

## Notice of Meeting

### CABINET

**Tuesday, 19 September 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: 11 September 2017

Chris Naylor  
Chief Executive

Contact Officer: Alan Dawson  
Tel. 020 8227 2348  
E-mail: alan.dawson@lbbd.gov.uk

---

### 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 11 July 2017 (Pages 3 - 10)**
4. **Budget Monitoring 2017/18 - April to July (Month 4) (Pages 11 - 28)**
5. **Investment and Acquisition Strategy Update (Pages 29 - 53)**
6. **Update on Implementation of Be First (Pages 55 - 66)**
7. **Corporate Plan 2017/18 - Quarter 1 Performance Reporting (Pages 67 - 138)**

- 8. Local Flood Risk Management Strategy (Pages 139 - 243)**
- 9. Fire Risk Assessment Report (Pages 245 - 254)**
- 10. Response to the Mayor of London's Draft Transport Strategy (Pages 255 - 279)**
- 11. Procurement of Integrated Healthy Child Programme (Pages 281 - 290)**
- 12. Debt Management Performance and Write-Offs 2017/18 (Quarter 1) (Pages 291 - 302)**
- 13. Any other public items which the Chair decides are urgent**
- 14. To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

#### **Private Business**

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

- 15. Council Sites - Land Disposals: Hooks Hall Farm, Dagenham (Pages 303 - 314)**
- 16. Any other confidential or exempt items which the Chair decides are urgent**



Our Vision for Barking and Dagenham

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

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

This page is intentionally left blank

## MINUTES OF CABINET

Tuesday, 11 July 2017  
(7:02 - 8:03 pm)

**Present:** Cllr Darren Rodwell (Chair), Cllr Saima Ashraf (Deputy Chair), Cllr Laila M. Butt, Cllr Evelyn Carpenter, Cllr Cameron Geddes and Cllr Maureen Worby

**Apologies:** Cllr Dominic Twomey, Cllr Sade Bright and Cllr Lynda Rice

### 22. Declaration of Members' Interests

There were no declarations of interest.

### 23. Minutes (20 June 2017)

The minutes of the meeting held on 20 June 2017 were confirmed as correct.

### 24. Budget Monitoring 2017/18 - April to May (Month 2)

The Cabinet Member for Community Leadership and Engagement introduced the report on the Council's capital and revenue position for the 2017/18 financial year, as at 31 May 2017.

The General Fund showed a projected year-end overspend of £4.795m against the budget of £145.129m and the Cabinet Member referred to the current areas of overspend which related to Public Realm, Homelessness, Enforcement, Leisure and Children's Services. In respect of the latter, it was acknowledged that considerable progress had been made during the last year to improve the financial management and efficiency of the service, although the recruitment and retention of permanent social workers continued to be an area of concern. With regard to the Homelessness service, the Cabinet Member for Social Care and Health Integration suggested that regular progress reports should be presented to Cabinet on the implementation of the Action Plan approved on 15 November 2016 (Minute 63).

The Cabinet Member also advised on the new quarterly reporting arrangements for the £9m savings programme for 2017/18, the additional ring-fenced funding provided by the Government which should enable Adult Care and Support costs to stay within budget and the reallocation of approved revenue and capital budgets in line with the Council's new service delivery and management structures.

The Cabinet **resolved** to:

- (i) Agree the reallocation of approved service revenue budgets into the new management structures as set out in Appendix A to the report;
- (ii) Note the forecast outturn position for 2017/18 of the Council's General Fund revenue budget as detailed in section 2 and Appendix A to the report;
- (iii) Approve the transfer of £4.385m additional funding for Adult Social Care to

the Adults' Care and Support Service;

- (iv) Approve the restatement of the Capital Programme as set out in Appendix B to the report; and
- (v) Agree that future Budget Monitoring reports include an update on the implementation of the Homelessness Action Plan.

## **25. Medium Term Financial Strategy Update 2018/19 to 2020/21**

Further to Minute 96 (13 February 2017), the Cabinet Member for Community Leadership and Engagement presented an update report on the Council's Medium Term Financial Strategy for 2018/19 to 2020/21.

The budget gap for 2018/19 stood at £15.79m after factoring in the latest known pressures and mitigating measures. To close that gap, the performance targets of the three main commissioning functions under the Council's Transformation Programme would be stretched and it was noted that a report on the detailed proposals would be presented to Cabinet in November prior to public consultation.

The Cabinet Member also referred to proposals in respect of the commencement of a street property purchasing programme in advance of a detailed report to the Cabinet in September on the Council's Investment and Acquisition Strategy, as well as new loan arrangements with the Council's recently-appointed Leisure Service provider, Sports and Leisure Management Limited, to progress the new demountable swimming pool project at the Becontree Heath Leisure Centre site and support investment in buildings and equipment.

The Cabinet **resolved** to:

- (i) Note the budget gap between 2018/19 to 2020/21 which increased from £22.167m, as reported in February 2017, to £23.003m at July 2017;
- (ii) Note the budget gap of £15.79m for 2018/19 the process for closing that gap, as outlined in section 8 of the report;
- (iii) Delegate authority to the Strategic Director of 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 commence the purchasing of street properties which would form part of the Council's overall Investment Strategy, as outlined in section 5 of the report;
- (iv) Approve additional capital spend on the Council's leisure services of £1,694,075; as outlined in section 6 of the report;
- (v) Approve a loan of up to £3,394,075 to Sports and Leisure Management Ltd, who have been appointed to manage the Borough's leisure centres and athletics stadium, including Becontree Heath Leisure Centre, in accordance with the loan schedule at Appendix C to the report; and
- (vi) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Growth and Investment, to agree contractual

terms, including the rate, duration and security as part of the loan agreement with Sports and Leisure Management Ltd.

## 26. Barking and Dagenham Together: The Borough Manifesto

Further to Minute 70 (15 November 2016), the Cabinet Member for Community Leadership and Engagement presented the 20-year vision for the Borough in the form of the document “Barking and Dagenham Together: The Borough Manifesto”.

The Cabinet Member commented that the document represented a resident-led, place-based vision for the Borough, creating the foundations for a more interesting, exciting and vibrant Borough that addressed the long-term challenges facing the local community. There were 10 key themes supporting the overall vision, each with an aspiration statement:

- **Housing:** a place with sufficient, accessible and varied housing.
- **Community and Cohesion:** a friendly and welcoming borough with strong community spirit.
- **Education:** a place with high-quality education and sustained attainment for all residents.
- **Health and Social Care:** a place which supports residents to achieve independent, healthy, safe and fulfilling lives.
- **Crime and Safety:** a place where everyone feels safe and is safe.
- **The Environment:** a clean, green and sustainable borough.
- **Fairness:** a place where everyone is valued and has the opportunity to succeed.
- **Employment, Skills and Enterprise:** a place where every resident has access to lifelong learning, employment and opportunity.
- **Arts, Culture and Leisure:** a place with great arts and culture for everyone, leading change in the borough.
- **Regeneration:** a place where businesses and communities grow and thrive.

Members paid tribute to the public consultation that had supported the development of the Borough Manifesto, and which had resulted in an unprecedented response from local residents, and remarked on the succinct nature of the document considering the extent of the work that went into its development.

It was noted that the responsibility for implementation and monitoring of the Borough Manifesto would rest with the Barking and Dagenham Delivery Partnership (BDDP). The Cabinet Member also advised on her intention to meet with Ward Councillors to discuss potential plans for each area of the Borough and her invitation to speak at the forthcoming Local Government Association Conference on the development of the Borough Manifesto.

The Cabinet **resolved** to:

- (i) Adopt the “Barking and Dagenham Together: The Borough Manifesto” strategy setting out the long-term vision for the Borough, as attached at Appendix 1 to the report;

- (ii) Note the collaborative and inclusive process followed to develop “Barking and Dagenham Together”;
- (iii) Agree that the vision set out in “Barking and Dagenham Together” form the basis of the Council’s partnership working and articulated what the Borough aspired to achieve over the next 20 years; and
- (iv) Agree that the Council’s Corporate Plan should set out the Council’s contribution to delivering the vision set out in “Barking and Dagenham Together”.

## **27. Equality and Diversity Strategy**

The Cabinet Member for Enforcement and Community Safety introduced the new Barking and Dagenham Equality and Diversity Strategy which set out the Council’s plans to close equality gaps for all residents and ensure fair access to services for the period 2017 to 2021.

