child's own home where additional support is provided to the service user in their home to enable the carer to have additional support or in a residential setting where the service users temporarily move to other accommodation, as well as in an educational or community venue or in their local environment. The services can be provided at various time including daytime, evening, weekend and overnight.
- 1.5 Whilst support services focus on assisting the families at times/dates when additional help is needed to ensure that families get to take a much needed break from their 24-hour caring; Respite is an opportunity for disabled children and young people to have fun, gain independence, learn and develop. The duration of respite breaks can vary from a number of hours during the day, overnight or for a period of consecutive days and nights. This provision is usually planned but in some cases may be accessed on an emergency basis.
- 1.6 This report seeks approval for the Council to commence a procurement exercise. This exercise is concerned with the establishment of a diverse range of providers and services for the provision of respite and support services for disabled children and young people.
- 1.7 This exercise will culminate in the creation of a list of suitably qualified and experienced providers for the provision of respite and support services. All providers on the Framework will also be accessible to eligible families opting to receive a Direct Payment or Personal Budget securing them the peace of mind that a rigorously vetted list of providers of this nature offers.
- 1.8 This exercise will allow the Council to:
 - Secure better value for money by having a pre-agreed pricing structure that commits the providers to maintain their base prices across the term of the contract
 - Change the service provision to meet current and future needs – the Framework will provide the Council with the flexibility to scale up or down usage to meet demand
 - Achieve better outcomes – Good quality services should lead to more consistent, needs-focused, respite and support service provision for children, young people and families;
- 1.9 Families told the Government that their number one priority was to have regular and reliable short breaks from caring. Consultation with Parents, Young People and Children resident in Barking and Dagenham has highlighted the importance of respite to them and the impact that they have. At the most recent consultation event

which took place during March 2017 - Parents expressed that Respite and support Services allow them to:

- Have a break from their caring responsibility
- Allow the parent/carer to spend time with other family members
- Gives opportunities for the disabled child or young person to have fun and social interaction outside the family.

They also expressed the following:

- Need to be better value
- More variety
- Consistent
- Be tailored for the individual
- Be increased

1.10 Currently Barking and Dagenham provide respite and support services for 272 children and young people using the following service providers for respite and support services:

Respite services are currently provided by:

- Indigo – Barnardos
- Water Lane - Barnardos
- The Vine Residential Services
- Hamelin House
- Haven House
- Satash Care

Support Services are currently provided by:

- Hope Superjobs
- Redspot
- London Care
- Inclusive Care Support
- Disablement Association of Barking and Dagenham

1.11 The table below show usage of respite and support services for the financial years 14/15 and 15/16.

Year	Number of Children & Young People			Total Number	Number of Hours		
	Respite Days	Respite Nights	Support Services		Respite Days	Respite Nights	Support Services
2014/15	50	19	28	69	15596	6064	13949
2015/16	48	15	26	63	14980	4416	13481

1.12 The cost for these services is in the region of £470k per annum with the total cost for the financial 2015/16 year being £507,566 and the following financial year (2016/17) with an expected spend of £435k. Please see the table below:

Provision	2015/16	2016/17*
Day	£209,040.59	£149,674.51
Domiciliary	£107,048.08	£60,034.02
Overnight	£191,478.00	£115,830.00

*At 26/01/17

- 1.13 In addition to services purchased by the Council, there are currently 168 parents and carers in receipt of direct payments with a total spend in the region of £695K per annum.
- 1.14 During the financial year 15/16 the number of parents in receipt of direct payments was 184. This reduction is due to there being a large number of Care Package reviews taking place over the last 12 months with 132 Care Packages ceased due to the support no longer being required:

Year	Packages Ended
2013	16
2014	24
2015	64
2016	132

- 1.15 The following table also evidences the increased number of new care packages required:

Year	CPR's completed	Existing Packages	New Packages
2013	5	2	3
2014	8	2	6
2015	21	5	16
2016	206	154	52

The yearly number of Care packages has increased by approximately 60% each year. The anomaly to this is during 2016 where a large number of Care Package reviews took place and 132 packages ended.

- 1.16 As the Council continues to pursue its agenda of personalisation it is anticipated that the number of children and young people being supported by directly commissioned services will reduce.
- 1.17 To assist with the personalisation agenda, direct payments can be issued to individual families so there is flexibility, choice and control over the service(s) which can be purchased.
- 1.18 For those parents in receipt of direct payments it has often been found that the average provider's hourly rate is considerably higher than the Direct Payment award

(£9.57) and opting for a Direct Payment is likely to be less than the value of securing provision, meaning that many parents often face a short-fall. Therefore, a review of the direct rate may be required.

- 1.19 It is highly unlikely that a position will be arrived at where no children and families are being supported by directly commissioned services as no family can be legally compelled to accept a Direct Payment in lieu of direct service provision.
- 1.20 Furthermore if, as is hoped, an increasing number of families *do* choose a Direct Payment so that they may make their own arrangements for respite and support services, they will need access to providers who are suitably qualified and experienced to meet the needs of their child. This Framework agreement would offer families a significant degree of reassurance in this respect.
- 1.21 A Framework agreement will also enable us to support families to do more for themselves in line with the Ambition 2020 agenda. As there is no commitment to use any of the services offered, it provides the Council with the flexibility to scale up or down usage to fit with future Ambition 2020 operating models.
- 1.22 The service vision is to commission outcome focused services that encourages choice across a diverse selection of locally based providers. The contract will be structured in a way that does not create barriers to entry to SMEs, allows flexibility in the call-off procedure so as to allow for family choice.
- 1.23 Local Providers are encouraged and supported to offer services in response to feedback from parent, carers, children and young people to ensure that services are accessible for local families.
- 1.24 This formalised approach will continue to drive savings through driving down costs at the call off stage. It will also enable financial transactions to be based on contracted prices, helping with cost containment and expenditure forecasting.
- 1.25 The funding for respite and support services is included in the Revenue Support Grant for local authorities.
- 1.26 Our Core offer has contributed to enabling us to meet the objectives set out in the Children's and Young People Plan to improve support and fully integrate services for vulnerable children, young people and families by:
 - enabling increased numbers of parents with children with a disability or special needs accessing short breaks through personalised budgets (100 plus families); and
 - enabling children, young people and families to be more independent and self-sufficient leading the life they want.
- 1.27 Statutory duties make it clear that if there is an identified need for respite and support services then these must be provided. A contract needs to be put in place to ensure that the needs and personal well-being of the service users in relation to respite and support services is met. This is in order to fulfill the Councils duty to meet the needs and help people to achieve their personal well-being outcomes where these have been assessed.

2. Proposed Procurement Strategy

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

- 2.1.1 Respite and support services fall under the EU Procurement Regulation 'light touch' regime. The 'light touch' regime is still fairly flexible, though it is essential that an OJEU notice is published and similarly a contract award notice. The Council will ensure that any procedure followed is open, fair and transparent for providers.
- 2.1.2 The Council, in partnership with the family, will select suppliers to provide services via a "direct call-off". If a direct "call off" is not feasible then a mini competition will be held with the providers within the specific category to ensure that the most suitable provider is selected, the selection will be based on price, quality, and the needs of service users.
- 2.1.3 The Framework Agreement will be advertised (as detailed in section 2.5) and providers will be asked to meet minimum standards, as well as completing method statements (with a threshold to ensure only those that meet the Council's quality standards enter the list). A pricing schedule will also be completed by providers. Corporate Procurement will work with the Service in order to ensure the correct balance is found between ensuring the tender documents are 'light' enough to not be perceived as a barrier to local and/or SME providers, whilst also being robust enough to ensure that the correct quality/price is achieved.
- 2.1.4 London Borough of Barking and Dagenham will invite expressions of interest from suitably qualified respite and support service providers interested in joining a Framework Agreement to provide services for disabled children and young people and their families.
- 2.1.5 The new framework will comprise of two lots as follows:
- Support Services
 - Respite Services
- 2.1.6 There are a number of accepted advantages to agreeing a contractual framework over spot-purchasing:
- Quality assurance can take place both with regard to statistical returns, as well as regular meetings with providers;
 - Good practice and training opportunities can be shared amongst providers and forums held with local partners;
 - Good quality services should lead to more consistent, needs-focused, respite and support service provision for children, young people and families;
 - A pre-agreed pricing structure that commits the providers to maintain their base prices across the term of the contract;
 - Guaranteed pricing structure for local residents and those in receipt of direct payments
- 2.1.7 The particular contractual method recommended to Cabinet, that is a Framework Agreement, would have additional advantages. It would not oblige the local authority to purchase any particular volume from a provider. The 'call off' contract

would be for a term that can range for a couple of weeks, months or years based on the needs of service users. Each Call-Off Contract to be awarded pursuant to the Contract shall be awarded on the following basis:

- The appointed Providers' Schedule of Rates shall be entered upon a "Value for Money" spreadsheet. When procuring a Care Package, the Authorised Officer shall enter the details of the Care Package on the spreadsheet. The total cost of the Care Package shall be automatically calculated for each of the appointed Providers. The Call-Off Contract shall be awarded to the Provider with the lowest total cost for that Care Package.
- In cases where the Service User or their parents / carers have expressed a choice of Provider or where particular specialist input is required, the Authorised Officer may at his / her discretion award the Call-Off Contract for that Care Package to a particular Provider irrespective of whether that Provider offers the lowest price for that Care Package. Additionally, where there is a need for a complex Care Package requiring extensive input, the Authorised Officer may select three or more suitably qualified Providers from the Framework to quote an inclusive price for the Care Package. In these cases, the Authorised Officer shall record his / her reasons for doing so. Where the Authorised Officer has invited a select number of Providers to quote for a complex Care Package, that Care Package shall be awarded to the Provider who has submitted the most economically advantageous quotation for the specific Care Package.
- For each individual Care Package purchased, the Council shall issue to the selected Provider an Individual Service User Agreement letter (as set out in Appendix A of this Specification), along with a copy of the Service User Care Plan. This Agreement together with the previously executed Contract shall form the Call-Off Contract.

2.2 Estimated Contract Value including the value of any uplift/extension period.

2.2.1 The contract will be a Framework Contract that will have no minimum value. No commitment to expenditure by the Council will be stipulated within the contract itself. Expenditure will only be incurred when referrals are made. The estimated expenditure is as follows:

- LB Barking and Dagenham: up to circa. £470k per annum (circa. £1.9m in total). This figure does not include the 168 parents and carers currently in receipt of direct payments with a total cost of £695K per annum.

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

2.3.1 The Framework Agreement will be for a period of 4 years.

2.4 Is the contract subject to the (EU) Public Contracts Regulations 2015? If Yes and the Contract is for services, is it subject to the light touch regime?

2.4.1 This contract is subject to the (EU) Public Contracts Regulations 2015.

2.5 Recommended procurement procedure and reasons for the recommendation.

- 2.5.1 The tender procedure will be conducted in compliance with any European Treaty principles, in addition to the Council's Contract Rules. The tendering of this service will be advertised on the Council's website and on Contracts Finder ensuring that the Framework Agreement has been advertised to a big selection of the market.
- 2.5.2 There is a requirement for the tender to be advertised in the OJEU as it is subject to the Regulations and this will be adhered to. The Council's own Contract Rules require a formal tender procedure to be followed and the EU Treaty principles of transparency, non-discrimination and equality of treatment do apply. This route has previously worked well: providers engaged with, and had no issues with, the way in which the procurement procedure was administered. Interested parties will be invited to tender on the basis of a compliant tender.
- 2.5.3 This will be a single stage tender using the Open Procedure and making the process less onerous to encourage interest from SME's and Social Enterprises to submit a tender for this Framework contract. All providers who express an interest in the tender will be issued with a tender pack which will give clear details on the price/quality criteria and weightings. The weighting will be 80% price, 20% quality.
- 2.5.4 This price/quality split has been arrived at to ensure a framework of providers of sufficient quality. The higher than usual weighting applied to the price component is mitigated in other ways with flexibility in the call-off procedure so as to allow for family choice. Tender documentation will make it clear that no direct award will be made to those organisations that are too expensive and we will be able to award based on price at the call-off stage if this is more tangible.
- 2.5.5 In order to ensure that the quality of the service is satisfactory there will be a pass threshold and a minimum quality score will be set that providers must meet to be admitted to the Framework. Combined, this approach will ensure that only providers that are of good-quality *and* are price-competitive are placed on the framework.
- 2.5.6 Following the evaluation of the tenders, providers will be advised if they have been successfully placed on the Framework. This will result in a shortlist of preferred providers.

Expected Tender Outline

Activity	Completion Date
Develop Specification/Tender Documentation	March/April 2017
Cabinet	20 June 2017
OJEU Notice submitted/ITT Published	June 2017
ITT Bidders' Clarifications/Enquiries deadline	July 2017
Tender Returns and Evaluations	July 2017
Tender Evaluations	July 2017
Approval to Award - Delegated	August 2017
Internal call in period	August 2017

Award/Rejection letters	August 2017
Contract Award	September 2017
Contract Start Date	1 October 2017

2.6 The contract delivery methodology and documentation to be adopted.

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

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

2.7.1 Utilising a Framework Agreement will allow more flexibility and competitive tendering at call off stage.

2.7.2 To ensure providers are vetted and that base prices are available for local residents and those in receipt of Direct Payments.

2.7.3 To improve outcomes for children and young people with special educational needs and/or disabilities in accordance with the five Every Child Matters outcomes, and more specifically:

- ensure children and young people in the borough are safe;
- narrowing the Gap - raise attainment and realise aspiration for every child;
- improve Health and Wellbeing, with a particular focus on tackling obesity and poor sexual health;
- improve support and fully integrate services for vulnerable children, young people and families; and
- Challenging Child Poverty - preventing poor children becoming poor adults.

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

2.8.1 The price/quality ratio upon which contracts will be awarded will be 80% price, 20% quality. Providers will be ranked per lot based on their tender submission.

2.8.2 A 'call off' will follow based on the services we need and a mini competition will be conducted where a direct 'call off' would be unsuitable due to price or service user needs.

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

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

- **Promoting employment and economic sustainability:** tackle unemployment and facilitate the development of skills
- **Building the capacity and sustainability of the voluntary and community sector:** enabling groups to provide the service and encourage volunteering and employment of local residents

- **Creating opportunities for SME's and social enterprises:** enabling the development of local businesses in the provision of this service.

3. Options Appraisal

3.1 Option 1: Do nothing

The Council could purchase these services from their current suppliers without having contractual cover in place. This option would fail to be compliant with EU procurement legislation as well as the Council's own policies. There would also be a high degree of risk associated with this option, exposing the Council to potential price increases and deficit budgetary positions. Without contracts in place we cannot enforce DBS (Disclosure and Barring Service) checks being mandatory, or that service providers have the correct policies and procedures in place.

3.2 Option 2: Tendering the service

Tendering the service would comply with the Council's Contract rules and also EU Treaty principles. Through the procurement of a Framework Agreement the Council will fulfil its statutory duties to children, young people and their parents/or carers.

In addition, as we continue to encourage parents and carers to take up direct payments and personal budgets it's important that they have a number of qualified providers to deliver services on our behalf. A Framework Agreement would give parents more options and services when using direct payments.

Parents are keen to continue accessing services delivered by local organisations – Conversations are taking place with our local providers and a Market warming day will be held so that potential local providers can meet with Parents, Carers and young people to discuss the types and services that they would like. The advantages of providers that better reflects the makeup of its end users is self-evident, in that services will as a result be better designed and delivered for those it seeks to serve.

This is the recommended option.

3.3 Option 3: Join an existing framework

There is no suitable existing framework in place.

3.4 Option 4: Joint Procurement:

This option has been explored however there are currently no suitable procurement exercises taking place for our requisite timescales.

4. Waiver

4.1 Not applicable.

5. Equalities and other Customer Impact

- 5.1 Respite and support services will contribute to disabled children and young people having positive life chances and assist in their educational and social development.
- 5.2 Children's Services will be responsible for supporting providers to deliver high quality services. The call-off contract will specify expectations in this respect. Regular equality impact assessments will be made.
- 5.3 As this is a service for one of our most vulnerable groups the chosen providers will be required to conform to all our local and national safeguarding procedures. This will be checked at the tender stage and post-appointment by regular meetings and unannounced monitoring meetings where required.

6. Other Considerations and Implications

6.1 Risk and Risk Management

- 6.1.1 There is no current contract in place for these services.
- 6.1.2 As a Framework Agreement there is no specific guarantee to any provider of a level of service and, by extension, expenditure. A Framework will encourage market competition; provide the flexibility and a larger selection than tendering individual services which would tie us into a contract with one provider.
- 6.1.3 The tender exercise will assist in assessing the financial stability of any prospective providers.
- 6.1.4 Once financial stability has been established the main risk involved will be the quality of the service delivered. Technical ability will be assessed during the tender stages. Providers will be expected to demonstrate:
 - a minimum of three years relevant experience;
 - a commitment to quality and continuous improvement;
 - evidence of commitment to enhancing the lives of disabled children;
 - a commitment to engaging children and young people in service delivery design; and
 - Evidence of commitment to staff development and training.
- 6.1.5 Once a provider has been selected via the 'call off' procedure, written contractual arrangements will contribute to ensuring a quality service. The contract will have a dedicated contract manager. Quarterly monitoring reviews will be conducted and the once contracts have been awarded providers will be requested to complete a monitoring form on a quarterly basis before these reviews. The monitoring form will collect information about the service and will be based around the contract terms and conditions and service specification.
- 6.1.6 Council officers will conduct unannounced monitoring visits focusing on the quality of the provision. Quality surveys will be conducted by the provider and the Council and will be aimed at parents / carers and children. The provider will have to report any complaints made to the Council.

6.1.7 Providers delivering services for children and young people under 8 will be subject to external inspection from Ofsted. For providers of services for children and young people over 8 we will encourage voluntary registration with Ofsted. Applicants will need to supply personal information, sign a declaration that they can meet the requirements and give evidence of a valid first aid certificate. Providers will be asked to provide the DBS check numbers in addition to Safeguarding and Child Protection Policies, as a part of the procurement procedure providers will be asked to obtain minimum insurance thresholds.

6.2 Safeguarding Children

6.2.1 Access to suitable Respite provision, as well as being a duty upon the Council, can play a significant role in safeguarding, as can any provision that reduces stress in the family environment. The opportunity for children and young people to access provision that help them develop social skills and manage behaviours in conjunction with their peers, as well as the impact of allowing the opportunity for parents and carers to take a break from these duties should not be underestimated. Nor should the role this plays in reducing stress factors that can contribute to familial breakdown and, at times, the escalation to more targeted and acute services that can be the culmination.

6.2.2 It is essential that all providers added to this Framework have the necessary skills and policies for identifying safeguarding concerns, and that the organisations themselves are capable of safeguarding these vulnerable children and young people effectively. The tender procedure, specification(s) and all resultant contracts must make these responsibilities explicit.

6.3 Health Issues

6.3.1 As a group, disabled children, and their families, are among the most vulnerable people in our community. The needs of these children are highly complex, and they, along with their parents and siblings, are at high risk of poor health outcomes.

6.3.2 Secure, respite and support services are often key to achieving positive outcomes, but caring for a disabled child can be a stressful experience that places considerable pressure on a family. It is for this reason that we need to ensure we have an effective range of family support services in place.

7. Consultation

7.1 Consultation for this tender exercise has taken place through circulation of this Cabinet Report. The draft report after having been circulated to all required consultees as listed at the beginning of this report was then endorsed by the Corporate Procurement Board on 15th May 2017.

8. Corporate Procurement

Implications completed by: Francis Parker – Senior Procurement Manager

8.1 A framework is suitable for this contract due to the nature of the works procured. The division into lots for Support and Respite services makes sense due to the

differing specifications. It will allow efficient direct awards where suitable but also mini-competitions which will drive value for money

- 8.2 The procurement will be subject to the Light-touch regime and will need to be advertised in the OJEU.
- 8.3 The high price weighting will deliver value for money and the inclusion of minimum quality thresholds will ensure quality is delivered to a desired standard.

9. Financial Implications

Implications completed by: Daksha Chauhan, Group Accountant, Children's Services Finance

- 9.1 This report requests approval to start the procurement of a four-year framework contract for the provision of respite and support services for disabled children and young people, and delegate authority to the Strategic Director for Service Development and Integration to award the contract.
- 9.2 There is no financial commitment with the framework contract, as spend will be incurred when services are requested from the providers. It is estimated that the authority will spend approximately £0.5m per annum on respite care, which has a budget of £495k in 2017/18. There is also a budget of £698k for direct payments in 2017/18 which is sufficient based on the forecast spend of £699k in 2016/17.

10. Legal Implications

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

- 10.1 This report is seeking approval to tender a four-year framework for the provision of Respite and Support Services for disabled children and young people from 1st October 2017.
- 10.2 The services being procured are subject to the Light Touch Regime under the Public Contracts Regulations 2015 (the Regulations). The threshold for application of this regime is currently £589,148. The value of the proposed contract is above this threshold meaning that it will need to be advertised in the Official Journal of the European Union (OJEU). There are no prescribed procurement processes under the light touch regime, therefore the Council may use its discretion as to how it conducts the procurement process provided that it discharges its duty to comply with the Treaty principles of equal treatment, non-discrimination and fair competition; conducts the procurement in conformance with the information that it provides in the OJEU advert; and ensures that the time limits that it imposes on suppliers, such as for responding to adverts is reasonable and proportionate. Following the procurement, a contract award notice is required to be published in OJEU.
- 10.3 Clauses 2.5.1 and 2.5.2 of this report states that the contract will be advertised in OJEU as well as on the Council's website and Contracts Finder and 2.5.3 notes that the process will follow an Open tender process as set out in the Regulations. This appears to comply with the requirements of the Regulations and the Council's

Contract Rules and therefore would appear to be following a compliant tender process.

- 10.4 Contract Rule 28.7 of the Council's Contract Rules requires that all procurements of contracts above £500,000 in value must be submitted to Cabinet for approval.
- 10.5 In line with Contract Rule 50.15, Cabinet can indicate whether it is content for the Chief Officer to award the contract following the procurement process with the approval of Corporate Finance.
- 10.6 The report author and responsible directorate are advised to keep the Law and Governance Team fully informed at every stage of the proposed tender exercise. The team will be on hand and available to assist and answer any questions that may arise.

Public Background Papers Used in the Preparation of the Report

- 2011 Census Barking and Dagenham (<https://www.lbbd.gov.uk/wp-content/uploads/2014/09/2011-Census-Borough-Analysis.pdf>)
- Consultation Report

List of Appendices: None

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CABINET

20 JUNE 2017

Title: Barking Riverside Gateways – Partner Procurement Strategy	
Report of the Cabinet Member for Finance, Growth and Investment and the Cabinet Member for Economic and Social Development	
Open Report	For Decision
Wards Affected: Thames Ward	Key Decision: Yes
Report Author: David Harley – Acting Head of Regeneration & Planning (Growth and Homes)	Contact Details: David.Harley@lbbd.gov.uk 020 8227 5316
Accountable Director: David Harley – Acting Head of Regeneration & Planning (Growth and Homes)	
Accountable Strategic Director: John East – Strategic Director of Growth and Homes	
<p>Summary</p> <p>The Barking Riverside Gateways Housing Zone project involves the phased development of around 3,000 homes, commercial space and associated facilities, supported by £30m of funding from the Greater London Authority (GLA). Currently the area presents a very poor gateway into Barking Riverside consisting of dated industrial premises which divide the Thames View Estate from Barking Riverside. The project will bring new housing, a site for a new school, connecting communities together and transforming the appearance of the area. The scheme will ensure modern employment space is provided as part of a mixed-use development so that overall jobs numbers are not lost.</p> <p>In April 2016, Cabinet agreed to enter into an Overarching Borough Agreement (OBA) and associated Intervention Agreement(s) with the GLA, forming the basis for the Housing Zone arrangements with the Council, and securing £30m of funding for acquisitions and redevelopment. The OBA has been entered into and the Intervention Agreement is being negotiated alongside finalising the procurement strategy.</p> <p>Delivery of the scheme requires substantial land assembly. Officers have been considering options for the procurement of a partner to contribute funding towards land assembly and work in partnership with the Council / Be First on the delivery of the scheme in a phased approach. This report outlines recommended next steps to be taken in procuring a partner.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Agree the procurement of a partner, via Competitive Procedure with Negotiation, to deliver the aims and objectives of Barking Riverside Gateways Housing Zone, on the terms set out in the report;</p>	

- (ii) Approve the procurement of professional services, including legal advisors, property advisors and associated professional technical advisors, to support the procurement of a partner, on the terms set out in the report;
- (iii) Delegate authority to the Strategic Director for Growth and Homes, in consultation with the Cabinet Member for Finance, Growth and Investment, the Chief Operating Officer and the Director of Law and Governance, to enter into all contracts associated with the procurement processes referred to in the report; and
- (iv) Delegate authority to the Chief Operating Officer to agree all matters related to the financial viability of proposals following endorsement by the Council's Investment Panel.

Reason(s)

In April 2016 Cabinet agreed to enter into an Overarching Borough Agreement and associated Intervention Agreement(s) with the Greater London Authority, forming the basis for the Housing Zone arrangements with the Council, and indicatively securing £30m of funding for acquisitions and redevelopment.

The Barking Riverside Gateways Housing Zone project involves the phased development of around 3,000 homes, commercial space and associated facilities, supported by grant from the GLA. The project will bring new housing, improved school provision and the removal of some run-down industrial buildings as a way of bringing the Thames View Estate closer to the new Barking Riverside area, and firmly aligned with the Council's priority of "Growing the Borough".

1. Introduction and Background

- 1.1 The Barking Riverside Gateways Housing Zone project involves the phased development of around 3,000 homes, commercial space and associated facilities, supported by funding of £30m from the GLA. The project will bring new housing, improved school provision and the removal of some run-down industrial buildings as a way of addressing the severance between Thames View Estate and Barking Riverside.
- 1.2 By Minute 121 (19 April 2016), the Cabinet agreed to enter into an Overarching Borough Agreement and associated Intervention Agreement(s) with the Greater London Authority, forming the basis for the Housing Zone arrangements with the Council, and indicatively securing £30m of funding for acquisitions and redevelopment. In order to progress land acquisitions, Cabinet agreed to undertake acquisitions through Compulsory Purchase should these powers be required. The Council has now entered into the Overarching Borough Agreement with the GLA and commenced land acquisitions – initially through the approved land acquisition budget. The Council will be required to enter into a further Intervention Agreement with the GLA in order to secure the £30m.
- 1.3 Cabinet also agreed that a further report was presented on options for delivery of the new homes on site. The purpose of this report is to provide a summary of

progress on the project to date and to recommend an approach to the procurement of a delivery partner to work with the Council and Be First.

Context

- 1.4 Barking Riverside is London's largest housing development site with outline planning approval for 10,800 homes and associated facilities. With 2km of River Thames frontage it offers superb potential to provide housing in a new community with accessibility to central London in a borough where property prices are more affordable for London's workforce. One of Barking Riverside's current challenges however is the oppressive entrances into the new development through a dated, unattractive industrial area. The contrast between Barking Riverside's award-winning architecture and the industrial area is stark. The negative image is raised by existing and potential residents and there have been numerous negative press articles highlighting this major barrier to Barking Riverside achieving its potential.
- 1.5 The Thames Road industrial area occupies a key strategic location within the London Riverside Opportunity Area and forms a physical and perceptual barrier between significant housing development at Barking Riverside of 10,800 homes and the Thames View Estate and the Barking Town Centre Housing Zone. Unlocking development potential at Thames Road could release capacity for up over 3,000 homes and commercial space.
- 1.6 Comprised of industrial premises with many coming to the end of their useful life, the area presents a key opportunity to deliver homes for residents across a range of tenures together with new types of workspace on the ground floor. The wider area will soon benefit from the London Overground extension to Barking Riverside, connecting Thames Road and Barking Riverside and an interchange at Barking with the existing c2c Fenchurch Street line, the District and Hammersmith & City lines. The new infrastructure will act as a catalyst to re-connect Barking and Dagenham residents with over 2 kilometres of Thames waterfront, providing access to new parks and open space, and act as an uplift for property values.
- 1.7 However, unlocking development potential at Thames Road is not without challenges and will not come forward without public sector intervention. It also is anticipated that much of the land will be contaminated owing to its current use of heavy industrial land and its proximity to water courses and the River Thames and Barking Creek means that flood risk is a design and delivery constraint which must be mitigated to unlock development in this area.
- 1.8 These challenges alongside the opportunity for development have been recognised by the GLA, who indicatively approved an allocation of £30m to the Barking Riverside Gateways Housing Zone when designated in April 2016.
- 1.9 The challenge of turning the predominantly industrial area that is Thames Road and surrounds into a residential led regeneration opportunity has never been underestimated, and indeed was a centrepiece of the bid to the GLA. It is also critical that redevelopment of the site addresses the importance of delivering at least the existing number of jobs that are currently on site.

2. Proposal and Issues

2.1 The key initial challenge is land assembly, and since the bid for funding was successful, the Council has been undertaking a range of activities in order to work to overcome this:

- Acquiring strategic properties within the Housing Zone, to date 12 and 47 Thames Road have been secured with more in discussion.
- Engaging with businesses and landowners in the area to promote the designation of the housing zone and seek to negotiate future acquisitions as part of a land acquisition strategy.
- Obtaining legal advice in respect of procurement arrangements to determine the most viable route for land use change and delivery of up to 3,000 homes whilst ensuring that high standards of management and maintenance are maintained across the public realm across the zone.
- Appointing designers Rick Mather Architects to prepare a Development Framework for the entire site which will inform the tender process.
- Undertaking soft market testing with a range of partners to inform the procurement approach.

2.2 In relation to soft market testing the Council highlighted the opportunity to potential partners at MIPIM (the world's largest property/investment event) and have had general discussions with a number of potential partners. It is recognised the scale and complexity of the project means there will be a limited pool of interest.

2.3 Significant funding is required in order to acquire property interests across the Housing Zone. There is therefore a funding gap, which needs to be filled in order to achieve the full extent of anticipated delivery over the Housing Zone. Officers have identified that a partner is therefore required to work together with the Council to deliver the ambitions of the Housing Zone and fund acquisitions. Be First will play a major role in the scheme delivery and development management function.

2.4 A partner is therefore sought to undertake the following key objectives:

- Work in partnership with the Council/Be First to undertake acquisitions across the Housing Zone
- Further develop proposals to deliver around 3,000 new homes and associated employment, community provision and public realm across the Housing Zone in line with the development framework
- Take a long-term management interest in the Housing Zone

3. Options Appraisal

3.1 Procurement Options Analysis

3.2 Whilst the Council is equipped and ready to undertake strategic acquisitions which may arise sporadically and need to be undertaken quickly, in order to achieve development over the scale of 3,000 new homes and a mix of uses, a partner is required. Indeed, if compulsory purchase order powers are needing to be used it is essential it can be shown that the development can be funded and delivered. The following options have therefore been explored:

3.3 OJEU Procurement

- 3.4 For the procurement of works and services, including a development partner, over the European Threshold of £164,176 for services and £4,104,394 for works must be undertaken through the OJEU route of procurement. There have been no immediate changes to these requirements following the BREXIT vote.
- 3.5 Comments from potential investment partners during informal soft market testing discussions, made clear that OJEU Competitive Dialogue approach of procuring a developer or funding partner is not attractive to the market or investors, primarily owing to timescales and nature of protracted negotiations. Soft market testing also revealed that in terms of timescales, the summer months should be avoided to commence a procurement process of this scale.
- 3.6 However, there is now an OJEU compliant procedure, namely 'Competitive Procedure with Negotiation' that can be used to select a development partner that compresses timescales compared to a dialogue approach and in turn provides greater certainty to bidders over the length of procedure they would be involved in. This process was introduced by the Public Contracts Regulations 2015 and is still a relatively new procedure in the UK. The process is similar to the restricted procedure but allows for meetings and negotiations with bidders prior to final tenders being submitted.
- 3.7 The approach also allows the Council and Be First to keep meetings and negotiations to a minimum and manage costs and time for all parties involved, and ensure that the Council is acting within its powers.
- 3.8 Appendix 1 provides a comparison of Competitive Procedure with Negotiation, compared with Competitive Dialogue.
- 3.9 By way of illustration, and subject to further advice from legal advisors, under this approach bidders would first be required to undertake preparation and submission to the Council of a Selection Questionnaire (previously called a Pre-Qualification Questionnaire). Bidders will be required to comply with eligibility checks in relation to organisational and financial standing and answer qualitative questions with regard to a scoring matrix to judge capability and understanding of the project. This will enable the Council to ensure that parties of the required quality and financial standing are shortlisted to enter the main stage of the procurement process.
- 3.10 Following shortlisting of the Selection Questionnaire, a shortlist of bidders will be invited to respond to a formal Invitation to Tender (ITT). The ITT can be structured to assess responses to technical, finance and legal criteria. The Competitive Procedure with Negotiation then allows for a period of discussion and negotiation with bidders at which clarification questions may be made.
- 3.11 The final stage of the process once clarification questions have been undertaken will be a Call for Final tenders. At this stage a different weighting may be applied to assessment criteria which formed the basis of the original ITT. Once a final bidder has been selected a standstill period of ten days precedes final execution of the form of contract. An indicative timetable of duration of the procurement process is set out within Appendix 1.