The Cabinet Member explained that the Strategy was structured around the four main objectives of Improve Outcomes For All, No-One Left Behind, Fair and Open Service Delivery and Exemplar Employer. A 10-week consultation had gathered the views of local residents, partners and staff on their priorities and had informed the development of a 67-point Action Plan for delivering the four main objectives.

Cabinet Members spoke in support of the Strategy and it was suggested that the significant contribution of former Barking MP, Jo Richardson, in promoting women’s rights should be reflected in the published document. The Leader also referred to the Borough’s participation in the recent London Pride event to promote the “One Borough, One Community, One Love” message.

The Cabinet **resolved** to:

- (i) Adopt the Equality and Diversity Strategy at Appendix 1 to the report; and
- (ii) Note that monitoring of the delivery of the Strategy and its actions would take place annually through the Corporate Performance Group.

## **28. Parks and Open Spaces Strategy**

The Cabinet Member for Community Leadership and Engagement presented the Borough Parks and Open Spaces Strategy which set out plans to attract investment, improve facilities and increase usage of the existing 28 parks and open spaces in the Borough over the next 10 years.

The Cabinet Member pointed to the masterplans for Abbey Green, Barking Park, Central Park, Eastbrookend Country Park, Greatfields Park, Mayesbrook Park, Old Dagenham Park, Parsloes Park, St Chads Park and Valence Park and referred to the improvements to Barking Park and Mayesbrook Park in recent years that had significantly improved usage and satisfaction levels amongst the community. With regard to Parsloes Park, it was noted that the detailed masterplan, based around the theme “conserve, enhance and restore” had been brought forward in the programme in order to support a significant funding bid via the Park Life scheme



and the planning process for the Youth Zone development.

Key features of the overall Strategy included encouraging the Borough's faith groups to hold events in parks, volunteering and community food growing opportunities. The Cabinet Member for Social Care and Health Integration commented on the links with other key Council objectives and policies, such as plans for a 'Healthier Borough', and suggested that:

- (a) Greater emphasis should be made of the three community orchards, made up of approximately 150 fruit trees, that had already been planted in the Borough;
- (b) The Council should lead on the development of a local food growing strategy to encourage healthier eating; and
- (c) Developers should be encouraged to use fruit trees and bushes in the design and landscaping of new developments.

On the issue of funding and the true value of parks and open spaces, the Commissioning Director for Culture and Recreation advised that while parks and open spaces had a book value of just £1 in pure accounting terms, the Council had adopted the Corporate Natural Capital Account approach which gave a far more accurate reflection of the value of the Borough's parks by taking into account their wider community benefit, such as from improved health and well-being and mitigation of air pollution. The Commissioning Director undertook to provide Cabinet Members with some more information on that aspect.

The Cabinet **resolved** to adopt the Parks and Open Spaces Strategy at Appendix 1 to the report.

## **29. Debt Management Performance and Write-Offs 2016/17 (Quarter 4)**

The Cabinet Member for Community Leadership and Engagement introduced the performance report for the final quarter of the 2016/17 financial year in respect of the debt management function carried out by the Revenues and Benefits Service within Elevate East London.

The Cabinet Member advised that the performance of Elevate was predominantly positive despite the challenging economic position.

The Cabinet **resolved** to:

- (i) Note the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of enforcement agents; and
- (ii) Note the debt write-offs for the fourth quarter of 2016/17.

## **30. Teresa Greene Community Centre: New Lease Arrangement**

The Cabinet Member for Community Leadership and Engagement introduced a report on the proposed terms of a new long-term lease for the Teresa Greene Community Centre, Leys Avenue, Dagenham, to facilitate significant improvement works to the building by the local Community Association.

The Cabinet **resolved** to:

- (i) Agree to the surrender of the existing lease and the granting of a new 50-year lease based on the terms outlined in the report, in accordance with the Council's Land Acquisition and Disposal Rules; and
- (ii) Delegate authority to the Strategic Director of 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 negotiate and finalise terms and execute all the legal agreements and other documents on behalf of the Council.

### **31. Barking and Dagenham Prevent Strategy and Delivery Plan 2017 - 2019**

The Cabinet Member for Social Care and Health Integration presented the Barking and Dagenham Prevent Strategy and Delivery Plan for 2017-2019, which had been developed by a multi-agency steering group and overseen by the Borough's Community Safety Partnership.

The Cabinet Member advised that the documents reflected the Council's legal duties to prevent extremism and extremist violence of every type and reflected the following main priorities:

- To work in partnership to understand the risk of radicalisation in Barking and Dagenham;
- To work with partners and residents to identify and address potential vulnerabilities related to extremism or radicalisation;
- To put in place mechanisms which prevent individuals from being drawn into terrorism and ensure that they are given appropriate advice and support;
- To deliver a programme to limit and disrupt the activities of extremist individuals who seek to spread or incite violence for a political, ideological, racial or religious cause.

The Cabinet **resolved** to:

- (i) Agree the Prevent Strategy and Delivery Plan 2017/2019 attached at Appendix 1 to the report; and
- (ii) Delegate authority to the Strategic Director of Service Development and Integration, in consultation with the Community Safety Partnership and the Cabinet Member for Equalities and Cohesion, to review the Strategy and Delivery Plan considering new levels of risk in the Borough and make appropriate changes in response.

### **32. Private Business**

Cabinet **agreed** to exclude the public and press for the remainder of the meeting by reason of the nature of the business to be discussed which included information exempt from publication under Regulation 20(2)(a) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 and paragraph 3 of Part 1 of Schedule 12A of the Local

Government Act 1972 (as amended).

### **33. Becontree Heath Redevelopment - Final Commercial Terms**

Further to Minute 46 (15 September 2015), the Cabinet Member for Economic and Social Development presented a report which gave an update on the project and the finalisation of commercial terms with the appointed development partner, Countryside Properties.

The original plans for the development of 95 private-for-sale and 46 shared ownership properties were put on hold when higher than anticipated site infrastructure and remediation costs meant that the Council would not receive any of the projected land receipt. The revised scheme would involve the development of 83 private-for-sale, 46 shared ownership and 41 affordable rent properties, representing an increase in the percentage of affordable properties from 32.6% to 51.2%. The 87 shared-ownership / affordable rent properties would be available at variable market rent levels and retained within the Council's Barking & Dagenham Reside structure, providing long-term revenue streams for the Council and other capital returns to mitigate an investment of £23m.

During consideration of the report, Cabinet Members discussed issues relating to the Grenfell Tower tragedy and the work undertaken to ensure that a similar tragedy could not occur in Barking and Dagenham. The Leader confirmed that a statement would be made at the Assembly meeting on 19 July 2017 and commented on how proud he was of London's response to the tragic events.

The Cabinet **resolved** to:

- (i) Agree to the finalised commercial terms between the Council and Countryside Properties, for the 170-unit regeneration scheme at Becontree Heath, as set out in the report.
- (ii) Delegate authority to the Chief Executive, in consultation with the Director of Law and Governance, the Chief Operating Officer and the Cabinet Members for Finance, Growth and Investment and Economic and Social Development, to determine the most appropriate vehicle within the Barking & Dagenham Reside structure to develop, own and procure the construction, management and maintenance of 41 affordable rented and 46 shared ownership properties;
- (iii) Agree to the principle of borrowing up to £11m within the General Fund from the Public Works Loan Board and/or the European Investment Bank to finance the development and ownership of the affordable rent properties via a loan agreement made between the Council and the affordable rent Special Purpose Vehicle;
- (iv) Agree to the principle of borrowing up to £12m within the General Fund from the Public Works Loan Board, and/or the European Investment Bank to finance the development and ownership of the shared ownership properties via a loan agreement made between the Council and the shared ownership Special Purpose Vehicle;

- (v) Delegate authority to the Chief Executive, in consultation with the Director of Law and Governance, the Chief Operating Officer and the Cabinet Members for Finance, Growth and Investment and Economic and Social Development, to vary the tenure mix where this leads to materially better financial terms, to negotiate terms and agree the contract documents to fully implement and effect the Becontree Heath redevelopment project; and
- (vi) Authorise the Director of Law and Governance, or an authorised delegate on her behalf, to execute all the legal agreements, contracts and other documents on behalf of the Council.