3.12 This is the preferred option. The next section set out alternative options and why they have been rejected.

3.13 London Development Panel

3.14 The London Development Panel (LDP) is the London Mayor's land procurement panel, which consists of 25 of the UK's most experienced housing developers who have a track record of delivering in London. In order to obtain a place on the LDP, companies needed to demonstrate that they had a sound and tangible track record of delivering housing on public sector land and that they were actively doing so in Greater London.

3.15 Whilst the panel is available for local authorities across London to use and could be led by either LBBD or the GLA, the LDP can only procure housing led development projects through the form of standard Development Agreement. The panel cannot be used to procure a Joint Venture partner or investment partner.

3.16 In terms of timescales, whilst the panel has been procured in order to save time in terms of a pre-qualification selection stage for bidders, which would be required under OJEU, soft market testing stages would still need to be undertaken to judge the appetite of bidders for the Housing Zone project. The structure of the panel means that it is difficult to enable any form of evolving or ongoing dialogue with a potential partner – the procurement approach needs to be rigidly defined from the start of the process in order to guard against potential challenge, as has been successfully mounted in the past.

3.17 In addition whilst the panel is extensive, there are a number of potential bidders who are not on the panel, and therefore its use could restrict the best range of organisations bidding and furthermore the panel expires later in 2017 and will not be renewed until 2018.

3.18 Owing to the reasons outlined above, use of the LDP to procure a funding partner for the Housing Zone is not recommended.

3.19 Extend Red line of Barking Riverside

3.20 The Barking Riverside development forms the southern boundary to the Barking Riverside Gateways Housing Zone. Barking Riverside Ltd (BRL) was formed as Joint Venture by Bellway Homes and English Partnerships (now GLA). London and Quadrant Housing Association (L&Q) purchased Bellway's shares in BRL and became the GLA's joint-venture partner in March 2016. L&Q's involvement will significantly assist in bringing forward homes on the site.

3.21 The GLA published a VEAT notice when L&Q were procured, to advertise their intention to let a contract without opening it up to formal competition.

3.22 The abbreviation VEAT stands for Voluntary Ex-Ante Transparency notice and it is covered by the Remedies Directive. A contracting authority may decide that a contract does not require prior publication through a contract notice in the OJEU. A reason for this decision may be that the contract meets the exceptional conditions described in Article 31 of Directive 2004/18/EC. This is route by which L&Q were procured by the GLA to participate in Barking Riverside.

3.23 Owing to the proximity of the site to the Barking Riverside Gateways Housing Zone, consideration has been given to whether BRL could expand its role and boundary of area of operation to lead development of the Housing Zone. However, owing to the route in which L&Q became involved in the project, it is anticipated that expanding the boundary of Barking Riverside without a formal procurement competition for other interested parties to participate in would be subject to a high risk of challenge. For this reason, this route is not recommended.

3.24 Seek to work with L&Q directly

3.25 Given L&Q's experience at Barking Riverside, and understanding of the site, property values and market intelligence, an alternative route to expanding the boundary of Barking Riverside would be to work with L&Q to bring forward development on site. In order to appoint L&Q as a development partner, though Council would need to either procure through the London Development Panel, or commence a procurement process through OJEU.

3.26 If the Council chose not to procure L&Q, it is anticipated they would participate as a third party, akin to any other land owner within the boundary of the Housing Zone. The Council would not be able to exert any control over timescales and form of development other than its statutory functions as a Local Planning Authority over the development area, and whilst L&Q may be keen to work with the Council in partnership, this would only be able to be on an informal basis which must demonstrate that there is no commercial benefit provided through any partnership or enabling relationships.

3.27 In either scenario, L&Q's involvement would result in a major amount of risk exposure with regard to funding development sites within the Barking Riverside area of the borough. Initial discussions with L&Q have revealed that they currently do not have the appetite to take forward the Housing Zone as it stands.

3.28 Appointment of Professional Team

3.29 In order to undertake the procurement process of such a complicated project, it is recognised that specialist support will be required to augment existing resources within the Council/Be First.

3.30 Specifically, external Legal advisors have been identified as being required in order to undertake the following tasks:

- Preparation of OJEU notice and tender documentation
- Preparation of evaluation criteria and negotiation
- Legal support during competitive negotiation process.

3.31 It is proposed that a brief for these services is tendered to Lot 8 of the Crown Commercial Services Legal Framework: Major and Complex Projects, which has a total of 24 established legal practices on the framework. Bids would be evaluated on a 40% price / 60% quality basis and by officers from BDT legal and Regeneration to ensure that the most appropriate advisors are selected for this project. The order of cost associated with this advice shall be established through competitive tender and in accordance with the Council's Contract Rules.

3.32 In addition it also anticipated that the following professional services may be required to support the procurement process:

- Property services and valuation
- Architectural support
- Surveying services - utilities and geotechnical surveyors

3.33 In line with the approach to be taken regarding the appointment of external Legal advisors, quotes will be sought against a brief for services in line with the Council's requirements under the Contract Procedure rules. It is proposed that the Council's Construction Related Professional Services Framework is used for surveying services, and the GLA ADUP panel used for architectural support.

4. Estimated Contract Value, including the value of any uplift or extension period.

4.1 The level of investment being sought by an Investment/Delivery partner is in the region of £60m. The gross development value of the resulting development based on a quantum of 3,000 homes is in excess of £1bn should the entirety of the capacity identified for homes be implemented.

4.2 The value of professional services advice shall be established through tendering in line with requirements of the Contract Rules. The use of frameworks will ensure that if values are received in excess of the OJEU threshold then a compliant procedure has been undertaken.

5. Duration of the contract, including any options for extension.

5.1 It is envisaged that the duration of the contractual relationship with a partner would exist operationally during the development period up to 2030, and then beyond into management arrangements to be negotiated over the period of a long leasehold.

5.2 Professional services support will only be required for the duration of the procurement process of an anticipated 12 months + 6 months allowance for delay.

6. Is the contract subject to (a) the (EU) Public Contracts Regulations 2015 or (b) Concession Contracts Regulations 2016? If Yes to (a) and contract is for services, are the services for social, health, education or other services subject to the Light Touch Regime?

6.1 Owing to the nature of the value of the development and acquisitions involved the contract will be subject to OJEU procurement regulations.

7. Recommended procurement procedure and reasons for the recommendation.

7.1 The recommended procurement procedure is via OJEU compliant Competitive Procedure with negotiation. The benefit of this approach is that it provides the market-place with finite timescales within which negotiations will be undertaken and is not open ended. Owing to the complex nature of the project which requires the skills of external parties in order to deliver it, Competitive Procedure with Negotiation allows for an element of dialogue within defined timescales in order to develop bespoke responses for the project.

8. The contract delivery methodology and documentation to be adopted.

- 8.1 An overview of Competitive Procedure with Negotiation and associated documentation is attached as Appendix 1.
- 8.2 Professional services support shall be subject to the Council's standard terms and conditions.

9. How the procurement will address and implement the Council's Social Value policies.

- 9.1 This project will require contractors, suppliers and other project team members to be aware of and responsive to the needs of all residents regardless of background and circumstances. Potential partners will be required through the procurement process to demonstrate a commitment to supporting the Council's own teams in implementation of high quality customer care and commitment to Social Value policies.

10. Consultation

- 10.1 Initial engagement has taken place with businesses/other occupiers in the area regarding the Housing Zone. Consultation with local residents will be undertaken on proposals once a partner has been procured and development proposals have been formulated upon which to form the basis for engagement in advance of any planning application which would itself be subject to further consultation. One of the criteria for selection will be to assess how the bidder will work with Be First in local community consultation and engagement.

11. Procurement Implications

Implications completed by: Francis Parker – Senior Procurement Manager

- 11.1 The use of the Competitive Procedure with negotiation is suitable for a procurement of this size, scope and complexity.
- 11.2 The OJEU process that is recommended is compliant with the Council's contract rules and the PCR 2015. The chosen routes for the sourcing of professional services to support this complex procurement are also compliant and suitable.
- 11.3 More detail is required regarding the assessment of bids to be able to evaluate the potential for value for money. However the process will be thorough and allows scope to refine requirements in order to achieve the best outcome and value for money.

12. Legal Implications

Implications completed by: Bimpe Onafuwa, Contracts and Procurement Solicitor

- 12.1 This report is seeking approval to undertake the procurement of a project partner, and various professional services providers, with whom to deliver the Barking Riverside Gateways Housing Zone project which involves the phased development of around 3,000 homes, commercial space and associated facilities.
- 12.2 Given the potential value of this project the requirements of the Public Contracts Regulations (PCR) 2015 will have to be adhered to. The various contracts must be procured in a manner that is transparent, fair and that ensures the equal treatment of bidders.
- 12.3 The various professional services contracts also have to be procured in line with the Council's Contract Rules which require, in Rule 28.5, that contracts with a value of £50,000 or more have to be advertised and opened up to competition.
- 12.4 The proposed procurement procedure, timetable, advertising media and evaluation criteria noted in the procurement strategy are indications of a compliant exercise.

13. Financial Implications

Implications completed by: Katherine Heffernan – Finance Group Manager

- 13.1 The main proposal of this report is to seek Cabinet's approval to undertake a procurement process to appoint a partner to work with the Council in order to more effectively deliver the aims and objectives of Barking Riverside Gateways Housing Zone. The costs in respect of the proposed procurement exercise, including the procurement of a professional team that will support the process, can be covered by existing Regeneration and Economic Development budgets.
- 13.3 As set out in paragraph 4.1, the development partner, once appointed, is likely to invest the sum of around £60m into the Barking Riverside Gateway Housing Zone and have a contractual relationship with the Authority until at least 2030. It is proposed that agreement of the outcome of the procurement exercise should be delegated to the Council's Chief Operating Officer. However, prior to this agreement a detailed exercise of the financial offer proposed by the successful partner and the full financial implications for the Authority must be undertaken and endorsed by the Investment Panel.
- 13.3 Without such an exercise being undertaken, it is not possible to assess the full financial implications of the successful partner's proposal in the longer term.

14. Other implications

- 14.1 **Risk Management** – The procurement process will aim to supply potential partners with as much background information as possible upon which to base their bids. The Council has already begun this process by preparing design proposals which can be used as a basis for bidding, but further information, for example with regard to utilities and ground conditions will be prepared to accompany tender documentation.

The procurement process will be overseen within existing structures. Existing governance arrangements will ensure that proposals, such as with regard to financial viability are tested accordingly, in line with established approval processes.

- 14.2 **Contractual Issues** – The procurement approach proposed has been put forward. Prior to commencement of the tendering process, legal advisors will assemble all necessary contract documentation to ensure that the procurement process is effective and not subject to challenge. The nature of Competitive Dialogue with Negotiation allows tenderers to put forward bespoke solutions to respond to the objectives of the project and legal advice will be sought throughout the process, from internal and external advisors where necessary.
- 14.3 **Staffing Issues** – This proposal will be delivered through existing resources within the Council and Be First.
- 14.4 **Corporate Policy and Customer Impact** - The Barking Riverside Gateways Procurement is a key part of the Council's vision to capitalise on the potential of being London's growth opportunity and turn this into reality. 'Growing the Borough' is one of the Council's top priorities and includes building of high quality housing. The Barking Riverside development forms an integral part of delivering the vision for the borough.

The Council is committed to ensuring that it continues to put equalities and diversity at the heart of everything it does and continues to discharge its duties under the Equality Act 2010. As such a Community and Equalities Impact Assessment has been carried out and is attached at Appendix 3.

- 14.5 **Safeguarding Children** – Relevant issues are covered in the Community and Equality Impact Assessment at Appendix 3.
- 14.6 **Health Issues** – Relevant issues are covered in the Community and Equality Impact Assessment at Appendix 3.
- 14.7 **Crime and Disorder Issues** - Relevant issues are covered in the Community and Equality Impact Assessment at Appendix 3.
- 14.8 **Property / Asset Issues** – The Council owns a number of existing assets within the red line boundary of the Barking Riverside Gateways Housing Zone. It is proposed that decisions regarding these assets are delegated.

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

List of appendices:

- Appendix 1 - Competitive Dialogue Comparison
- Appendix 2 – Indicative Procurement Timetable
- Appendix 3 – Community and Equality Impact Assessment

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London Borough of Barking and Dagenham

Suggested Timelines for Competitive Procedure with Negotiation vs Competitive Dialogue

We have been asked by the Council to set out a suggested timeline for choosing a developer. As discussed, we have set out our recommended timescales and stages (based on similar projects) so that you can adapt for your own timetable. Timescales which are set by law are identified by an asterisk. As can be seen, if negotiations are involved in the competitive procedure with negotiation, the two processes are very similar so we have highlighted in yellow the two stages where they differ and how this impacts on timescales. We have kept the two procedures relatively simple and streamlined with no de-selection during the negotiation phase. A tight timescale (provided the Council is able to offer the appropriate resources to meet it) will provide reassurance to bidding developers.

The main difference between the two procedures is the option to award the contract after initial tenders in the competitive procedure with negotiation which can reduce the timetable by up to 15 weeks. The other main difference is what is permitted post final tenders. With the competitive procedure with negotiation no changes are permitted post final tender. With a straightforward procurement (where there are no complex issues which will arise during the procurement such as external finance and planning), this finality of tenders protects the Council from bidders changing their commercial position post final tender and evaluation which is why it often an attractive option.

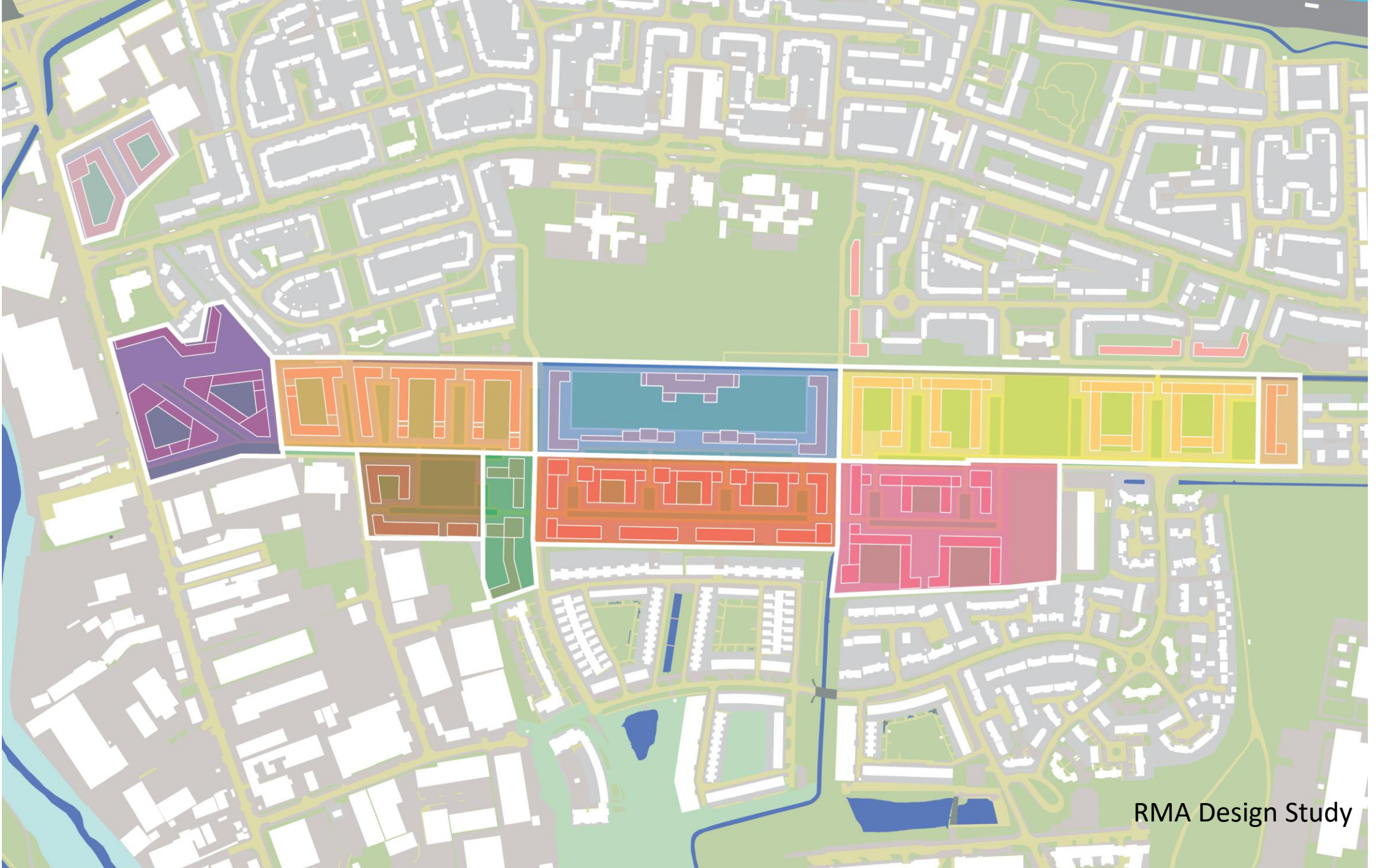
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Competitive Procedure with Negotiation			Competitive Dialogue		
Stage of process	Description of stage	Recommended time	Stage of process	Description of stage	Recommended time
Pre-procurement	Preparation of the procurement documents, to include: <ul style="list-style-type: none"> Memorandum of information; OJEU notice; Selection Questionnaire (previously called PQQ); Invitation to Tender; Evaluation criteria and 	6-8 weeks	Pre-procurement	Preparation of the procurement documents, to include: <ul style="list-style-type: none"> Memorandum of information; OJEU notice; Selection Questionnaire (previously called PQQ); Invitation to Tender; Evaluation criteria and 	6-8 weeks

	<p>weightings;</p> <ul style="list-style-type: none"> • Draft contracts; • Meeting Protocol 			<p>weightings;</p> <ul style="list-style-type: none"> • Draft contracts; • Meeting Protocol 	
OJEU	Publication in Official Journal (allow for 3 days from date of posting to actual publication)	3 days	OJEU	Publication in Official Journal (allow for 3 days from date of posting to actual publication)	3 days
Return of SQ by bidders	This time is the time allowed to the bidders to complete and return the SQ. A cut off point for clarifications should be set at least 10 days before the submission date	30 days*	Return of SQ by bidders	This time is the time allowed to the bidders to complete and return the SQ. A cut off point for clarifications should be set at least 10 days before the submission date	30 days*
Assessment of SQs by Council	Assume that 3-4 bidders are taken through to the next stage	7 days	Assessment of SQs by Council	Assume that 3-4 bidders are taken through to the next stage	7 days
Issue of de-selection letters to unsuccessful bidders and ITT to successful bidders	The de-selection letters will need to be prepared and issued and will require a certain level of detail. The ITT documents should already have been prepared and provided at OJEU stage so they are re-issued as a formality	5 days	Issue of de-selection letters to unsuccessful bidders and ITT to successful bidders	The de-selection letters will need to be prepared and issued and will require a certain level of detail. The ITT documents should already have been prepared and provided at OJEU stage so they are re-issued as a formality	5 days
Response to ITT	This time is allowed to the bidders to complete and return their ITT responses (including any mark-ups of the heads of terms)	30 days*	Response to ITT	This time is allowed to the bidders to complete and return their ITT responses (including any mark-ups of the heads of terms)	30 days (not set by the PCR so can be shortened)
Evaluation of ITT responses	This procedure allows the Council the option to award the Contract based on the Initial Tender responses. If this		N/A	This option is not available under the competitive dialogue	

by the Council	option is chosen then the Council must ensure that bidders are given sufficient information to fully prepare their bids and a fair process is put in place to decide whether to proceed with negotiations or to accept the tenders as they are. If the Council decides to accept final tenders at this stage then the timetable will skip to the evaluation stage below and the process would be reduced by 12-15 weeks			process	
Review of ITT responses by Council	Prior to any meetings, we would recommend that the Council reviews the ITT responses and identifies areas that require development/negotiation. This will focus any meeting agendas with bidders and reduce the number of meetings required	2 weeks	Review of ITT responses by Council	Prior to any meetings, we would recommend that the Council reviews the ITT responses and identifies areas that require development/negotiation. This will focus any meeting agendas with bidders and reduce the number of meetings required	2 weeks
Meetings with bidders	Assume that that there are 3-4 bidders	6-8 weeks	Meetings with bidders	Assume that that there are 3-4 bidders	6-8 weeks
Time allowed for additional meetings/clarifications	We recommend that the Council builds in some contingency in the timetable to allow for any additional meetings required or clarifications	2 weeks	Time allowed for additional meetings/clarifications	We recommend that the Council builds in some contingency in the timetable to allow for any additional meetings required or clarifications	2 weeks
Call for final tenders	Bidders are asked to formally submit their ITT responses. No negotiations will be permitted after this point. Bidders should be allowed time to make any amendments agreed during meetings.	2-3 weeks	Call for final tenders	Bidders are asked to formally submit their ITT responses. Unlike the Competitive Procedure with Negotiation, some areas can be left to finalise at Preferred Bidder stage to "confirm financial commitments or other terms contained in the tender" as long as it does not result in "materially modifying essential	2-3 weeks

				aspects of the tender".	
Evaluation of ITTs by Council	Allow for any Cabinet decisions that may be required	2-3 weeks	Evaluation of ITTs by Council	Allow for any Cabinet decisions that may be required	2-3 weeks
Preperation of de-selection letters	These will need to contain detailed information required by law	5 days	Preperation of de-selection letters and Preferred Bidder Letter	These will need to contain detailed information required by law	5 days
Issue of de-selection letters and Alcatel stand-still period	Unsuccessful bidders will need to be given time to challenge the decision	10 days*	Issue of de-selection letters, Preferred Bidder Letter and Alcatel stand-still period	Unsuccessful bidders will need to be given time to challenge the decision	10 days*
			Preferred Bidder Period of Negotiations	This period is not mandatory but bidders will have an expectation that aspects of their bid can be negotiated post final tender which is why this procedure would be chosen in preference to the CPN	3-6 weeks
Signing of Contract	These can be done electronically or in hard copy	3 days	Signing of Contract	These can be done electronically	3 days



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Community and Equality Impact Assessment

As an authority we have made a commitment to apply a systematic screening process to both new policy development or changes to services.

This is to determine whether the proposals are likely to have a significant impact on different groups within our community.

This process has been developed, together with **full guidance** to support officers in meeting our duties under the:

- Equality Act 2010.
- The Best Value Guidance
- The Public Services (Social Value) 2012 Act

As well as supporting you to look at whether there is, or will be, a significant impact, the guidance will also consider ways in which you might mitigate this in the future.

About the service or policy development

Name of service or policy	Barking Riverside Gateways Housing Zone
Lead Officer	David Harley
Contact Details	David.Harley@lbbd.gov.uk

Why is this service or policy development/review needed?

Barking Riverside is London’s largest housing development site with outline planning approval for 10,800 homes and associated facilities. With 2km of River Thames frontage it offers superb potential to provide housing in a new community with superb accessibility to central London in a borough where property prices are more affordable for London’s workforce. One of Barking Riverside’s current challenges however is the oppressive entrances to the new development through a dated, unattractive industrial area. The contrast between Barking Riverside’s award winning architecture and the industrial area is stark. The negative image is raised by existing and potential residents and there have been numerous negative press articles highlighting this major barrier to Barking Riverside achieving its potential.

The Thames Road industrial area occupies a key strategic location within London Riverside Opportunity Area and forms a physical and perceptual barrier between significant housing development at Barking Riverside of 10,800 homes and the Thames View Estate and the Barking Town Centre Housing Zone. Unlocking development potential at Thames Road could release capacity for up over 3,000 homes.

Comprised of industrial premises coming to the end of their useful life, the area presents a key opportunity to deliver homes for Londoners across a range of tenures together with new types of workspace on the ground floor. The wider area will soon benefit from the London Overground extension to Barking Riverside, connecting Thames Road and Barking Riverside and an interchange at Barking with the existing c2c Fenchurch Street line, the District and Hammersmith & City lines. The new infrastructure will act as a catalyst to re-connect Barking and Dagenham residents with over 2 kilometres of Thames waterfront, providing access to new parks and open space, and act as an uplift for property values.

However, unlocking development potential at Thames Road is not without challenges and will not come forward without public sector intervention – and in recognition of this was designated as a Housing Zone in April 2016.

The key challenge is land assembly and the Housing Zone seeks to address this. It also is anticipated that much of the land will be contaminated owing to its current use of heavy industrial land and its proximity to water courses and the River Thames and Barking Creek means that flood risk is a design and delivery constraint which must be mitigated to unlock development in this area.

A Community and Equality Assessment is required in order to assess the impact upon equality and community within the bounds of the Housing Zone.

1. Community impact (this can be used to assess impact on staff although a cumulative impact should be considered).

What impacts will this service or policy development have on communities?
Look at what you know? What does your research tell you?

Consider:

- National and local data sets
- Complaints
- Consultation and service monitoring information
- Voluntary and Community Organisations
- The Equality Act places a specific duty on people with 'protected characteristics'. The table below details these groups and helps you to consider the impact on these groups.

Demographics

The Barking Riverside Gateways Housing Zone is located entirely within the Thames ward of the London Borough of Barking and Dagenham. However, it is worth noting that the area that the Housing Zone comprises is made up almost entirely of industrial and employment land uses, and therefore the impact on equalities groups will mainly be experienced in surrounding areas.

The ward has the following key characteristics:

- Thames Ward has a total population of 10,728 residents and in general the age profile is very young compared to the borough and most other wards.

Age

- Thames Ward has significantly lower proportions of residents aged 16 and over with no qualifications.
- Residents aged 0-9 years in Thames Ward account for the second largest proportion of residents of this age group out of all wards at 22.1% after Gascoigne Ward. The proportion of this age group in Thames is also higher than the borough average of 17.7%.
- The proportion of the 10 - 19 year age group in Thames Ward are amongst the smallest in the borough
- Age bands over 45 years make up some of the lowest proportions in Thames Ward when compared to the rest of the borough.
- There are 419 residents aged 76 years and over representing 3.9% of the ward population compared to 5.4% for the borough.

Household Composition

- The ward has one of the highest proportions of households living in Social Rented properties both from the Council and Registered Social landlords, a relatively low proportion of households living in owned properties, and one of the highest proportions of households living in a shared ownership property.

- Compared to other wards, Thames Ward has the second largest proportion of Lone Parent Families with Dependent Children. There are 679 households of this type in the ward representing 17.2% of all ward households compared to 14.4% for the borough.
- Thames Ward has the second largest proportion of Lone Parent Families with Dependent Children in the borough.
- There are relatively low proportions of Older Person Households, Married Couples or Cohabiting Couples with no Children, and Lone Parent Families with no Dependant Children in Thames Ward when compared to the rest of the borough.

Ethnicity & Language

- Thames Ward is one of the most ethnically diverse wards in the borough. It has high proportions of Mixed, Black and some Asian ethnic groups and low relative proportions of White British residents.
- The largest single ethnic group is White British representing 3,975 residents which make up 37.1% of the ward population and is significantly lower than the borough average of 49.5%.
- The ward has the largest proportion of Black African residents in the borough. This is significantly higher than the borough average of 15.4% and the highest proportion of all other borough wards. There is a significant larger proportion of Black Caribbean and Black Other residents in Thames Ward compared to other wards in the borough.
- The percentage of Asian Indian and Asian Pakistani ethnic groups are lower in Thames Ward when compared to the borough average. The Asian Bangladeshi group represents 567 residents which is higher than the borough average of 4.1%. Only Abbey and Longbridge Wards have higher proportions than this
- Apart from English there are sixty-nine different main languages spoken in Thames Ward, collectively spoken by 20.8% of residents spoken by 271 residents, which is 2.7% of the ward population. This is higher than the borough average of 2.0%. There are only two other wards with higher proportions for this group which are Longbridge and Abbey Wards.
- After English, the second most commonly used language used as a main language is Bengali (With Sylheti and Chatgaya)
- Whilst Lithuanian is the third most widely spoken main language in Thames Ward, it is not as widely spoken as in most other wards.
- The second largest ethnic group is Black African representing 2,906 residents, which is 27.1% of the ward population. This is significantly higher than the borough average of 15.4% and the highest proportion of all other borough wards.
- There is also a significant larger proportion of Black Caribbean and Black Other residents in Thames Ward compared to other wards in the borough.

Religion

- Thames Ward has a slightly higher percentage of residents classifying themselves as a Muslim when compared to the rest of the borough average of 16.2%.
- Only three other wards in the borough have higher proportions of residents classifying themselves as Muslims; they are Abbey, Longbridge and Gascoigne Wards.
- The proportions of residents who are Hindu or Sikh in Thames Ward are below the borough average, and the percentage of residents with no religion at 16.6% is lower than the borough average of 18.9%.
- 57.8% of residents classify themselves as Christian at which is slightly above the

borough average of 56% of residents classifying themselves in the same way.

Health and Wellbeing

- Thames has levels of income deprivation that are significantly lower than national averages; this is alongside having significantly worse unemployment, child poverty and general health than the national average.
- Thames Ward has the highest proportion of residents who reported that their health was very good when compared to all other wards in the borough.
- At 51.7%, Thames Ward has the highest proportion of residents who reported that their health was very good when compared to all other wards in the borough.
- There are 85.6% of Thames Ward residents who feel that their day to day activities were not limited, and this is above the borough average of 83.6%.
- Thames Ward also has the third highest percentage of residents providing no unpaid care when compared to all other wards in the borough after Abbey and Gascoigne Wards
- The ward has significantly higher levels of childhood obesity than is seen nationally, with 14.8% in Reception Year and 25.1% in Year Six classified as obese.
- Thames has significantly higher rates of admissions for all causes and for Chronic Obstructive Pulmonary Disease when compared to national averages.
- The ward has more stays at hospital for self-harm and alcohol related harm when compared with national averages.

Economic Activity

- Thames Ward has a lower than average proportion of employed residents, higher than average proportion of unemployed residents and a higher than average proportion of economically inactive residents.
- There are 623 unemployed residents which is 8.8% of the ward population aged 16 to 74 years, which is higher than the borough average of 7.3% and the second highest proportion of all wards after Gascoigne Ward.
- Of these 623 residents 22.8% have never worked, which is higher than the borough average. Only Abbey, Longbridge and Eastbury Wards have higher proportions.
- In total there are 3,886 residents in employment which represents 55.0% of the ward population aged 16 to 74 years. This is lower than the borough average of 56.1%.
- There are 566 economically inactive residents due to looking after home or family which is 8.0% of the population aged 16 to 74 years, and higher than the borough average. Only Abbey and Gascoigne Ward have a higher proportion.