**CABINET****19 September 2017**

<b>Title:</b> Budget Monitoring 2017/18 – April to July (Month 4)	
<b>Report of the Cabinet Member for Finance, Growth and Investment</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Katherine Heffernan, Group Manager – Service Finance	<b>Contact Details:</b> Tel: 020 8227 3262 E-mail: <a href="mailto:katherine.heffernan@lbbd.gov.uk">katherine.heffernan@lbbd.gov.uk</a>
<b>Accountable Director:</b> Kathy Freeman, Finance Director	
<b>Accountable Strategic Director:</b> Claire Symonds, Chief Operating Officer	
<p><b>Summary</b></p> <p>This report provides an update on the revenue budget monitoring position as at the end of July 2017.</p> <p>The forecast position for the full year as at the end of July 2017 is an overspend of £5.475m. In addition to previously reported pressures there is now a forecast overspend in relation to Customer Services and a number of other forecasts have slightly worsened.</p> <p>This is based on known factors at this stage of the year and may change as the result of successful management action or the appearance of new risks and pressures. Early identification of pressures is key to being able to plan and implement successful mitigation and the position will continue to be monitored and reported to Cabinet throughout the year.</p> <p>A request has also been made by the Enforcement Service to seek approval for a charging regime to support enforcement of the Private Rented Sector. The budget monitoring report has previously been used to seek approval of fees and charges and so this is included as a recommendation.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Note the forecast outturn position for 2017/18 of the Council's General Fund revenue budget as detailed in section 2 and Appendix A of the report;</li> <li>(ii) Note the ongoing and new financial pressures and the suggested mechanisms for resolving them, as detailed in sections 3 and 4 of the report;</li> <li>(iii) Note the overview of the HRA for 2017/18, as detailed in section 5 and Appendix B of the report;</li> </ul>	

- (iv) Approve the virements from existing budgets into the new My Place and Be First service budgets as detailed in Appendix C to the report;
- (v) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Growth and Investment, to approve any additional virements to implement the next stage of the Council's Transformation programme, as outlined in section 6 of the report; and
- (vi) Approve the adoption of the proposed Civil Penalty Scoring Matrix and Scale of charges related to Enforcement Activity under the Housing and Planning Act 2016 Part II (Rogue Landlords and Property Agents), as detailed in section 7 and Appendix D of the report.

### **Reason(s)**

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

## **1 Introduction and Background**

- 1.1 This report provides a summary of the forecast outturn for the Council's General Fund and HRA. It has been agreed by the Chief Accountant and the section 151 officer that Capital monitoring will be moved on a quarterly basis only to allow more detailed but less frequent reporting. The next report is planned for November. It has also been agreed that monitoring of the Council's transformation programme will be on the same quarterly basis.

## **2 Overall Position**

- 2.1 As at the end of June there is a projected overspend of £5.475m. Full details are shown as an appendix to this report. This is based on current service expenditure and, in many ways, can be regarded as a worst case forecast as in most instances it does not include the potential impact of management action. On the other hand, it is also possible that new pressures and risks may emerge. The commentary below notes where there is a wider potential range of outcomes around the central forecast.
- 2.2 There are overspends predicted for Children's Care and Support, the Homelessness budgets within Community Solutions, Disabilities, Leisure Services, Public Realm, Enforcement, and Elevate/Customer Services. There is a forecast underspend in Children's commissioning.
- 2.3 If this forecast was still the final position by the end of the financial year it would require a drawdown on the Council's reserves. Although we do have sufficient to cover this amount at this time, a reduction in the reserves would mean less capacity for strategic investment and the management of future other risks. For this reason, it is important that action is taken swiftly to mitigate these pressures and any others that arise in the year.

- 2.4 In addition to this overspend there are further financial pressures that the Council is managing that Cabinet's attention is drawn to. These are also explained in the commentary below along with details of the mitigating action that is being taken

### **3. Main Variances**

#### **Public Realm - £1.99m overspent**

- 3.1 Most of this overspend relates to staffing and the use of agency staff. An in-depth review of current staffing has been carried out and this shown that there is no budget for the funding of weekend works for street cleansing and leave and sickness cover across waste collection and cleansing. Hence the service remains over agreed/budgeted establishment.
- 3.2 There is an ongoing review of the delivery model for Street cleansing (and Caretaking service) which is due to report in the Autumn. This will include options to use existing resources to cover the full week and varying frequencies and nature of cleansing across the borough. A similar process is underway for the waste collection service.
- 3.3 The department is also reviewing the current use of agency staff with the view to filling established roles with permanent/short term contracts and so to limit use of agency to shorter term ad-hoc needs (annual leave, sickness etc.)
- 3.4 In addition there is a pressure of £0.358m relating to the costs of the current fleet vehicles many of which are in poor condition resulting in high maintenance and repair costs as well as costs in the intermittent hiring of vehicles. The existing waste collection fleet are to be assessed to ascertain what work is required to keep them in better working order for the term of the lease. The expected result of the overhaul is a reduction in the ongoing repair and maintenance bill.
- 3.5 The service has also been tasked with achieving savings from residual waste volumes and bulky waste. These amount to around £300k in total and are unlikely to be achieved in the short term. It is not clear whether alternative savings can be produced.
- 3.6 Management action in this area will include replacing agency workers with fixed term staff where possible and limiting the overall use of agency and an overhaul of the waste collection fleet.

#### **Children's Services - £1.150m overspend**

- 3.7 Although there continues to be a successful programme of management action within Children's services the placement forecast has risen this month. This relates to the need for six high cost placements in residential or secure accommodation. These are high cost services for very vulnerable children with exceptionally complex needs. This service through its very nature is subject to some demand volatility as this shift illustrates.
- 3.8 However progress continues to be made in other areas with reductions in the forecast for services to care leavers and unaccompanied asylum-seeking children. There has also been some impact from the continued recruitment programme with a net reduction in the staffing forecasts of £0.173m. There does, however, remain a

substantial staffing overspend.

- 3.9 Management action in this area includes reviewing high cost placements, finding alternative accommodation for care leavers and a recruitment and retention strategy to reduce the requirement for agency staff.

**Community Solutions – £0.389m made up of Homelessness - £1.007m overspend partly offset by £0.6m additional funding (Grant/corporate provision for bad debt) and £0.018m other variances**

- 3.10 The Homelessness service is continuing to experience a high level of financial pressure. The immediately actionable lines on the management action plan have largely been implemented which led to a reduction in the total net cost of temporary accommodation. Other action is now under way to increase the supply of accommodation.
- 3.11 However the running costs of the hostels and the level of bad debt linked to the service have both increased. The hostels still make a surplus but the cost of maintaining a safe service has increased with additional security staff being required.
- 3.12 The overall service variance is forecast to be just over £1m. This residual pressure will be hard to eliminate in the short term and any long-term solution will need to be linked to the revision of the Council's Housing strategy. However, for this year as a one-off remedy there is some additional grant funding support for Homelessness Prevention and Support and it may be possible to meet some of the costs of bad debt from corporate provisions. This will not however resolve the underlying issues.
- 3.13 There are further risks that have not been factored into the forecast – the most significant being the cost of temporary accommodation. Any increase in costs is unlikely to be recovered from Housing Benefit and so would result in an increase in pressure on this forecast.
- 3.14 Management action already taken includes reducing the use of bed and breakfast accommodation and more expensive nightly lets, a review of the top one hundred most expensive lettings and applying a more prevention led approach to reduce the numbers of new households in temporary accommodation. Further action is planned to increase the hostel provision; however in the short term this has led to some increased costs while works are carried out at Boundary Road. Further work will involve building on the preventative approaches in Community Solutions and taking a wider approach to increasing the Housing Supply.

**Enforcement - £0.970m overspend**

- 3.15 There continues to be a pressure in the Parking account, which is currently forecasting a shortfall of around £0.970m against the forecast income budget. Over recent years the pattern of income has been changing as a result of changes to the regulatory framework and motorist behaviour. Income from penalty charges has reduced as residents are parking more responsibly – perhaps partly as a result of the council's education campaigns and emphasis on civic pride. A detailed exercise has been conducted to assess income trends and identify actions penalty. This will form the basis of an action plan for the service. However, it is not expected that it



will be possible to eliminate the pressure in year and the likely outturn will be an overspend in the region of £0.35m to £0.5m.

- 3.16 The management action will include the introduction of new motorbikes and vehicles fitted with Automatic Number Plate Recognition systems to enable more efficient and accurate issuing of penalty charge notices and a review of the citing of CCTV cameras to target areas of high non-compliance. The business case for increasing the number of enforcement officers is also being considered.
- 3.17 There is also a pressure of £0.341m on the Private Rented Property License scheme. This will however be met from the PRPL reserve.

#### **Contracted Services –Customer Services (Elevate) - £0.498m overspend**

- 3.18 The Barking & Dagenham Direct service is currently showing a £380k pressure which relates to a Customer Access Savings that probably won't be delivered until 2018/19.