Education

- Thames Ward has a significantly larger proportion of full time students compared to the borough average and most other wards, accounting for 13.1% of the population aged 16 to 74.
- There are only 1,803 residents in Thames Ward with no qualifications which equates to 24.1% of the ward population aged 16 years and over. This is significantly lower than the borough average of 27.9% and there are only three other borough wards with a lower proportion Abbey, Longbridge and Whalebone Wards.

- Thames Ward has 1,827 residents holding a level 4 plus qualification which is 24.4% of the population aged 16 and over. There are only three other borough wards with higher proportions, which are Abbey, Gascoigne and Longbridge Wards
- There is a relatively low proportion of full time students in Thames Ward aged 16-17 compared to other wards, but one of the highest percentages of full time students aged 18 years plus. At 8.6% of the over 16 year population only Abbey and Gascoigne Wards have higher figures.

Community Groups

- Situated between River Road and Renwick Road with access to Creek Road, Radford Way and Gallions Close, Thames Road is built up of small to large business centres; Barking Business Centre, Riverside Industrial Estate and the Cromwell Centre, informal Places of Worship places, small and large warehouses, offices and a few garages.
- Wholesalers mainly operate in this area selling food and other products for distribution, but a number of buildings classified for employment and industrial uses are being used as Places of Worship on an informal basis and in some instances contrary to their legal planning designation.
- There are a number of religious venues along Thames Road, including:
 - RCCG, Living Faith Connections – 23 Thames Road
 - Victorious Pentecostal Assembly - 19 – 21 Thames Road
 - Dominion Christian Centre – Unit 2, 6 Thames Road
 - Christ Embassy - 45 Thames Road, Barking

Potential impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
Local communities in general	X			<ul style="list-style-type: none"> • The local community in general will be impacted by the creation of up to 3,000 new homes in the area. • The impact on the area should be positive, as it will change what is currently an area comprised of predominantly employment and industrial uses into a housing led development. • Analysis undertaken illustrates that Thames Ward as a whole has a higher rate of people that are not employed. The proposed development seeks to reconfigure and retain an element of employment uses. • Access from the existing community at Thames View through to the emerging 	<ul style="list-style-type: none"> • New homes will be accompanied by new social infrastructure to support the existing and emerging community within the Barking Riverside Gateways Housing Zone. The level of social infrastructure required will be defined through the statutory planning process. • New development will see the redevelopment of existing, poor quality employment and industrial uses, to be replaced by high quality residential homes. • Reconfigured employment uses may provide opportunities for employment of local residents. The level of employment use to be retained will be subject to dialogue with the Local Planning Authority and will be monitored as proposals develop.

COMMUNITY AND EQUALITY IMPACT ASSESSMENT

			community at Barking Riverside and associated amenities will be improved.	
Age		X	<ul style="list-style-type: none"> It is noted that the population of Thames Ward is relatively younger than the borough as a whole. Whilst the population over 76 years old is significantly low, there may be a small group with acute needs and potential for isolation given the significant increase in working population. A range of new homes will be constructed in line within planning policy to meet housing need within the borough, including homes for older people, which may include sheltered accommodation. A potential impact on the Thames ward is that the racial profile of the ward changes as new homes may attract a range of residents who may be of different age profile from the prevailing trends within the ward. 	<ul style="list-style-type: none"> New homes will be built to high standards and will be compliant with applicable design standards including Lifetime Homes Provision for education facilities will be assessed during the design development process. Housing for older people will be designed in line with appropriate contact facilities.
Disability	X		<ul style="list-style-type: none"> Public realm improvements associated with the development of homes within the Housing Zone will result in new public realm which will have a positive impact upon accessibility within the local area. Analysis of the current demographics of the ward illustrates that there is a higher than average incidence of stays in hospital for self-harm or alcohol related injuries and this could be related to mental health issues. There is potential for increased impact and pressure upon Primary Care services in reference to mental health and other non-visible disability. 	<ul style="list-style-type: none"> A range of improvements will have a positive impact for disabled residents including new pavements, footpaths and roads. This will improve access for disability groups within the area. New homes and buildings will be DDA compliant. The Council's Access Officer will be consulted at an early stage on plans to ensure that best practice is being perused in relation to the design of new schemes. The provision of health facilities within the development shall be considered as site wide design proposals are formed, which will be subject to planning consent and in accordance with planning policy. Proposals will be brought forward in consideration of the neighbouring 'Healthy New Town' at Barking Riverside.
Gender reassignment		X	<ul style="list-style-type: none"> No perceived impact 	<ul style="list-style-type: none"> No perceived impact
Marriage and civil partnership	X		<ul style="list-style-type: none"> No direct impact 	<ul style="list-style-type: none"> A range of new homes will be constructed in line within planning

COMMUNITY AND EQUALITY IMPACT ASSESSMENT

					<p>policy to meet housing need within the borough meeting demand for homes for new households.</p>
Pregnancy and maternity	X			<ul style="list-style-type: none"> • It is anticipated that the new development will attract working age people probably without dependents – there may be a possible increase on primary care services as a result of more economically stable couples buying either a ‘starter home’ or ‘a home for life’ and starting families. • In turn there may be an impact on nursery and school provision in the longer term as families grow, 	<ul style="list-style-type: none"> • A range of new homes will be constructed in line within planning policy to meet housing need within the borough meeting demand for homes for growing households. • Health and education provision for younger people will be assessed as part of the design development process. • The provision of health facilities within the development shall be considered as site wide design proposals are formed, which will be subject to planning consent and in accordance with planning policy. • The provision of nursely and childcare facilities within the development shall be considered as site wide design proposals are formed, which will be subject to planning consent and in accordance with planning policy.
Race (including Gypsies, Roma and Travellers)		X		<ul style="list-style-type: none"> • A potential impact on the Thames ward is that the racial profile of the ward changes as new homes may attract a range of residents who may be of different backgrounds from the prevailing trends within the ward. 	<ul style="list-style-type: none"> • A range of new homes will be constructed in line within planning policy to meet housing need within the borough. Homes will have a range of designs, which may be designed taking into account different ethnic and religious backgrounds and practices within the home.
Religion or belief		X		<ul style="list-style-type: none"> • A potential impact upon the area is on existing informal places of worship which may be relocated or cease operation as land purchase negotiations progress. 	<ul style="list-style-type: none"> • Thames Road is designated for employment and industrial land uses. Through the land acquisition negotiation process, the Council will seek to engage with freeholders and occupiers of properties which currently house Places of Worship, and through the statutory planning process seek to determine more suitable sites for these uses, some of which are currently not in line with planning policy. • The emerging designs for the Housing Zone will seek to identify requirements for provision of Places of Worship either within the Housing Zone or across the borough as a whole.
Gender		X		<ul style="list-style-type: none"> • B&D aspires to be a borough that supports and empowers all genders, which is encompassed 	<ul style="list-style-type: none"> • Development proposals led and influenced by the Council will seek to support the objectives of the Gender Equality Charter,

COMMUNITY AND EQUALITY IMPACT ASSESSMENT

			<p>within the Gender Equality Charter launched in 2016, followed up by a progress report in 2017 – ‘Gender Equality: One year one’.</p>	<p>specifically supporting those with caring responsibilities and promote equal parenting, care giving and shared responsibilities in the home. In part this may be achieved by developing a range and mixture of housing types and tenures, as well as detailed design considerations including home layouts.</p>
Sexual orientation		X	<ul style="list-style-type: none"> • No perceived impact 	<ul style="list-style-type: none"> • No perceived impact
Any community issues identified for this location?		X	<ul style="list-style-type: none"> • The emerging new community may require associated community facilities owing to the scale of the development, which may see over 3,000 homes developed 	<ul style="list-style-type: none"> • Provision and requirements for community facilities will be assessed during the design development process.

2. Consultation.

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development e.g. on-line consultation, focus groups, consultation with representative groups?

Since the primary consultees within the Housing Zone are businesses and employers, every property has been written to within the Housing Zone to invite them to meet with the Council to find out more about the project, and to progress negotiations regarding the acquisition of property within the Zone. This also includes tenants of properties (for example tenants who may be using a property as an informal place of worship), as well as freeholders. Property owners and tenants will have the ability to engage with the Council to discuss any concerns or perceived adverse impacts.

A Barking Riverside Gateways Housing Zone Board / or appropriate forum will be formed which will act as a forum for stakeholders to be part of the group and to influence the direction of travel of the Housing Zone.

Should a Compulsory Purchase Order be required in order to facilitate the acquisition of property, then a Statement of Community Involvement will be prepared and affected property owners will be fully consulted in line with statutory requirements.

Once property acquisitions have been completed, and development proposals for the area are in a more advanced state of formulation, a full consultation process will be undertaken to gain insight from the local community on the proposals as part of the statutory planning process.

This Equalities Impact Assessment will be reviewed at the time development proposals for the Housing Zone have been formulated to the extent that they are ready to be consulted upon, and an updated assessment undertaken.

3. Monitoring and Review

<p>How will you review community and equality impact once the service or policy has been implemented? <i>These actions should be developed using the information gathered in Section 1 and 2 and should be picked up in your departmental/service business plans.</i></p>		
Action	By when?	By who?
Review Community and Equality Impact Assessment	Upon appointment of delivery partner	Housing Zone Project Manager
Undertake updated assessment	Upon appointment of delivery partner	Housing Zone Project Manager
<p>Review demographic profile of the ward, including specifically age profile, race, religion and belief, pregnancy and maternity composition. Undertake projections of demographic profile based on development proposals.</p> <p>This will be monitored by review of ONS datasets annually and 2021 census data when available. Consideration will be given during the procurement of a delivery partner to methods for monitoring variables identified within this assessment on a project based area level.</p>	Upon appointment of delivery partner	Housing Zone Project Manager
Ensure that development proposals are reviewed by Access Officer in relation to access and provision for disabled people	Ongoing	Local Planning Authority, Housing Zone Project Manager
Engage with local landowners and tenants, including religious or community groups affected by land acquisitions.	Ongoing	Head of Regeneration and Housing Zone Project Manager or appointed agents

4. Next steps

It is important the information gathered is used to inform any Council reports that are presented to Cabinet or appropriate committees. This will allow Members to be furnished with all the facts in relation to the impact their decisions will have on different equality groups and the community as a whole.

Take some time to précis your findings below. This can then be added to your report template for sign off by the Strategy Team at the consultation stage of the report cycle.

Implications/ Customer Impact

The regeneration of Thames Road as a Housing Zone to form the gateway to Barking Riverside is anticipated to have a generally positive impact upon the existing community. It should be noted that the area subject to proposed redevelopment is currently employment and industrial uses and therefore the impact will be limited to the surrounding community rather than directly on the area of redevelopment.

However, following this review areas that will require monitoring and consideration with respect to equalities and diversity within the Housing Zone are:

- Disability and access arrangements – the Council’s Access Officer should be involved from inception with regard to formulation of new development proposals
- Age, Religion and Race – the demographic profile of the Thames Ward and Housing Zone should be monitored and demographic projections should be undertaken taking into account emerging development
- Healthcare provision – there will be an increase in population in the locality which will in turn require appropriate facilities in respect of primary care services for local residents.
- Community facilities, including Places of Worship – landowners and tenants of community organisations should be engaged with through the land acquisition process to discuss relocations and possible alternative venues for such uses
- Pregnancy and Maternity – as proposals are formulated, through the planning process appropriate provision for health facilities for younger families should be made across the locality. This will include appropriate places for nursery and childcare.

5. Sign off

The information contained in this template should be authorised by the relevant project sponsor or Divisional Director who will be responsible for the accuracy of the information now provided and delivery of actions detailed.

Name	Role (e.g. project sponsor, head of service)	Date
David Harley	Acting Head of Planning and Regeneration (Regeneration)	June 2017

CABINET**20 June 2017**

Title: School Improvement Partnership Full Business Case	
Report of the Cabinet Member for Educational Attainment and School Improvement	
Open Report with Exempt Appendix 1 (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972)	For Decision
Wards Affected: None	Key Decision: Yes
Report Authors: Jane Hargreaves, Commissioning Director Education	Contact Details: Tel: 020 8227 2686 E-mail: Jane.Hargreaves@lbbd.gov.uk
Accountable Divisional Director: Jane Hargreaves, Commissioning Director Education	
Accountable Director: Anne Bristow, Deputy Chief Executive & Strategic Director for Service Development and Integration	
<p>Summary</p> <p>This proposal has been developed in partnership with schools through a joint head teacher and officer working group and in consultation with head teachers and governors to ensure that the new School Improvement Partnership company will meet the needs of both schools and the Council. The company will enable a new and strengthened formal partnership, fit for the future, between the Council and schools. Its shared educational purpose will sustain the family of LBBd schools and it will provide high quality, best value services to ensure continued improvements in educational standards for all children and young people in the borough.</p> <p>The company will be a strategic forum for the further development of a school led system across the borough through the sharing of proven effective practice and by enabling schools to design the services that will have the greatest impact. The School Improvement Partnership company will need to be sustainable and financially viable and, as a not for profit company, will have the ability to reinvest any surplus to allow the company to provide additional support for local schools.</p> <p>The company will be owned by the Council and the Borough's schools who sign up to becoming members. All schools will be able to purchase services, should they wish to. The members of the company will appoint a board of directors who will lead the strategic direction of the company. A chief executive will be in control of the day to day running of the company but major decisions would need approval from the board and, on occasion, company members. The Council will be both a member of the company and a commissioner of statutory and priority services from the company. These will be delivered on the Council's behalf, through an annual Service Delivery Agreement.</p>	

In the light of the analysis completed as part of the Full Business Case, the recommendation is for the establishment of a not-for-profit company, limited by guarantee and jointly owned by the London Borough of Barking and Dagenham and the borough's schools.

Recommendation(s)

The Cabinet is recommended to:

- (i) Approve the School Improvement Partnership Full Business Case at Appendix 1 to the report;
- (ii) Agree the establishment of a not-for-profit company, limited by guarantee, to be known as the School Improvement Partnership, in accordance with the proposals set out in the report;
- (iii) Delegate authority to the Strategic Director for Service Development and Integration, in consultation with the Cabinet Member for Educational Attainment and School Improvement and the Director of Law and Governance, to implement all steps leading to the establishment of the new company in line with the proposals;
- (iv) Delegate authority to the Director of Law and Governance to execute all the legal agreements, contracts and any other documents on behalf of the Council to implement the setting up of the new company; and
- (v) Delegate authority to the Chief Executive, in consultation with the Leader of the Council, to select the individuals to be appointed to represent the Council on the School Improvement Partnership Company Board.

Reason(s)

The national and local educational context continues to change and the school system is becoming increasingly diverse and autonomous. Budget constraints are impacting on schools and local authorities alongside high expectations of continued improvement in outcomes for all children and young people. Although the role of local authorities in relation to school improvement has reduced, there is still a focus in national policy on place based education. The future model of school improvement is of a school led system with the local authority retaining the role of advocate for children, young people and families in their area, specifically in relation to vulnerable learners.

Opportunities are being taken across schools and councils nationally to shape the future of education through the development of new local models and approaches, including jointly owned school and local authority companies delivering a range of services, including school improvement. The London Borough of Barking and Dagenham (LBBD), through the Council's transformation programme, has the stated aim of becoming a commissioning council and is currently developing a range of new delivery vehicles including a potential School Improvement Partnership company.

1. Overarching Introduction and Background

- 1.1 The national and local educational context continues to change and the school system is becoming increasingly diverse and autonomous. Budget constraints are impacting on schools and local authorities alongside high expectations of continued improvement in outcomes for all children and young people. Although the role of local authorities in relation to school improvement has reduced, there is still a focus in national policy on place based education.
- 1.2 The future model of school improvement is of a school led system with the local authority retaining the role of advocate for children, young people and families in their area, and holding statutory duties, particularly in relation to vulnerable learners.
- 1.3 Opportunities are being taken across schools and councils nationally to shape the future of education through the development of new local models and approaches, including jointly owned school and local authority companies delivering a range of services, including school improvement.