#### **Leisure - £0.516m overspend**

- 3.19 There is a £0.447m residual part year overspend for the months leading to the transfer of the service to the new provider. This is a historic pressure brought forward from previous years. In addition, there is an in-year shortfall of £0.07m as the income profiling of the new service does not line up with the MTFs savings. This however will be resolved over the medium term with the transfer to SLM

#### **Disabilities - £0.502m overspend**

- 3.20 There is a pressure of £0.502m within the Disabilities service relating to services for children with Disabilities including Home to School transport and Direct Payments and Personal Care.
- 3.21 Management action in this area includes working with parents to identify alternatives to organised transport such as direct payments

#### **Children's Commissioning – underspend of £0.431m**

- 3.22 There is currently an underspend in commissioning as the result of a high level of vacancies while a restructure is carried out.

### **4. Other Risks and Issues**

#### **Adults – risk of £1.813m overspend offset by new funding**

- 4.1 There is a pressure of around £0.712m against the Adults Care package budgets mainly attributable to increased hospital discharges and crisis hours in younger adults and some pressures against the Direct payment budget. In addition, there around £0.9m of savings that are not expected to be delivered in year. There is a pressure of £0.11m within Mental Health which mostly relates to a backdated pay adjustment for some staff.

## **Disabilities - risk of £1.251m overspend offset by new funding**

- 4.2 Similarly there are significant pressures in Disabilities Care and Support in addition to those listed above. There are pressures across the service but the three largest relate to care packages for clients with Learning Disabilities (£0.54m), and Equipment (£0.17m).
- 4.3 These are forecasts based on current commitments and prudent estimates of future costs – as such it is likely they are somewhat overstated. In addition, Directors and Service managers for Adults and Disabilities are putting in place a management action plan to reduce these forecasts and so it is expected that the final call on additional funding will be lower.
- 4.4 The available additional funding for Adults Social Care is around £5m (£4.4m ASC grant, £0.6m IBCF). The final allocation has not been agreed by the DASS, the cabinet member and the CCG but there are a number of areas where additional investment will be needed such as Mental Health services. However, it is expected that this funding will be available to meet pressures such as those listed.

## **Assets and Investment – Facilities**

- 4.5 There was a saving from the Office Accommodation strategy in the 2016/17 base budget. This has resulted in a short-term pressure in this year due to slippage on vacating the Civic Centre and Stour Road however there is corporate funding available to meet this short-term gap.

## **5. Housing Revenue Account**

- 5.1 The current forecasts for the HRA shows an expected reduction in the surplus/contribution to the capital programme of £0.789m. This mostly relates to under achievement of income. More detail is provided as an appendix.
- 5.2 Rent and Service Charge Collectable Debit is not expected to achieve the budgeted level due to:
- Rent and Service Charge - the number of dwellings available for let is lower than was assumed in the HRA business plan. There were some delays in the New Build programme last year resulting in slippage on the 2016/17 capital programme (as reported in the Outturn report) which has meant that not all the expected new stock has been available for letting resulting in a reduction in rental income.
  - a reduction in lettable HRA stock being made available for Temporary Accommodation use at higher rents
  - a lower than expected collection of Rent and Service Charge debt is being forecast, this and any subsequent movements from current to former tenant arrears/write offs will adversely impact HRA revenue position through an increased revenue contribution to bad debt being required. The Housing Service and Elevate partners continue to work together in improving collection levels throughout the year.

- The introduction of Universal Credit is also likely to impact on HRA balances, via an increase in arrears and therefore a further increase in the revenue bad debt contribution requirement.
- The level of garage relets is now forecast to be lower than the budgeted level due to a lower than anticipated uptake of the higher rent refurbished garages.

## **6 Budget Adjustments**

- 6.1 The 1<sup>st</sup> October is a key milestone in the Council's Transformation programme when Be First starts to trade as a limited company and the new My Place service goes live. This will require another realignment of budgets.
- 6.2 From 1<sup>st</sup> October the Council will no longer directly provide Planning, Regeneration and Capital Delivery services and the Cabinet is asked to approve the deletion of these budgets for the second half of the year and the creation of a Be First commissioning budget.
- 6.3 The new My Place service will take responsibility for the management of all the Council's operational assets including Council housing and schools. It will be jointly funded from existing HRA and the General Fund budgets. Appendix C sets out the detail of the proposed virements to create the new My Place service block.
- 6.4 In addition, the Children's Services Target Operating Model includes the transfer of line management of the Youth Offending Service to the Operational Director for Children's Care and Support.
- 6.5 On the 1<sup>st</sup> October further services will transfer into Community Solutions from Children's and Healthy Lifestyles. This will also require a virement between Council budgets and the Cabinet is asked to give delegated authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Growth and Investment, to approve the final virement figures for this and the outstanding elements of the next stage of the Council's Transformation Programme.
- 6.5 In all instances there will be no impact on the overall Council's budget requirement.

## **7. Adoption of the Civil Penalty Matrix and Scale of Charges for Enforcement Activity under the Housing and Planning Act (2016).**

- 7.1 The powers contained within the Housing and Planning Act 2016 came into force on 6 April 2017 and gives Local Authorities greater powers in tackling criminality within the private rented sector. New powers allow the Local Authority to issue a Notice of intention to impose a Civil Penalty of up to a maximum of £30,000 as an alternative to prosecuting for Housing Act 2004 offences. This report seeks the agreement of Members for the Civil Penalty Matrix and Scale of charges set out in appendix D to be adopted by the Private Rented Property Licensing Enforcement Team.
- 7.2 The new enforcement powers include the issuing of Civil Penalty Notices up to the maximum legal limit of up to £30,000 for certain offences under the Housing Act 2004:

- Failure to comply with an Improvement Notice
- Failure to licence or be licensed in respect of Houses in Multiple occupation (HMO's)
- Failure to licence or be licensed in respect of the Selective Licensing Scheme.
- Failure to comply with licensing conditions.
- Failure to comply with an Overcrowding Notice.
- Failure to comply with a regulation in respect of an HMO.
- Breaching a Banning Order.

7.3 A fine matrix has been developed for the implementation of civil penalties fees and this document would be used as a guide for enforcing officers to set the civil penalty at the level based upon individual circumstances and the severity of the offence. The matrix will be used to offer transparent and aid consistency in the enforcement process. determining the level of fine issued to a licence holder.

7.4 The Government has indicated that the income from the Civil penalties would be retained by the authority and must be used to further its statutory functions in relation to the private rented sector. The service will maintain a scaled level of enforcement officers to the level delivered in the Discretionary Licensing Scheme but these powers may allow us to increase the number of officers if operationally viable to increase the number of enforcement officers to protect tenants within the borough and enforce against those landlords who act with criminal intent.

7.5 The Private Rented Property Service will ensure that a strong end to end process is in place to ensure non-payment of civil penalties is taken through debt recovery in a timely manner. This is likely to include registering any debts as County Court Judgements, Bailiff action, many result in High Court writs, the registration of charging orders and enforced sale of property and bankruptcy proceedings.

## **8. Financial Implications**

Implications completed by: Kathy Freeman, Finance Director

8.1 This report details the financial position of the Council.

## **9. Legal Implications**

Implications completed by: Dr Paul Feild, Senior Corporate Governance Solicitor

9.1 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.