Proposal and Issues

- 1.4 Solid improvements have been made in standards and quality across schools in the Borough but challenges remain, particularly in meeting the needs of the most vulnerable children and young people at a time of reducing resources, a rapidly increasing and increasingly diverse child population, and growing difficulties of teacher and school leadership recruitment.
- 1.5 Councils are increasingly finding the model of local authority led school improvement is unsustainable given diminishing resources, the growing autonomy of schools and the national policy drive towards a school led education system.
- 1.6 There is a strong partnership history between schools and LBBD. In an educational landscape which continues to fragment, there is a clear appetite to maintain the “family of LBBD schools” to ensure the best possible outcomes for schools and the children and young people of the Borough.
- 1.7 Going forward, the proposal is to establish a not for profit company limited by guarantee (School Improvement Partnership) jointly owned by the borough’s schools and the Council which will provide both statutory and priority services, on behalf of the Council, and traded school improvement services to schools.
- 1.8 The company will also broker school to school support, bringing together the best of both school led and Council provided support services, and will provide membership benefits for schools to include networking, support and provision of resources.
- 1.9 The company will enable a new and strengthened formal partnership, fit for the future, between the Council and schools. Its shared educational purpose will sustain the family of LBBD schools and it will provide high quality, best value education services to ensure continued improvements in educational standards for all children and young people in the borough.

- 1.10 The company will be a strategic forum for the further development of a school led system across the borough through the sharing of proven effective practice and by enabling schools to design the services that will have the greatest impact. The School Improvement Partnership company will need to be sustainable and financially viable and, as a not for profit company, will have the ability to reinvest any surplus to allow the company to provide additional support for local schools.
- 1.11 The company will be owned by the Council and the Borough's schools who sign up to becoming members. All schools will be able to purchase services, should they wish to.
- 1.12 The company will be funded through a combination of:
- Core Council funding for statutory and priority requirements through an annual Service Delivery Agreement
 - An element of the Dedicated Schools Grant subject to agreement by the Schools' Forum
 - Income from schools buying back traded school improvement services
 - Membership subscriptions from LBBD schools who choose to become members of the company
- 1.13 The services which it is proposed will move to the new company currently sit across Education, Youth and Childcare Services in the Council but principally will be drawn from the current School Improvement Service.
- 1.14 The services proposed to be delivered through the School Improvement Partnership company at its launch are:
- School Improvement advisory support – statutory and traded
 - Governor Services and Governor Training
 - Professional development, including support for recruitment and retention
 - 14-19 services including work experience, careers and Aim Higher
 - Information Technology support
 - Attendance and Inclusion advisory support (traded not statutory)
- 1.15 It is proposed that 34 staff will transfer into the company and TUPE would apply. There are also staffing vacancies which would enable the new company to either make efficiencies or recruit to new roles to reflect the business and commercial needs of the company.

Options Appraisal

- 1.16 The concept of a School Improvement Partnership company has been developed jointly with schools through a heads and officers working group which has met regularly over the past year. This approach was used to ensure the company will meet the needs of both schools and the Council.
- 1.17 The working group, having identified in detail what the partnership should be, reviewed the options, including 'Do Nothing' and the full range of possible company and governance structures. In developing this business case, two options were considered in more detail:

Option	Summary
<p>Do Nothing – gradual move to statutory only provision</p>	<p>In this model, the Council would continue to provide all school improvement and inclusion services to schools and employ all staff directly. The Council would retain full responsibility for all expenditure, service delivery and income generation.</p> <p>The advantages of this option are, in the short term, continuity and minimal disruption as well as the Council's retained control and influence over the services and workforce for the medium term. However, this model is at odds with the new educational landscape of a school led education system and declining government funding of Councils for school improvement. Take up of traded school improvement services overall has been declining over time.</p> <p>The risk to the Council is, that as services reduce or are discontinued and the Council moves to a limited statutory provision only mode, there would be increased fragmentation of the education system locally, leaving vulnerable schools and young people more exposed and potentially with less support. This would lead to a decline in standards and outcomes overall with an impact on the life chances children and young people affected as well as the reputational damage to the Council.</p> <p>The weaknesses of this model are that it would not support the Council's Growth Commission ambitions and would miss the opportunity to strengthen partnership working with a key community stakeholder – schools.</p>
<p>Establish a School Improvement Partnership company</p>	<p>In this model, a new company, limited by guarantee and owned jointly by schools and the Council, will deliver a range of services both statutory and traded, which are currently delivered by the Council to schools. It will also be the vehicle to drive and support the development of a successful school-led system for the Borough for the future. This option has been developed in partnership with headteachers and governors through ongoing consultation and working groups.</p> <p>The company will take full responsibility for the employment of staff transferred from the Council, the delivery of outcomes defined through the Council's contract with the company for statutory and priority services and the generation of income from traded services.</p>

	<p>The benefits of this model include the opportunities to; reshape the current partnership between schools and the Council to ensure the future viability of the “family” of LBBB schools; operate independently from the Council, enter into contracts and access funding not available to local authorities; build a cost effective school led education system for the borough; enable schools and the Council to buy services from a company which has as its core purpose, the raising of outcomes and standards for all LBBB children and young people.</p> <p>The weaknesses of this model are that it will require investment in set up costs and time to scope, design and implement the new model and train and support for staff to grow commercial skills.</p> <p>The risks are that unexpected rapid changes to government policy and funding, post-election could jeopardise resources and increase the requirement for immediate income growth; schools may not engage fully with the new model – though this should be mitigated through a low-level membership fee and through the leadership and promotion of the new company through heads and governors groups</p>
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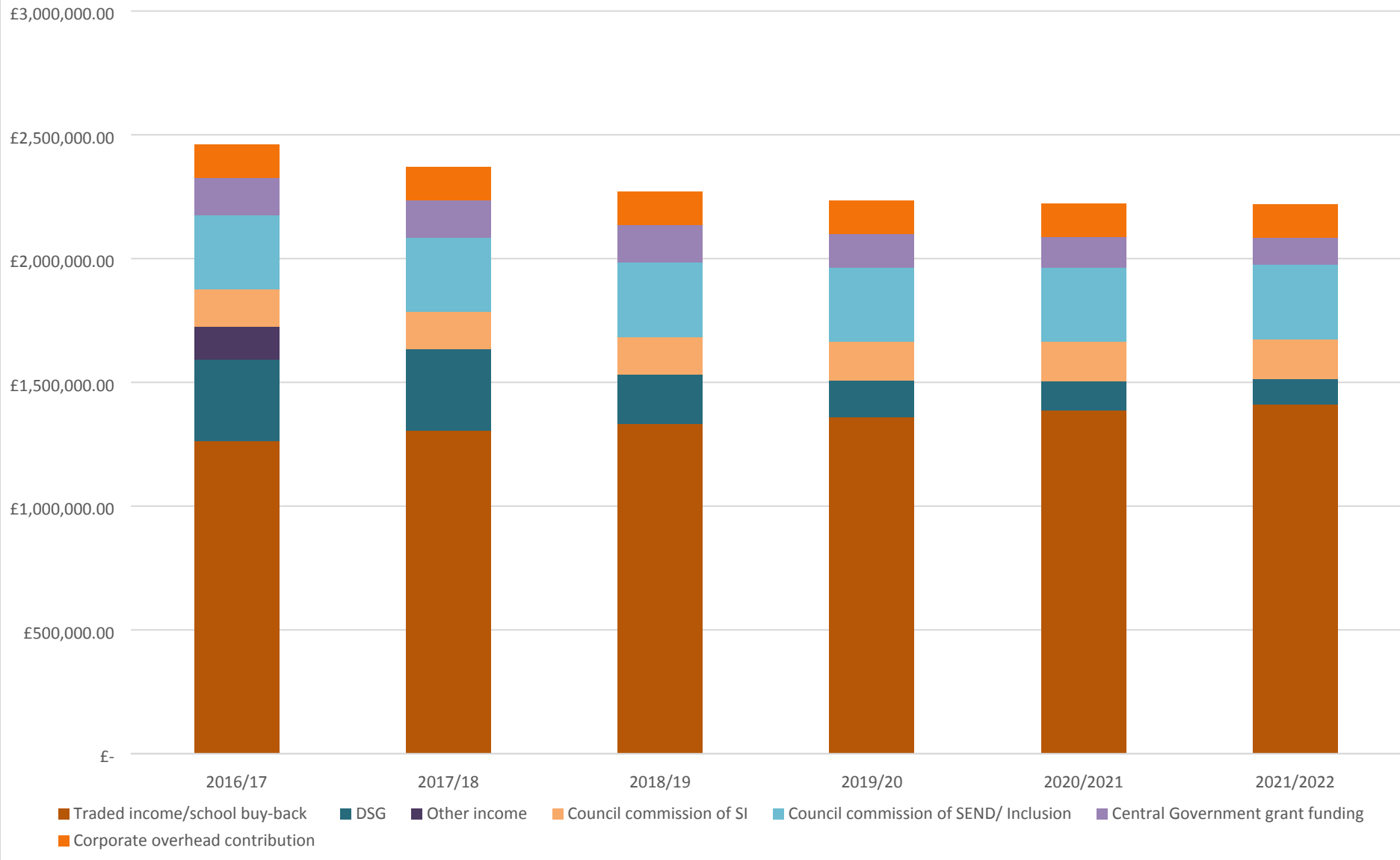
- 1.18 The detailed options analysis can be found in the School Improvement Partnership Full Business Case Appendix 1 - this document is in the exempt section of the agenda as it contains commercially confidential information (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 1.19 The options appraisal, supported by the working group, concluded that the most appropriate company structure would be a company limited by guarantee.
- 1.20 Advantages of establishing a School Improvement Partnership company approach are:
- Clear formal leadership and governance with accountability to both LBBB and schools as joint members of the company
 - Dedicated focus on school improvement in LBBB
 - An evolving approach allowing the partnership to develop and add further services in a phased way
 - Ability to operate independently from the Council, enter into contracts, employ its own staff and develop flexible and new services in partnership with LBBB schools
- 1.21 If we do nothing and continue to provide business as usual, schools may choose in the future not to buy back at all or to buy services from elsewhere. This would leave

Council services at serious risk of being discontinued as central and local government budgets continue to reduce. If the Council chose to withdraw from the provision of school improvement services, it would incur significant redundancy costs and would still need to fund the provision of statutory local authority requirements in relation to schools. This has a high risk of increased fragmentation of the education system in LBBB and would leave vulnerable schools and young people exposed and potentially with less support resulting in reduced quality and declining educational outcomes.

- 1.22 The proposed Partnership aims to increase the effectiveness of the partnership between the Council and schools and make a genuine difference to the lives of children and young people in the face of increasing external pressures.
- 1.23 The following section sets out the baseline financial information for the services which are proposed to be delivered by the School Improvement Partnership company. The baseline year is 2016/17. Projections have also been made for the transition year 2017/18 during which the partnership will be established and key staff recruited. Further projections have been made for the company when it is fully trading from 2018/19 onwards. **Overall, it is forecast that in the first year of trading (2018/19), the School Improvement Partnership company would turnover £2.29m, of which £1.33m (c.60%) is traded income from schools, and would generate a surplus of £80k, after expenditure of £2.2m.** Going forward, the company will need to make efficiencies on its cost base and/or generate additional income from LBBB schools or other sources of revenue in order to maintain viability and build up reserves, which can be reinvested into services for LBBB schools.
- 1.24 Although current financial modelling shows a projected cumulative loss of £61k in 2021/22, it is felt that this is a reasonable additional income target for the company to achieve by that point.
- 1.25 The following figures overleaf detail the projected income for the School Improvement Partnership from 2017-2022, including the required increase in traded income.
- 1.26 Set up costs for the new company will be taken from the projected surplus of £204k in 2017/18

	Actuals Baseline Yr	Budget Transition Yr	Trading Projections for School Improvement Partnership			
	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/2022
Income						
Traded income/school buy-back	£1,263,326.51	£1,305,357.67	£1,331,464.82	£1,358,094.12	£1,385,256.00	£1,412,961.12
DSG	£330,000.00	£330,000.00	£200,000.00	£150,000.00	£120,000.00	£100,000.00
Other income	£133,009.00					
Council commission of SI	£150,000.00	£150,000.00	£153,000.00	£156,060.00	£159,181.20	£162,364.82
Council commission of SEND/ Inclusion	£300,000.00	£300,000.00	£300,000.00	£300,000.00	£300,000.00	£300,000.00
Central Government grant funding	£150,000.00	£150,000.00	£150,000.00	£135,000.00	£121,500.00	£109,350.00
Corporate overhead contribution	£135,364.00	£135,364.00	£135,364.00	£135,364.00	£135,364.00	£135,364.00
School membership fee			£16,800.00	£16,800.00	£16,800.00	£16,800.00
Total Income	£2,461,699.51	£2,370,721.67	£2,286,628.82	£2,251,318.12	£2,238,101.20	£2,236,839.95
Expenditure						
Salaries and oncosts	-£1,903,316.00	-£1,988,772.35	-£2,028,547.80	-£2,069,118.75	-£2,110,501.13	-£2,152,711.15
Recharges/overheads	-£135,364.00	-£135,364.00	-£135,364.00	-£135,364.00	-£135,364.00	-£135,364.00
Other costs	-£41,742.00	-£41,742.00	-£42,576.84	-£42,576.84	-£43,428.38	-£43,428.38
Total Expenditure	-£2,080,422.00	-£2,165,878.35	-£2,206,488.64	-£2,247,059.59	-£2,289,293.50	-£2,331,503.53
Surplus (Loss)	£381,277.51	£204,843.32	£80,140.19	£4,258.53	(£51,192.30)	(£94,663.58)
Cumulative			£80,140.19	£84,398.71	£33,206.41	(£61,457.17)
Target additional income					£51,192.30	£94,663.58

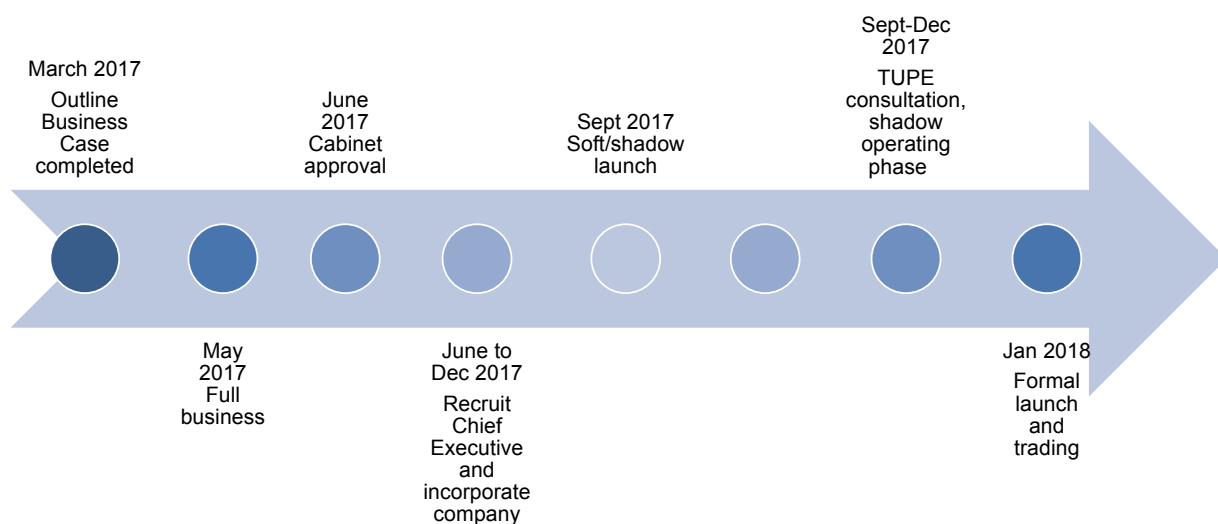
SI Partnership Income breakdown 2016-2022



High Level Implementation Plan

- 1.27 A high-level timeline plan for School Improvement Partnership is shown below. Subject to Cabinet approval of this proposal, a detailed implementation plan will be drawn up to set up the new company.