9.2 In respect of the enforcement charges referred to in section 7 above, the setting of fees and charges is the responsibility of the Cabinet

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

- Oracle monitoring reports

**List of Appendices**

- **Appendix A** – General Fund Revenue budgets and forecasts.
- **Appendix B** - HRA budgets and Forecasts
- **Appendix C** – Virements
- **Appendix D** – Private Sector Landlords Enforcement – Charges

This page is intentionally left blank

General Fund Revenue Budgets and Forecasts (Month 4)

APPENDIX A

Service Block	Current Budget 17-18 (£000s)	Actual Expenditure April to July (£000s)	Forecast Outturn (£000s)	Forecast Variance (£000s)
ADULT'S CARE & SUPPORT	24,901	11,731	24,901	0
CHILDREN'S CARE & SUPPORT	33,632	12,350	34,782	1,150
DISABILITIES	15,521	8,152	16,023	502
CARE & SUPPORT TOTAL	74,054	32,234	75,706	1,652
CENTRAL EXPENSES	-743	-11,228	-743	0
COMMUNITY SOLUTIONS	11,157	2,380	11,546	389
CONTRACTED SERVICES - ELEVATE	7,578	12,686	7,958	380
ELEVATE CLIENT TEAM	5,678	-7,544	5,678	0
FINANCE	4,229	1,365	4,229	0
LAW & GOVERNANCE	95	-2,588	95	0
STRATEGIC LEADERSHIP	690	354	690	0
STRATEGY & PROGRAMMES and TRANSFORMATION	1,106	-700	1,106	0
CORE TOTAL	11,799	-6,146	11,799	0
EDUCATION, YOUTH & CHILDCARE	12,460	5,516	12,460	0
ENFORCEMENT	10,570	2,773	11,540	970
ASSETS & INVESTMENT	-3,215	-3,061	-3,215	0
CULTURE & RECREATION	2,414	1,416	2,414	0
GROWTH & HOMES	-59	427	-59	0
GROWTH & HOMES TOTAL	-860	-1,218	-860	0
PUBLIC REALM	7,037	4,603	9,036	1,999
ADULTS COMMISSIONING	5,890	2,404	5,890	0
CHILDREN'S COMMISSIONING	4,193	1,030	3,762	-431
HEALTHY LIFESTYLES & LEISURE	406	651	922	516
PUBLIC HEALTH	1,034	-3,424	1,034	0
SDI COMMISSIONING Total	11,523	660	11,608	85
TRADED SERVICES	555	1,227	555	0
<b>Grand Total</b>	<b>145,130</b>	<b>43,489</b>	<b>150,605</b>	<b>5,475</b>

This page is intentionally left blank



## Housing Revenue Account 2017/18

	<b>Budget £m</b>	<b>Forecast £m</b>	<b>Variance £m</b>	<b>Change £m</b>
Dwelling Rents	(89.270)	(88,622)	0.648	0.648
Non-Dwelling Rents	(0.807)	(0.706)	0.101	0.101
Other Income	(19.624)	(19.436)	0.188	0.188
Repairs and Maintenance	16.481	16.309	(0.172)	(0.172)
Supervision and Maintenance	41.838	41.842	0.004	0.004
Rent, Rates and Other	0.350	0.350	0	0
Bad Debt Provision	1.046	1.046	0	0
Corporate & Democratic Core	0.685	0.685	0	0
Interest Charges	10.059	10.059	0	0
Interest Receivable	(0.400)	(0.400)	0	0
Revenue Contribution to Capital	39.642	38.873	0.769	(0.769)

This page is intentionally left blank

## CREATION OF MY PLACE BUDGETS

### My Place

The My Place service will be created from 1<sup>st</sup> October. Staff, budgets and responsibilities will be transferred from existing council budgets for Asset Management, Housing Management, Facilities and Highways (currently part of Enforcement.)

It will be funded from both General Fund and HRA.

The table below shows the required virement.

<b>MY PLACE BUDGETS</b>		
Leadership, Management and Admin	267,725	
Landlord, Customer and Commercial Services	1,094,557	
Property Management and Capital Delivery	1,396,016	
Contract Management, Compliance and Quality	661,657	
Business Development and Improvement	641,186	
<b>HRA funding</b>	<b>-2,680,424</b>	
<b>GF Budget Requirement</b>	<b>1,380,718</b>	
<b>Transferred from</b>	<b>GF</b>	<b>HRA</b>
Asset Management		974,044
Business Services		841,280
Housing Management		865,100
Facilities Management	468,667	
Asset & Investment	299,715	
Schools estate	27,604	
Highways	566,892	
Support	17,842	
<b>TOTAL</b>	<b>1,380,719</b>	<b>2,680,424</b>

This page is intentionally left blank

## Private Sector Landlords Enforcement Financial Penalty Matrix and Score Calculator

Factors	Score = 1	Score = 5	Score = 10	Score = 15	Score = 20	Total
<b>1 - Deterrence &amp; Prevention</b> <i>(Pick only one box to the right and score against the relevant consideration)</i>	High confidence that a financial penalty will deter repeat offending. The offender has been engaged with the enforcement team.	Medium confidence that a financial penalty will deter repeat offending. The offender has been engaged with the enforcement team but with some resistance.	Low confidence that a financial penalty will deter repeat offending (e.g. no contact from offender). Enforcement intervention and publicity will be required to prevent similar offending in the landlord community.	Little confidence that a financial penalty will deter repeat offending. Likely that enforcement intervention is required to prevent similar offending in the landlord community.	Very little confidence that a financial penalty will deter repeat offending. Enforcement intervention will be required to prevent offending in the landlord community.	
<b>2 - Removal of Financial Incentive</b> <i>(Pick only one box to the right)</i>	No significant assets. No or very low financial profit made by offender.	Little asset value. Little profit made by offender.	Small portfolio landlord (between 2-3 properties). Low asset value. Low profit made by offender.	Medium portfolio landlord (between 4-5 properties) or a small Managing Agent. Medium asset value. Medium profit made by offender.	Large portfolio landlord (over 5 properties) or a medium to large Managing Agent. Large asset value. Large profit made by offender.	
<b>3 - Offence &amp; History</b> <i>(Pick only one box to the right)</i>	No previous enforcement history. Single low level offence.	Minor previous enforcement. Single offence.	Recent second time offender. Offence has moderate severity or small but frequent impact(s).	Multiple offender. Ongoing offence of moderate to large severity or a single instance of a very severe offence.	Serial offender. Multiple enforcement over recent times. Continuing serious offence.	
<b>4 - Harm to Tenant(s)</b> <b>(Weighting x 2)</b>	Very little or no harm caused. No vulnerable	Likely some low level health/harm risk(s) to occupant.	Likely moderate level health/harm risk(s) to occupant.	High level of health/harm risk(s) to occupant. Tenant(s)	Obvious high level health/harm risk(s) and evidence that	Double score

(Pick only one box to the right)

occupants. Tenant provides no information on impact.	No vulnerable occupants. Tenant provides poor quality information on impact.	Vulnerable occupants potentially exposed. Tenant provides some information on impact but with no primary or secondary evidence.	will be affected frequently or by occasional high impact occurrences. Vulnerable occupants more than likely exposed. Small HMO (3-4 occupants), multiple occupants exposed. Tenant provides good information on impact with primary evidence (e.g. prescription drugs present, clear signs of poor health witnessed) but no secondary evidence.	tenant(s) are badly and/or continually affected. Multiple vulnerable occupants exposed. Large HMO (5+ occupants), multiple occupants exposed. Tenant provides excellent information on impact with primary and secondary evidence provided (e.g. medical, social services reports).	
<b>Final Total</b>	-	-	-	-	<b>Add total of above here</b>

Score Range	Fee
1 – 5	£375
6 – 10	£500
11 – 20	£850
21 – 30	£1,000
31 – 40	£2,500
41 – 50	£5,000
51 – 60	£10,000
61 – 70	£15,000
71 – 80	£20,000
81 – 90	£25,000
91 – 100	£30,000

### Scoring Matrix – Method

- Each of the rows should be scored in order with only one option being chosen for each row.
- All rows MUST be scored.
- Note the score in the Total column.
- Factor 4 – Harm to Tenants has an additional weighting, which will double the selected score.
- In the final cell at the bottom of this column insert the final total.
- The score should then be compared to the sliding scale of enforcement fee to be levied.
- A 20% reduction of the total cost of the fine can be applied if paid in full within 28 days, or by a payment plan.

## CABINET

19 September 2017

<b>Title:</b> Investment and Acquisition Strategy Update	
<b>Report of Cabinet Member for Finance, Growth and Investment</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Andrew Sivess: Head of Assets and Investment	<b>Contact Details:</b> Tel: 0208 227 5732 E-mail: <a href="mailto:andrew.sivess@lbbd.gov.uk">andrew.sivess@lbbd.gov.uk</a>
<b>Accountable Strategic Directors:</b> Claire Symonds, Chief Operating Officer and John East, Strategic Director Growth and Homes	
<b>Summary</b>	
<p>In November 2016, Cabinet approved the establishment of an Investment and Acquisition Strategy (IAS). Cabinet also approved an initial £250m investment budget and £100m land and property acquisition budget to support delivery of the IAS.</p> <p>The purpose of the IAS is to support the Borough's growth opportunities and to ensure that the Council, and future generations, benefit by increasing the Council's ownership of long-term income producing assets. Importantly, the IAS has an income objective and a target of delivering £5.12m by 2020/21. The investment programme will be delivered primarily by the Council's new development vehicle, Be First; a further report on this agenda provides an update on the establishment of this company.</p> <p>This report provides an update on progress in ensuring the target £5.12m is achievable. In addition, members are updated as to the creation of an advisory Investment Panel, constituted by the Chief Operating Officer (COO), to scrutinise and advise the COO in respect of investment decisions, and to oversee the effective implementation and delivery of the IAS. This report also seeks approval of a decision framework which will guide the Investment Panel and ultimately the Council's decisions to invest in new development and regeneration schemes.</p>	
<b>Recommendation(s)</b>	
The Cabinet is recommended to:	
<ul style="list-style-type: none"> <li>(i) Note the progress being made in meeting the investment and acquisition income target;</li> <li>(ii) Approve the future Pipeline Regeneration Programme, as set out at Appendix 1 to the report;</li> <li>(iii) Agree to receive a twice-yearly report on the Investment and Acquisition Strategy and Business Plan, to approve the investment programme and schemes and to</li> </ul>	

enable effective land acquisitions and investments;

- (iv) Approve the principle to establish a Special Purpose Vehicle to hold properties under the street properties purchasing programme as required;
- (v) Approve the Terms of Reference of the advisory Investment Panel, established pursuant to the Chief Operating Officer's delegated powers, as set out at Appendix 2 to the report;
- (vi) Note that the Investment and Acquisitions Decision Framework at Appendix 3 to the report, which will be used to consider and assess each investment decision and land acquisitions, will be reviewed in consultation with Be First and advisors and any material resultant changes will be reported to a future Cabinet meeting;
- (vii) Note that the Investment Panel will be supported by external advisors in respect of property, tax and investment considerations as required;
- (viii) Delegate authority to the Chief Operating Officer, in consultation with the Director of Law and Governance and the Cabinet Members for Finance, Growth and Investment and Economic and Social Development, to negotiate terms and agree investment proposals and land and property acquisitions for projects included in the Investment and Acquisition Strategy and Business Plan, subject to the endorsement of individual projects by the Investment Panel;
- (ix) Note that investment and acquisition proposals not included within the Investment and Acquisition Strategy and Business Plan shall be presented to Cabinet for approval following consideration by the Investment Panel, in accordance with the 'key decision' provisions in Part 2, Chapter 16, paragraph 3.2 of the Council Constitution;
- (x) Authorise the Director of Law and Governance, or an authorised delegate, to execute all the legal agreements, contracts and other documents on behalf of the Council required to implement the investment programme identified in this report.

## **1. Introduction and Background**

- 1.1. The context within which the Council operates has changed radically over the last decade and will continue to evolve. Austerity is set to continue, coupled with significant population growth and government policy changes. This combination of factors means that the way we deliver services also needs to change. The Council faced a simple choice: it could do nothing and continue to cut services which would affect our ability to improve outcomes for residents, or it could embrace new opportunities and stay ahead of the curve by finding new ways of delivering public services.
- 1.2. The Council has chosen to own and drive change and growth in the borough. The Council's plans are about accepting that the status quo cannot continue and that it must evolve as an organisation in order to ensure the needs of residents are met and that it continues to provide the place-based leadership required to deliver the Council's vision for the borough.



- 1.3. The rate of cuts in funding mean that by 2020 the Council will have roughly half the amount of money that it had to spend on public services in 2010. At the same time, the Council needs to meet the significant pressures caused by a growing population and more complex needs of residents.
- 1.4. It was acknowledged that managing budgets by using a cuts-based approach, through the reduction of services or staff, will not deliver the ambitions the Council, and residents, have for the Borough. The Council's plans for the next four years are focused on investment to deliver the Council's objectives, sustainable financial returns and long-term capital growth. The IAS and Be First are key delivery agents in delivering this vision.
- 1.5. Agreeing the new Investment and Acquisition Strategy (IAS) was a bold step to help the Council benefit from and influence the expected level of new residential and commercial development in the borough. The Borough's growth is at the heart of its ambition to change and gives the Council a real opportunity to invest in the regeneration of Barking and Dagenham and to generate a financial return.
- 1.6. The IAS supports the Council to fundamentally change its approach to investment and regeneration. Going forward the Council will need to become a proactive developer and investor, helping to support growth opportunities and ensure that the Council and future generations benefit by increasing its ownership of long-term income producing assets. Also on this Agenda is a report on the creation of Be First which will play a fundamental role in bringing forward the borough's growth potential.
- 1.7. In simple terms, the objective of the IAS is to produce £5.12m net annual income by 2020/21, at acceptable levels of return for each asset class identified in the IAS, and in a manner which support achievement of the Council's growth and regeneration agenda. This will be described in detail in the following sections.

## 2. **Achieving the IAS income target**

- 2.1. The initial £5.12m net income primarily consists of rental income and as such this falls in to the following categories:
  - **Completed schemes:** (William Street Quarter/ Eastern End Thames View and Abbey Road)
  - **Schemes in construction:** Gascoigne Phase 1 and Energy Services Company schemes (Gascoigne and Becontree)
  - **Pipeline regeneration programme:** 44 regeneration schemes to be developed on behalf of the Council by Be First

In addition, a small amount of revenue in the initial years will come from income derived from the purchase of street properties.

## 2.2. **Future Pipeline Regeneration programme and long-term net income**

2.3. The current pipeline regeneration programme comprises of 44 schemes (in some cases phases of one larger development) that have been appraised on a scheme by scheme basis to determine an indicative delivery and financial profile for each project. Attached as Appendix 1 is the current list of schemes expected to be delivered over the next 15 years.

2.4. The following significant schemes are expected to be constructed within the next 5 years. Each scheme is under review to determine the optimum mix of rental levels that could be provided in line with the Council's housing supply ambitions.

Scheme	Total Units	Units		
		Rent	Shared Ownership	Private Sale
Becontree Heath	173	41	46	86
Marks Gate Phase 1	150	150	nil	nil
Gascoigne West	574	121	80	373
Gascoigne East Phase 2	449	226	111	112

## 2.5. **Net income and potential capital borrowing requirement**

2.6. Appendix 1 of this report outlines the Future Pipeline Regeneration Programme. The total capital expenditure is estimated at £2.37bn were the whole programme to be funded by the Council. It is expected that the net capital expenditure, which is the capital spend less any money received from private sales and Shared Ownership.

2.7. Whilst the Council will use, where possible, any capital receipts it may generate from land sales to help finance acquisition costs, the main source of financing of the full programme would be from borrowing.

2.8. In November 2016, Cabinet approved the establishment of an Investment and Acquisition Strategy (IAS). Cabinet also approved an initial £250m investment budget and £100m land and property acquisition budget to support delivery of the IAS. This will be funded from the Public Works Loan Board (PWLB), other Local Authorities and from cash balances and will be used for the initial schemes in Appendix 1.

2.9. Due to the scale of the planned regeneration programme beyond the schemes funded from the £250m above, the PWLB will still be considered but in addition, institutional funders, the Municipal Bonds Agency or, subject to availability following the EU referendum decision, from the European Investment Bank will also be considered. In addition, it may be more advantageous to consider raising further finance through the issuance of a bond. Bond rates are at historically very low

rates and are predicted to stay low for the foreseeable future. In addition, a range of borrowing periods will be used based on cashflow requirement, ensuring that not all borrowing is long term and that the debt repayment is linked to the income generated from both the rental returns and the sales receipts. The Chief Operating Officer, advised by the Investment Panel and external advisors, will consider the optimum funding mix for each investment to meet the investment return objectives.

- 2.10. The Council's MTFs currently sets aside £1m as net carry costs of existing schemes the Council has purchased. The revenue borrowing costs of the Investment Strategy to this scale (£250m) would require £3.75m to be set aside during the construction period until each of the schemes becomes cash flow positive and is in a position to fund its debt financing costs. This will need to be set aside in the MTFs or to be funded from reserves.
- 2.11. In addition to the interest cost, the Council will need to make a Minimum Revenue Provision (MRP) in order to repay the borrowing requirement. The Council's current strategy for MRP, which is approved annually as part of the budget process, allows for charging the borrowing principal over the expected useful life of the relevant assets in equal instalments or as the principal repayment on an annuity with an annual interest rate, starting in the year after the asset becomes operational. So for example, if an asset was anticipated to have a remaining useful life of 50 years the Council could decide to charge MRP at 2% per annum.
- 2.12. In order to complete and develop the 44 schemes, the additional gross debt that the Council will need to undertake (above the £250m already agreed) will be £2.12bn to develop and construct c7,400 units. This would be a considerable level of investment and debt for the Council to undertake and will require a significantly increase the council's debt ceiling, which is currently £902m. In addition, the additional interest costs would be £32m per year.
- 2.13. The Council's balance sheet is currently £1bn in value. To fund the Investment Strategy, the Council will be heavily geared and the debt to asset ratio could be as high as 3:1 during the development period (this ratio includes the Council's current debt). In line with the prudential code, the Council will need to demonstrate it can afford to carry the cost of borrowing to fund for both the construction period as well as the initial years before each of the schemes become cash flow positive and then to repay the debt.
- 2.14. Depending on the size of the scheme, the cost of construction and the tenure mix of the units, the breakeven point could be between 3 to 5 years or possibly longer in some instances.
- 2.15. The financial exposure to the Council will be significant, however, schemes will be considered on a case by case basis on their merits, focusing on the achievement of positive investment returns. Where possible, partnerships would be sought to both reduce the cost and share the risks. In addition, some of the schemes will be sold when they are established, with the profit generated used to fund further projects and / or repay debt.
- 2.16. In order to generate a positive cash surplus on the Street Property purchase scheme, the financial model currently assumes that no debt will be set aside or repaid for the first 10 years of the scheme due to the potential market growth and

capital appreciation of these assets. The debt repayment will begin from year 11 to maximise the initial cash returns in the early years.