Timeline for School Improvement Partnership



2. A jointly owned not-for-profit company, limited by guarantee

- 2.1 The vision for the new company is driven by the shared educational purpose of schools and the Council to achieve the best possible outcomes for all children and young people in Barking and Dagenham, particularly the most vulnerable.
- 2.2 This jointly owned company, embodying the family of LBBD schools in partnership with the Council, will be the provider of choice for school improvement services for all LBBD schools and will shape the school led education system for the Borough.
- 2.3 It will enable schools, Multi Academy Trusts, Teaching School Alliances and the Council to work collaboratively and ensure highly effective support for school improvement for all schools in the Borough.
- 2.4 It will offer all LBBD schools the opportunity to purchase services from a company that they own and which will reinvest surplus to support further improvement.
- 2.5 The ambition will be that every publicly funded school in LBBD will become a member of the company. It will be a dynamic, locally driven and supportive partnership which will attract and retain the best leaders and teachers to work in the Borough.

Governance

- 2.6 It is proposed that a shadow organisation structure, including a shadow board, will be set up from September 2017 prior to full launch in January 2018.

The proposed split between school and Council representation on the Board is 81% (schools) 19% (Council). This will give the company flexibility in potential future ventures such as the development of a local Multi Academy Trust sponsored by the company or in accessing potential funding streams not available to local authorities. The articles of association will allow Directors to co-opt up to 2 Non-Executive Directors in order to bring relevant skills and expertise to the Board which it will need particularly in areas such as business and finance.

- 2.7 The membership and governance model in a Company Limited by Guarantee is extremely flexible; it is an inclusive model that allows all schools to join in their current form; it is easier to manage in terms of regulation compared to other types of organisations; and the finances of the company's guarantors (members) are protected. They will only be responsible for paying company debts up to the amount of their guarantees.
- 2.8 All schools will be given the opportunity to become members of the proposed company and rights and responsibilities will be set out in the articles of association and membership rules.
- 2.9 Strategic leadership of the company will be by the company board.
- 2.10 The Chief Executive and the company's management team will be responsible for the day to day operational running of the company.
- 2.11 Membership of the board will reflect a proportionate representation of the membership of the company. Board members will be directors of the company and will be drawn from both schools and the Council. It will be important to balance both fair representation and the size of the Board to ensure efficient running of the company.
- 2.12 The governance structure will consist of:

Company Members (equivalent of shareholders)

- London Borough of Barking and Dagenham
- Schools (membership would be open to any school, academy, 16-19 provider or other state funded provider of education in LBBDD)

Company Directors:

- Non- executive Chair (1) – appointed by the board
- Non-executive Directors (3-5) – elected by schools on a phase basis
- Non-executive Director (1) Governor
- Non-executive Director (2) – LBBDD
- Executive Director – CEO of the company
- Independent Non- Executive Directors (up to 2)

- 2.13 The directors will have a legal duty to act in the best interests of the company, to promote its success and to avoid any conflicts of interest. The role of the board of directors is to:

- be responsible for the good governance of the company
- set the company's strategic aims
- provide the leadership to achieve those aims

- supervise the management of the business and hold the management team to account
- report to shareholders on their stewardship.

2.14 In addition, the Board must ensure it has oversight of the following functions:

- proper application of funds and risk management
- process of appointments to the Board
- Chief Executive's remuneration

2.15 It will be the responsibility of the Company to manage relationships with its members.

2.16 Schools and the Council will also be customers and the CEO and senior management team will monitor quality assurance and value for money in the delivery of services to ensure continued and growth of business.

2.17 The partnership between the Council, the company and its schools will have at its heart, the best interests of the children and young people of the Borough and will evolve over time as needed.

Commissioning and Contract Management

2.18 The Council will be both a member of the company and a commissioner of statutory and priority services from the company, who will deliver these on the Council's behalf, through an annual Service Delivery Agreement. This agreement will contain Key Performance Indicators and will be monitored quarterly in line with the Council's contract regulations.

2.19 The Council's corporate core and commissioning function will manage and monitor the contract with the School Improvement Partnership company.

2.20 The Council's Education Commissioning Director will identify, set and monitor the strategic priorities, statutory requirements and educational outcomes which it requires the company to deliver on its behalf.

3. Consultation

3.1 A review was commissioned in 2016 by the Council to understand the views of Schools Forum members on the future of school improvement services and partnership working. With mostly positive support, it was identified that a quick response was required and new arrangements should be different reflecting the new educational landscape and not the local authority in a new guise.

3.2 A further consultation was conducted in January 2017. This included meetings and an online survey with all Head Teachers and Chairs of Governors to gather their views on both current services and the development of the School Improvement Partnership company. Following this exercise, a decision was taken in principle to support the development of the proposed new company.

3.3 It is recommended that going forward there are further consultations/market tests on communications and marketing strategies. This will ensure that all schools are

informed about the services the new company will offer and the benefits of membership.

- 3.4 Informal consultations have taken place with staff and unions through roadshows and meetings.
- 3.5 A full staff consultation will occur ahead of the creation of School Improvement Partnership including the details of the TUPE process and pension implications.
- 3.6 A Draft Equalities Impact Statement has been developed (Appendix B). This will be further developed as part of the staff consultation exercise, incorporating feedback ahead of the implementation and TUPE process required to create the new company.

4. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager for Service Finance

- 4.1 Central Government funding for Local Authorities to support their education duties is being severely reduced. The Education Services Grant (ESG) will reduce by nearly £2.8m by 2018/19. This has been built into the MTFS as a corporate pressure (as the funding is not ring fenced to Education). In addition, funding from the Dedicated Schools Grant is expected to be tapered down and further restrictions introduced with the risk that once transition to a national funding model is completed, authorities' ability to centrally retain (topslice) funding will be constrained or removed.
- 4.2 These restrictions and reductions effectively mean that a trading model could be the only option for school improvement and similar services and so it is essential to develop a sustainable model for this.
- 4.3 The School Improvement Partnership set out in this report is a potential model. As set out above the Local Authority will commission the Partnership to carry out some of its statutory functions using a combination of Council base budget, the residual Education Services Grant and the High Needs block of DSG. The service is working with Finance on identifying the available funding (taking into account the requirement to also fund the Council's Education Commissioning structure.) Current modelling suggests that £300k is available from the High Needs Block and £150k from the current School Improvement budget. The business case assumes these will be maintained and school improvement spend slightly increased over time. If this is not possible then this would present a risk to the business case.
- 4.4 The business case assumes these funding streams will be available at this level until 2021/22. It also assumes Centrally Retained DSG of £330k and School Improvement Grant funding of £150k initially but these sources will taper off and be replaced by increased trading income. Uncertainties about these funding streams present a risk to the business case. (Although these are risks that the Council would have to manage anyway if the programme did not go ahead.)
- 4.5 Currently the Education service is supported by the Council's HR/Finance/Legal services etc and attracts overhead charges but gets budget to fund these costs. Initially the School Improvement Partnership is likely to continue to need support

from these services but is not likely to be able to generate sufficient trading income to absorb the costs. It would therefore require Council support at least initially (it is assumed in the business case for at least five years). If over time it began to source support elsewhere the implications for the Council's core would need to be understood and mitigated.

- 4.6 There are currently no MTFs savings expected from Education Commissioning or School Improvement although changes to DSG do mean that the service is having to find efficiencies and cost reductions.
- 4.7 Over time if successful in growing its income the Partnership should cease to require subsidy which would benefit the Council. In addition, by operating more efficiently it may allow the Council to commission certain services more cheaply. These potential benefits are beyond the period covered by the business case. The business case does not suggest it will generate substantial dividend income and so the case for the partnership needs to be made on other grounds than profitability.
- 4.8 Moreover, it should be noted that the creation of the partnership will result in some new costs – as a minimum a Chief Executive and a business manager/company secretary that it will need to generate income to fund. At this stage, the business model has a very high cost/income ratio although work is going on to seek ways to improve this. The business case model shows trading losses are likely to occur unless further income is generated. This does represent a financial risk to the Council.
- 4.9 Although currently the service does have some trading activity it is not operating on a truly commercial basis and work is likely to be required to change the working practices and culture.

5. Legal Implications

Implications completed by: Assaf Chaudry, Major Projects Solicitor, Law & Governance

- 5.1 This report seeks Cabinet approval for the Council to assist the Borough Schools in setting up a School Improvement Partnership Company (the Company) and authorise the participation of the Council in the Company. The Council has the following powers to appoint to outside bodies either under:
 - Section 111 of the Local Government Act 1972, because it is anticipated that having a Council appointee on the outside body is “conducive or incidental to, or calculated to facilitate” the discharge of the authority’s functions.
 - Section 1 of the Localism Act 2011 (the general power of competence).
- 5.2 The general power provides that "A local authority has power to do anything that individuals generally may do" (section 1(1)). The power is not limited by the need to evidence a benefit accruing to the local authority's area, as the well-being power is. Nor is it limited in geographical scope. However, existing and future restrictions contained in legislation continue to apply
- 5.3 The School Improvement Partnership Company is to be a Company Limited by Guarantee (CLG). A CLG does not have share capital and the members

(equivalent to the shareholders in a CLS) give a nominal guarantee to cover the company's liability, normally limited to £10. Therefore, if the Council was to appoint members to the Company their liability is limited to the sum of £10 and if directors are appointed to a CLG they are not liable for the debts of the Company except in limited circumstances.

- 5.4 Although the Company will not be a wholly owned company of the Council. It may be considered as an influenced company under Part V of the Local Government and Housing Act 1989 if it has 20% ownership, in which case it will be subject to financial and propriety controls of the Council. The relevant extracts from Part V of the Local Government and Housing Act 1989 states that

“A company is subject to the influence of a local authority if **all** of the following conditions are met:

- It is not a controlled company.
- There is a business relationship between the company and the authority.
- There is a "personnel association" between the company and the authority. A personnel association exists when:
 - at least 20% of the total voting rights at a general meeting are held by persons associated with the authority; or
 - at least 20% of the directors are persons associated with the authority; or
 - at least 20% of the total voting rights at a directors' meeting are held by persons so associated.

A person is at any time "**associated**" with an authority if they are at that time a member or officer of the authority, or both an employee and a director, manager, secretary or similar officer of the company under the authority's control, or if they have been a member of the authority within the preceding four years.....”.

- 5.5 The appointment of members and directors of the Company has to be in accordance with the Council's constitution; including ensuring the training of the Member or staff on recognising and addressing conflicts of interest. Furthermore, to ensure that the Company does carry out indemnity cover for the directors and have in place the Council's indemnity insurance to cover extended liability.

- 5.6 Finally, the Transfer of Undertaking Provisions (TUPE) is to apply on the transfer of these services to the new Company. The TUPE Regulations imposes the Duty to inform and the Duty to consult which needs to be undertaken during the procurement process.

6. Other Implications

- 6.1 **Risk Management** - Risk management implications are covered in the Full Business Cases attached at Appendix A.

- 6.2 **Contractual Issues** - If approved, School Improvement Partnership will operate under a long-term contract with LBBB. This will be prepared during the implementation phase with advice from both internal and external lawyers.

- 6.3 **Staffing Issues** – The current proposal is that 34 FTE staff will transfer to the School Improvement Partnership Company and TUPE would apply. Informal consultations, including as part of staff roadshows have been taking place with staff. Informal consultation meetings have taken place with unions.
- 6.4 **Corporate Policy and Customer Impact** - The proposal to establish A School Improvement Services company is in line with the Ambition 2020 strategy. The proposal is aligned to the Council’s overall vision as the organisation seeks to consider alternative and innovative methods of service delivery to improve services and respond to the financial challenge.

There are no anticipated negative impacts on residents or any of the protected characteristics as a result of the proposals. Draft Equalities Impact Assessments (EIA) that identify the impact of this change on staff are attached as Appendix B. These will be further developed as part of the staff consultation exercise, incorporating feedback ahead of the implementation and TUPE process required to create the new company.

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

List of appendices:

- **Appendix 1:** School Improvement Partnership Full Business Case, May 2017 (Exempt document)
- **Appendix 2:** DRAFT - School Improvement Partnership Equalities Impact Statement, May 2016

Community and Equality Impact Assessment

As an authority, we have made a commitment to apply a systematic equalities and diversity screening process to both new policy development or changes to services.

This is to determine whether the proposals are likely to have significant positive, negative or adverse impacts on the different groups in our community.

This process has been developed, together with **full guidance** to support officers in meeting our duties under the:

- Equality Act 2010.
- The Best Value Guidance
- The Public Services (Social Value) 2012 Act

About the service or policy development

Name of service or policy	School Improvement Partnership
Lead Officer Contact Details	Anne Bristow, Deputy Chief Executive & Strategic Director for Service Development and Integration

Why is this service or policy development/review needed?

The national and local educational context continues to change and the school system is becoming increasingly diverse and autonomous. Budget constraints are impacting on schools and local authorities alongside high expectations of continued improvement in outcomes for all children and young people. Although the role of local authorities in relation to school improvement has reduced, there is still a focus in national policy on place based education. The future model of school improvement is of a school led system with the local authority retaining the role of advocate for children, young people and families in their area, specifically in relation to vulnerable learners.

Opportunities are being taken across schools and councils nationally to shape the future of education through the development of new local models and approaches, including jointly owned school and local authority companies delivering a range of services, including school improvement. The London Borough of Barking and Dagenham (LBBD), through the Council’s transformation programme, has the stated aim of becoming a commissioning council and is currently developing a range of new delivery vehicles including a potential School Improvement Partnership company.

It is proposed this will be established in the form of a not-for-profit company, limited by guaranteed, jointly owned with schools.

It is proposed that the School Improvement Partnership will be:

- The provider of choice for school improvement services for all LBBD schools enabling a school-led education system for the borough. It will enable autonomous schools, Multi Academy Trusts, Teaching School Alliances and the Council to work collaboratively to ensure highly effective support system is in place.
- The entity from which all LBBD schools can purchase services and reinvest the surplus into to support further improvement.
- A self-managing, commercially viable and financially sustainable company that has the appropriate business, marketing and commercial expertise, without excessive time from schools in day to day running.

It is anticipated that School Improvement Partnership itself will not have any impacts on communities or protected groups.

1. Community impact (this can be used to assess impact on staff although a cumulative impact should be considered).

What impacts will this service or policy development have on communities?
Look at what you know? What does your research tell you?

Consider:

- National & local data sets
- Complaints
- Consultation and service monitoring information
- Voluntary and Community Organisations
- The Equality Act places a specific duty on people with ‘protected characteristics’. The table below details these groups and helps you to consider the impact on these groups.

Demographics

There are currently 60 schools in the borough of which 49 are maintained by the local authority, with 37,823 pupils (October 2016 Census data). There are 11 academies, but despite not being maintained by the authority, they continue to purchase some services from the Council.

Table 1: School and Pupil Numbers in the London Borough of Barking and Dagenham (October 2016)

Phase	No. of Maintained Schools	No. of Academies	Total no. of schools	Total no. of pupils
Primary	39	5	44	24,324
Secondary	5	4	9	8,282
All Through	2	2	4	4,853
Special	2	1	3	364
Totals	49	11	60	37,823

Many of the borough’s residents are, or maybe in the future, one of the following:

- An employee of one of the borough’s schools
- Employed by the Council
- Attend a school in the borough
- A parent of a child/children who attend(s) school in the borough

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Any of these individuals may be impacted by the one or more of the Services in scope. As such, general demographic information that is available to the Council is considered the appropriate data set on which to base this EQIA.

ONS 2015 mid-year estimate shows that 51% of Barking & Dagenham's population of 202,000 is female and 49% male. No information is available on transgender numbers. Age distribution data is available from ONS 2015 mid-year estimate and ONS 2014 Sub National Population Projections. See Annex 1, which also includes data from the 2011 census on ethnicity, disability and religion/belief.