- 2.17. Property acquisitions may be held directly on the Council's balance sheet or, where more financially advantageous, acquired through a Barking and Dagenham Reside SPV. Acquisitions will be supported by detailed legal and tax advice for each proposal.

### **3. Street Property Purchasing**

- 3.1. To meet wider Council and investment objectives as well as reducing financial pressures, the acquisition of a street purchasing programme has commenced. The intention is to acquire a portfolio of existing units to provide accommodation for the following groups:

- Care Leavers
- Adults with Mental Health issues
- Key workers (Teachers and Social Workers)
- Homeless households

- 3.2. The target street property portfolio is based on a study of median rent and sales values in Barking & Dagenham in January to April 2017. An acquisition and financial feasibility has been undertaken which indicates that £192,000 p.a. would be generated if 150 properties were acquired.

- 3.3. The net income position of the street property purchasing programme has been optimised by financing the scheme on an interest-only basis for the first 10 years and by deferring the start of major works sinking fund by 5 years. One issue that has arisen from this new investment opportunity is the management of these properties and, subject to further advice, it may be advantageous to hold this portfolio within a new Special Purpose Vehicle (SPV) as a stand-alone vehicle or as a B&D Reside SPV. The Cabinet is asked to approve the principle to establish a Special Purpose Vehicle to hold properties acquired under the street properties purchasing programme, if and when required.

### **4. Housing Supply and housing investment**

- 4.1. To provide increased housing choices for all income groups in the borough, a detailed housing supply study and options analysis is currently being undertaken.

- 4.2. The objective of the study is to provide housing choices that meet the affordability challenges of wider range of income groups ordinarily not provided for by Council housing. This reflects the challenge that the cost of housing is now so high that the range of households that cannot afford housing is increasing. For example, households with income of £95k are eligible for shared ownership housing.

- 4.3. A report to the October 2017 meeting of Cabinet will set out the Council's response to this challenge. In addition, there will also be a report which will consider the future of Reside and which may also link to the street property acquisition and management requirements.

## 5. **Investment Governance**

- 5.1. Alongside the agreement of the IAS, Cabinet agreed the creation of a new Investment Panel. The Panel has now been constituted by the Chief Operating Officer under her delegated powers and will be responsible for advising in respect of commissioning land acquisitions, construction and management of the investment portfolio to ensure that the target investment returns are achieved. It will, in effect, also influence the work of Be First, including oversight and funding of new development opportunities identified and proposed to the Council by Be First through its Business Plan. The Investment Panel comprises a number of senior Council officers and will ensure that there is adequate scrutiny of investment decisions and that controls are in place to manage the delivery of IAS. The Panel will consider all new investment opportunities and will procure external technical support, as and when required. The Terms for Reference, which Cabinet are asked to approve, are attached as Appendix 2.
- 5.2. The work of the Panel will be guided by a Decision Framework which will be used to appraise each investment decision. This is attached as Appendix 3. This will be reviewed on a regular basis and will be used to assess investment proposals proposed to the Council using the Gateway approval process to be utilised by Be First which is detailed in a report elsewhere on this agenda.
- 5.3. Alongside the Framework, before any property acquisition or investment decision is made, professional advice would be sought as appropriate from legal, financial, property, commercial, architectural and planning advisors. Technical advice would include an assessment of the risks attached to the proposed schemes to support and ensure the robustness of our internal risk assessment procedures.
- 5.4. The following factors are likely to require specialist advice:
- There is no restriction on our ability to “land bank” if it is carried on during our normal business of either the Council or a Barking and Dagenham Reside vehicle
  - Careful consideration needs to be given to ensure that sales of land, if the site cannot be developed as intended, do not attract corporation tax because it was viewed as trading
  - The taxation implications (Corporation Tax, Value Added Tax and Stamp Duty Land Tax) of each purchase will need to be assessed on a case by case basis
  - A Barking and Dagenham Reside vehicle could be utilised to hold and manage part of the land bank or outright sale elements to minimise corporation tax and maximise payments of profits to the Council.

## 6. **Financial Implications**

Implications completed by: Kathy Freeman, Finance Director

### **Establishment of Investment and Acquisition budget**

- 6.1. Due to the scale and timing of the development programme the initial schemes will be funded by borrowing £250m. This will be from the Public Works Loan Board (PWLB), institutional funders, the Municipal Bonds Agency or, subject to availability following the EU referendum decision, from the European Investment

Bank. The Chief Operating Officer, advised by the Investment Panel, will consider the optimum funding mix for each investment to meet the investment return objectives.

- 6.2. Due to the scale of the planned investment programme beyond the schemes funded from the £250m above, it may be more advantageous to consider raising further finance through the issuance of a bond. Bond rates are at historically very low rates and are predicted to stay low for the foreseeable future. Officers are considering this option and may bring a further report back to Cabinet for approval to fund identified projects.
- 6.3. The Council's MTFS currently sets aside £1m as net carry costs of existing schemes the Council has purchased. The revenue borrowing costs of the Investment Strategy to this scale (£250m) would require £3.75m to be set aside during the construction period until each of the schemes becomes cash flow positive and is in a position to fund its debt financing costs. This will need to be set aside in the MTFS or to be funded from reserves.
- 6.4. In order to complete and develop the 44 schemes, the additional gross debt that the Council will need to undertake will be £2.4bn to develop and construct c7,400 units. This would be a considerable level of investment for the Council to undertake and will require a significantly increase the council's debt ceiling, which is currently £902m. A further report will be brought to Cabinet setting out options to finance this scale of development to minimise financial risk. The financial exposure to the Council is significant, however, schemes will be considered on a case by case basis on their merits, focusing on the achievement of positive investment returns.
- 6.5. The Council's balance sheet is currently £1bn in value. To fund the Investment Strategy, the Council will be heavily geared and the debt to asset ratio could be as high as 3:1 during the development period. This ration will decrease as assets are built up and are then included on the Council's balance sheet.
- 6.6. In line with the prudential code, the Council will need to demonstrate it can afford to carry the cost of borrowing to fund for both the construction period as well as the initial years before each of the schemes become cash flow positive. All borrowing will be profiled against the individual schemes, ensuring that the cash is available during the construction stage but that the repayment of the debt is included as the schemes generate income from rental and sales. Borrowing will also be made over a period of time and will be dependent on the requirement but may also be made as and when rates are low. Depending on the size of the scheme, the cost of construction and the tenure mix of the units, the breakeven point could be between 3 to 5 years or possibly longer in some instances.
- 6.7. The Investment Panel will review all schemes and investment proposals individually based on the Terms of Reference outlined in Appendix 2 of this report.
- 6.8. In order to generate a positive cash surplus on the Street Property purchase scheme, the financial model currently assumes that no debt will be set aside or repaid for the first 10 years of the scheme due to the potential market growth and capital appreciation of these assets. The debt repayment will begin from year 11 to maximise the initial cash returns in the early years.

- 6.9. Property acquisitions may be held on the Council's balance sheet or, where more financially advantageous, acquired through a Barking and Dagenham Reside SPV. Acquisitions will be supported by detailed legal and tax advice for each proposal.