Potential impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
Local communities in general	X			The creation of a new joint partnership that focuses on a school led system with the local authority retaining the role of advocate for children, young people and families in their area, specifically in relation to vulnerable learners.	<ul style="list-style-type: none"> • To increase the quality of existing services being delivered by investing in a collaborative culture across all the schools in the borough to foster. • Avoid creating new services.
Age	X			The creation of a shared moral purpose across the family of LBBD schools will provide high quality of best value education services.	<ul style="list-style-type: none"> • All schools are included which means this project will not discriminate the service provided to children or young people (including the most vulnerable) by their age.
Disability		X			
Gender reassignment		X			
Marriage and civil partnership		X			

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Pregnancy and maternity		X		
Race (including Gypsies, Roma and Travellers)		X		
Religion or belief		X		
Gender		X		
Sexual orientation		X		
Any community issues identified for this location?		X		
Staff		X	<p>Council and School staff at various levels have been involved in consultations from meetings to online surveys. Hence ensuring they are involved in the development of the new entity as well as early stages of developing the methodology of working together in the future</p>	<p>The establishment of this new entity offers opportunity to recruit new in-house staff as well as staff for support functions. It also ensures that going forward there is no discrimination in schools between “Council” and “School” staff as everyone will be aligned to a unified vision.</p> <p>It is envisaged that existing staff in the Council who are in scope will transfer to the new School Improvement Partnership entity under TUPE legislation. Whilst this will ensure that staff terms and conditions in the new organisation are broadly equivalent to those in the Council, individual members of staff may be affected by the transfer in different ways dependent on their specific circumstances. A separate EQIA will be developed about how the TUPE process will impact staff ahead of, and will form part of, any consultation exercise.</p>

2. Consultation.

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development e.g. on-line consultation, focus groups, consultation with representative groups?

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development e.g. on-line consultation, focus groups, consultation with representative groups?

A review was commissioned in 2016 by the Council to understand the views of Schools Forum members on the future of school improvement services and partnership working. With mostly positive support, it was identified that a quick response was required and new arrangements should be different reflecting the new educational landscape and not the local authority in a new guise.

A further consultation was conducted in January 2017. This included meetings with all Head Teachers and Chairs of Governors to gather their views on both current services and the development of the School Improvement Partnership company. During this exercise, a decision was taken in principle to support the development of the proposed new company.

This was followed up with an online survey, sent to all schools in the borough, asking for:

- views on current services,
- factors influencing the purchase of services, and
- the likelihood of schools buying back in the future.

Follow up consultation, through interviews with Head Teachers, identified potential benefits which schools would value receiving as members of the new company.

It is recommended that going forward there are further consultations/market tests on communications and marketing strategies. This will ensure the message of what services are being delivered is understood by the various types of schools and residents.

Consultations so far have involved educational and council staff, these should now be piloted against parents who are representatives on school forums or at parent teacher conference, to understand what queries or concerns they might have.

3. Monitoring and Review

How will you review community and equality impact once the service or policy has been implemented? <i>These actions should be developed using the information gathered in Section 1 and 2 and should be picked up in your departmental/service business plans.</i>		
Action	By when?	By who?
Set up a shadow organisation structure including a shadow board from September 2017 prior to full launch in January 2018.	January 2018	Project Sponsor
Statutory reporting and KPIs are in place which will be monitored through agreed channels to the Council.	Quarterly	Chief Executive, School Education Partnership
Regular board meetings with input/ approval from shareholders where needed.	Quarterly	Chief Executive, School Education Partnership.

4. Next steps

It is important the information gathered is used to inform any Council reports that are presented to Cabinet or appropriate committees. This will allow Members to be furnished with all the facts in relation to the impact their decisions will have on different equality groups and the wider community.

Take some time to précis your findings below. This can then be added to your report template for sign off by the Strategy Team at the consultation stage of the report cycle.

Implications/ Customer Impact
National policy direction is moving towards a self-improving school system and there is increasing diversity and autonomy across the education landscape with the growth of academisation and Multi Academy Trusts. As a result, the role of local authorities in school improvement continues to be uncertain and there are continued financial and legislative constraints, particularly in relation to the national funding formula and the Education Services Grant.
If this trend continues, and school revenues no longer meet the cost of delivery, the Council is likely to cease delivering the services altogether with an associated loss of employment for staff. This could lead to increased fragmentation of the system leaving vulnerable schools and

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young people more exposed and potentially with less support.

The proposed Partnership aims to increase the effectiveness of the partnership between the Council and schools and make a genuine difference to the lives of children and young people in the face of increasing external pressures.

5. Sign off

The information contained in this template should be authorised by the relevant project sponsor or Divisional Director who will be responsible for the accuracy of the information now provided and delivery of actions detailed.

Name	Role (e.g. project sponsor, head of service)	Date
Jane Hargreaves	Project Operational Sponsor	
Anne Bristow	Deputy Chief Executive & Strategic Director for Service Development and Integration	

Annex 1: Borough-wide demographic data

Table 1: Population by age and gender

Estimated Population Barking and Dagenham			
Age	Female	Male	Grand Total
00-04	9,499	10,137	19,636
05-09	9,067	9,650	18,717
10-14	6,757	7,236	13,993
15-19	6,134	6,782	12,916
20-24	6,378	6,604	12,982
25-29	8,196	7,530	15,726
30-34	8,834	7,951	16,785
35-39	8,351	7,306	15,657
40-44	7,495	7,280	14,775
45-49	6,918	6,374	13,292
50-54	6,093	5,639	11,732
55-59	4,480	4,728	9,208
60-64	3,559	3,395	6,954
65-69	3,078	2,739	5,817
70-74	2,262	1,912	4,174
75-79	2,107	1,537	3,644
80-84	1,717	1,147	2,864
85-89	1,276	700	1,976
90+	812	319	1,131
Grand Total	103,013	98,966	201,979

Source: ONS Mid-Year Estimates 2015

Table 2: Population forecast by age (ONS 2014 Sub National Population Projections)

Age	0 to 4	5 to 9	10 to 14	15 to 19	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 to 84	85 to 89	90+	Total
2014	19,661	17,984	13,352	12,971	12,974	15,493	16,456	15,368	14,499	12,954	11,401	8,720	6,805	5,738	4,119	3,721	3,000	1,951	1,127	198,294
2015	19,777	18,724	13,930	13,029	13,300	15,811	16,861	15,846	14,755	13,222	11,746	9,178	6,922	5,846	4,169	3,644	2,905	1,974	1,114	202,753
2016	19,973	19,173	14,612	13,242	13,362	16,177	17,123	16,398	14,902	13,462	12,087	9,571	7,064	5,953	4,368	3,527	2,850	1,957	1,134	206,934
2017	19,950	19,555	15,660	13,200	13,604	16,423	17,418	16,801	15,292	13,593	12,312	9,958	7,343	5,834	4,671	3,522	2,778	1,951	1,138	211,002
2018	19,987	19,899	16,670	13,211	13,781	16,534	17,708	17,402	15,538	13,810	12,456	10,444	7,555	5,930	4,799	3,457	2,844	1,903	1,164	215,092
2019	20,296	20,033	17,548	13,493	13,618	16,833	17,826	17,861	15,823	14,078	12,617	10,775	7,903	5,995	4,986	3,457	2,849	1,883	1,158	219,032
2020	20,623	20,143	18,180	13,954	13,563	16,885	17,975	18,187	16,295	14,272	12,832	11,087	8,300	6,097	5,095	3,514	2,818	1,858	1,196	222,875
2021	20,903	20,317	18,581	14,552	13,612	16,824	18,217	18,405	16,827	14,406	13,032	11,396	8,643	6,226	5,195	3,690	2,743	1,846	1,212	226,625
2022	21,135	20,283	18,967	15,458	13,502	16,922	18,361	18,632	17,252	14,738	13,142	11,610	8,980	6,468	5,102	3,958	2,752	1,824	1,231	230,317
2023	21,327	20,330	19,275	16,331	13,449	16,968	18,371	18,860	17,811	14,980	13,310	11,748	9,401	6,656	5,188	4,084	2,724	1,889	1,239	233,941
2024	21,499	20,616	19,418	17,060	13,588	16,795	18,536	18,967	18,219	15,285	13,524	11,897	9,701	6,954	5,256	4,249	2,741	1,907	1,245	237,457
2025	21,642	20,926	19,533	17,589	13,885	16,694	18,519	19,071	18,517	15,749	13,687	12,085	9,979	7,295	5,350	4,356	2,801	1,904	1,275	240,857
2026	21,756	21,190	19,695	17,920	14,305	16,646	18,425	19,267	18,724	16,255	13,813	12,262	10,251	7,595	5,472	4,450	2,949	1,864	1,300	244,139
2027	21,844	21,407	19,657	18,297	14,955	16,484	18,458	19,380	18,924	16,674	14,104	12,360	10,448	7,888	5,684	4,385	3,181	1,881	1,320	247,330
2028	21,920	21,584	19,706	18,593	15,574	16,416	18,447	19,358	19,129	17,191	14,335	12,497	10,577	8,251	5,856	4,463	3,294	1,884	1,379	250,453
2029	21,994	21,737	19,968	18,737	16,096	16,494	18,290	19,463	19,236	17,554	14,644	12,670	10,712	8,517	6,117	4,531	3,432	1,909	1,409	253,510
2030	22,075	21,857	20,255	18,844	16,507	16,720	18,174	19,418	19,322	17,826	15,090	12,812	10,873	8,763	6,415	4,619	3,526	1,964	1,439	256,497
2031	22,170	21,948	20,499	18,956	16,785	17,090	18,068	19,311	19,498	18,016	15,568	12,926	11,027	9,002	6,680	4,733	3,609	2,075	1,442	259,403
2032	22,280	22,012	20,698	18,922	17,112	17,651	17,876	19,304	19,597	18,193	15,975	13,181	11,112	9,180	6,938	4,920	3,569	2,255	1,475	262,251
2033	22,406	22,063	20,859	18,997	17,337	18,198	17,790	19,261	19,563	18,380	16,457	13,398	11,223	9,299	7,257	5,076	3,637	2,347	1,523	265,071
2034	22,546	22,112	20,996	19,238	17,460	18,648	17,826	19,114	19,639	18,482	16,787	13,699	11,364	9,420	7,498	5,305	3,701	2,448	1,567	267,851
2035	22,702	22,167	21,101	19,496	17,542	19,024	18,002	18,988	19,580	18,558	17,038	14,122	11,487	9,558	7,719	5,566	3,780	2,521	1,626	270,576
2036	22,872	22,235	21,177	19,713	17,629	19,294	18,329	18,849	19,468	18,716	17,215	14,568	11,589	9,692	7,933	5,801	3,883	2,584	1,699	273,246
2037	23,056	22,319	21,228	19,890	17,578	19,620	18,820	18,637	19,442	18,804	17,376	14,952	11,809	9,769	8,097	6,029	4,042	2,567	1,834	275,867
2038	23,250	22,417	21,266	20,035	17,618	19,813	19,316	18,537	19,383	18,767	17,548	15,393	12,006	9,862	8,208	6,308	4,178	2,623	1,919	278,447
2039	23,451	22,532	21,301	20,155	17,793	19,915	19,720	18,552	19,242	18,825	17,647	15,690	12,285	9,978	8,319	6,526	4,372	2,678	2,001	280,983

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Table 3: Disability

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Confidence	95% confidence interval of percent figure (+/-)			
Date	Apr 2015-Mar 2016			
	Barking and Dagenham			
Variable	E09000002			
	numerator	denominator	percent	conf
% aged 16-64 who are EA core or work-limiting disabled	20,700	128,300	16.1	3.0
% of males aged 16-64 who are EA core or work-limiting disabled	9,100	62,800	14.4	4.3
% of females aged 16-64 who are EA core or work-limiting disabled	11,600	65,500	17.7	4.2
% aged 16-64 who are EA core disabled	18,300	128,300	14.3	2.9
% of males aged 16-64 who are EA core disabled	8,000	62,800	12.7	4.0
% of females aged 16-64 who are EA core disabled	10,300	65,500	15.8	4.0
% aged 16-64 who are work-limited core disabled	17,100	128,300	13.3	2.8
% of males aged 16-64 who are work-limited disabled	7,300	62,800	11.6	3.9
% of females aged 16-64 who are work-limited disabled	9,800	65,500	14.9	3.9
% aged 16-64 who are not disabled	106,700	128,300	83.2	3.1
% of males aged 16-64 who are not EA core or work-limiting disabled	53,300	62,800	84.8	4.4
% of females aged 16-64 who are not EA core or work-limiting disabled	53,400	65,500	81.6	4.3

20/07/2016 Data has been reweighted in line with the latest ONS estimates.

COMMUNITY AND EQUALITY IMPACT ASSESSMENT

Table 4: Ethnicity

2011 Table Title	LBBB (Number)		number Increase / Decrease	% Increase / Decrease	LBBB (%)		London (2011)	England (2011)
	2011	2001			2011	2001		
Ethnic Groups	All Residents	185,911	163,944	21,967	13.4%			
	White British	91,949	132,566	-40,617	-30.6%	49.5%	80.9%	44.9%
	White Irish	1,730	2,753	-1,023	-37.2%	0.9%	1.7%	2.2%
	White Gypsy or Irish Traveller	182	na			0.1%	n/a	0.1%
	White Other	14,525	4,348	10,177	234.1%	7.8%	2.7%	12.6%
	Mixed / multiple ethnic groups: White and Black Caribbean	2,669	1,420	1,249	88.0%	1.4%	0.9%	1.5%
	Mixed / multiple ethnic groups: White and Black African	2,128	572	1,556	272.0%	1.1%	0.3%	0.8%
	Mixed / multiple ethnic groups: White and Asian	1,246	534	712	133.3%	0.7%	0.3%	1.2%
	Other mixed	1,835	550	1,285	233.6%	1.0%	0.3%	1.5%
	Asian / Asian British: Indian	7,436	3,681	3,755	102.0%	4.0%	2.2%	6.6%
	Asian / Asian British: Pakistani	8,007	3,055	4,952	162.1%	4.3%	1.9%	2.7%
	Asian / Asian British: Bangladeshi	7,701	673	7,028	1044.3%	4.1%	0.4%	2.7%
	Asian/Asian British: Chinese	1,315	775	540	69.7%	0.7%	0.5%	1.5%
	Asian / Asian British: Other Asian	5,135	877	4,258	485.5%	2.8%	0.5%	4.9%
	Black/African/Caribbean/Black British: African	28,685	7,284	21,401	293.8%	15.4%	4.4%	7.0%
	Black/African/Caribbean/Black British: Caribbean	5,227	3,434	1,793	52.2%	2.8%	2.1%	4.2%
	Black/African/Caribbean/Black British: Other Black	3,228	722	2,506	347.1%	1.7%	0.4%	2.1%
	Other Ethnic group: Arab	973	na		n/a	0.5%	n/a	1.3%
	Other Ethnic Group: Any other ethnic group	1,940	700	1,240	177.1%	1.0%	0.4%	2.1%

COMMUNITY AND EQUALITY IMPACT ASSESSMENT

Table 5: Religion

2011 Table Title		LBBD (Number)		number Increase / Decrease	% Increase / Decrease	LBBD (%)		London (2011)	England (2011)
		2011	2001			2011	2001		
Religion	Christian	104,101	113,111	-9,010	-7.97%	56.0%	69.0%	48.4%	59.4%
	Buddhist	842	366	476	130.05%	0.5%	0.2%	1.0%	0.5%
	Hindu	4,464	1,867	2,597	139.10%	2.4%	1.1%	5.0%	1.5%
	Jewish	425	547	-122	-22.30%	0.2%	0.3%	1.8%	0.5%
	Muslim	25,520	7,148	18,372	257.02%	13.7%	4.4%	12.4%	5.0%
	Sikh	2,952	1,754	1,198	68.30%	1.6%	1.1%	1.5%	0.8%
	Other Religion	533	308	225	73.05%	0.3%	0.2%	0.6%	0.4%
	No Religion	35,106	25,075	10,031	40.00%	18.9%	15.3%	20.7%	24.7%
	Religion not stated	11,968	13,768	-1,800	-13.07%	6.4%	8.4%	8.5%	7.2%

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