## 7. **Legal Implications**

Implications completed by Suzan Yildiz, Deputy Head of Legal (Commercial)

### **General powers of competence, investment and prudential borrowing**

- 7.1. The Council has a wide range of powers concerning borrowing, investment and dealings with property which would empower the Council to pursue the proposed Investment Strategy.
- 7.2. Section 1 of the Localism Act 2011, the general power of competence ("GPC") empowers local authorities to do anything that an individual can lawfully do provided that the activity is not expressly prohibited by other legislation. Activities authorised by the GPC can include investment, trading or charging decisions which may be undertaken through commercial (corporate) vehicles with the primary aim of benefiting the authority, its financial management, its area or its local communities. The power is wide and provided that the specific investment activity is not expressly restricted or proscribed by other legislative provisions, it will encapsulate the primary objectives of the Investment Strategy which are predicated upon ensuring the effective management of the authority's finances to optimise outcomes for the development and regeneration of its areas for the benefit of local communities.
- 7.3. Whilst the General Power of Competence will permit the Council to invest in property for a return, such activity is likely to be deemed as '*activity for a commercial purpose*' which cannot be undertaken directly by the authority and must be undertaken through a company structure within the meaning of Section 1(1) of the Companies Act 1996 (s.4 Localism Act 2011). Operating through a company structure will have the advantage of ring-fencing financial risks, however, there are also attendant corporation and income tax liabilities which will need to be addressed in a full business case as individual investment decisions are pursued by wholly owned company vehicles, such as Reside and Be First. The formation of each investment company vehicle has been the subject of a detailed business case which will consider the financing of the company, tax and any state aid implications. Notably, the Investment Strategy proposes that Be First, a regeneration vehicle which has been created by the Council and will go live on 1<sup>st</sup> October, will act as development manager and the main vehicle for implementing and delivering development focused elements of the Investment Strategy. The creation and governance arrangements of Be First are not the subject of this report, but a full business case has been approved by Cabinet and a detailed Business Plan, identifying cross-dependencies with the IAS and any other development opportunities to be pursued by Be First, is expected to be presented for decision by Cabinet by March 2018. To the extent that any other special purpose vehicle companies (SPVs), being subsidiaries of the parent company, are created their purpose, creation and activities would be the subject of future decisions.

- 7.4. Section 12 of the Local Government Act 2003 (“Power to Invest”) enables a local authority to invest for any purpose relevant to its functions under any enactment, or for the purposes of the prudent management of its financial affairs. Speculative borrowing to invest purely for profit will not be deemed directly relevant to fulfilling the authority’s functions and will not, therefore, be authorised under this power, however, investment in land or property, for example with a view to regeneration, and in line with CIPFA’s Prudential Code for Capital Finance would enable the prudential investment of funds borrowed for the purpose of expenditure in the reasonably near future. The CIPFA Code contains detailed recommendations in the context of prudent borrowing practice, which should be considered as individual investment decisions are made. In exercising the power to invest under s.12(b) the Council should have regard to the CLG Guidance on Local Government Investments. The Guidance advocates the preparation of an investment strategy which the Council is expected to follow in decision making unless sensible and cogent reasons exist for departing from it.
- 7.5. Section 1 of the Local Government Act 2003 (“Power to Borrow”) provides local authorities with the power to borrow for any purpose relevant to their functions under any enactment or for the purpose of the prudent management of its financial affairs. The Power to Borrow has similar constraints to the investment power under the 2003 Act. Borrowing primarily to achieve a return is unlikely to be deemed connected to the functions of the Council or prudent financial management. Caution should be exercised in making individual decisions to ensure that new investments financed with borrowing do further the functions of the Council and are consistent with prudent management of the Council’s financial affairs.
- 7.6. Section 111 of the Local Government Act 1972 (“Incidental Power”) enables a local authority to do anything (whether or not involving the expenditure, borrowing or lending of money) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.
- 7.7. Investment and borrowing for the sole purpose of creating a return would not be deemed pursuant to the functions of the authority as required under the above powers. However, the report has clearly set out the primary objectives of the investment activity are connected with shaping the strategic growth and economic development of the area to meet the needs of a growing local demographic and to shape local communities. Therefore, investment and borrowing in respect of property assets would be prudent and authorised pursuant to the authority’s functions, when used as regeneration tools, alongside other financial measures, to provide a suitable diversified housing mix for the growing local population, to regenerate local areas and to create employment and education opportunities. It is critical that the primary policy objectives of any investment activity, such as building new homes, regenerating an area or the creation of employment opportunities, are furthered and public funds are not exposed to unnecessary or unquantified risks.

### **Property Acquisition Powers**

- 7.8. The Investment and Acquisition Strategy (IAS) is a critical element of the Council’s overall Investment Strategy. The aims of IAS are to increase the Council’s income generating assets to a target net investment return of 5% in order to support the



long-term financial sustainability of the Council. The aim of IAS is not merely to generate a commercial return, the primary aims are to support regeneration and economic development programmes in the Council's area by reinvesting net yields within the borough and potentially outside the borough. Therefore, the IAS strategy has a double bottom line of generating a return on investment for the purposes of securing the sustainable financial management of the Council for the regeneration and economic development of the Council's area. As such the IAS and investment decisions pursuant to the Strategy are likely to fall within the parameters of the General Power of Competence providing that its core aims of supporting regeneration and economic development are progressed. The Department for Communities and Local Government has produced Guidance on Local Government Investments (2010 edition) which advises that local government investment priorities should be based on security, liquidity and yield in that order.

7.9. Notably, many individual investment and acquisition decisions will be made in implementing the various strands of the Investment Strategy. Individual decisions will be taken by the Chief Operating Officer, advised by the Investment Panel, pursuant to delegated powers in respect of 'corporate and strategic finance, treasury management, investments, and the capital programme...' (Part 3, Chapter 1, paragraph 8.1(g) of the Constitution). To the extent that such decisions are key decisions, or urgent action is taken to acquire land (under paragraph 4, chapter 16, Part 2 of the Constitution) such decisions will be reported or notified to Cabinet in future reports. At all times, full consideration will be given to the Council's powers of investment and acquisition, any relevant guidance such as the CIPFA Code and the overall aims of this Investment Strategy.

7.10. To the extent that strategic land required for regeneration supported by planning policy cannot be assembled through voluntary acquisitions, which forms a key part of the Investment Strategy, the Council may also consider recourse to its various compulsory purchase powers. However, acquisitions by compulsory purchase are beyond the remit of this report which is focused on voluntary acquisitions. Suffice it to say that such decisions would be individually reported for decision following careful consideration of the relevant enabling powers and constraints imposed by public law and relevant guidance.

7.11. For the sake of completeness, in addition to the General Power the following land acquisition powers are relevant and available to pursue individual projects in line with IAS:

Section 111 of the Local Government Act 1972 enables the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.

7.12. In accordance with the Local Government Act 1972, Section 120, the Council is empowered to acquire by agreement

- (a) any land situated inside or outside its area for the purposes of any of its functions stipulated by the 1972 Act or other statutory provisions or
- (b) for the benefit, improvement or development of its area, and notwithstanding that the land is not immediately required for that purpose. Until the land is

required for the purpose acquired, it may be used for any purposes associated with of any of the Council's functions.

## **Governance Implications**

- 7.13. The Council's Constitution, Part 4, Chapter 4 sets out the Land Acquisition and Disposal Rules. In accordance with paragraph 2.1, Part 2: Articles, Chapter 6 of the Constitution all key decisions and strategic decisions falling within the Land Acquisition and Disposal Rules as to the use, acquisition and disposal of land and property assets are generally within the remit of the Cabinet. Formulation of strategic decisions is, at this time, overseen by the Property Advisory Group (PAG) and the Cabinet. Given the creation of the Investment Panel, to the extent that acquisition decisions are taken for investment purposes pursuant to the IAS, the Panel will advise and make recommendations as to such decisions either to COO (to the extent of the delegated powers available) or to Cabinet. Such investment driven acquisition decisions, depending on the value of assets to be acquired may also be key decisions which would be publicised on the Council's forward plan ahead of the decision. Decisions on strategic acquisitions pursuant to the Investment Strategy / IPA would be made by Cabinet or COO, advised by the Investment Panel, in accordance with the Council's Constitution and its Land Acquisition and Disposal Rules and the Scheme of Delegation. For the sake of efficiency, Cabinet is expected to approve an investment programme on a rolling basis (as set out in Appendix 1) and to delegate any necessary authority to the COO, advised by the Investment Panel, to implement individual decisions in respect of individual schemes within the investment programme.
- 7.14. Section 9D(2) of the Local Government Act 2000 as amended establishes the functions of Executive Cabinets. This enables a Cabinet to carry out decisions on any function unless reserved by order of the Secretary of State. Investment decisions of an Authority are not a reserved function. Under part 3 Chapter 1 paragraph 1.2 of the Council's Constitution, the Cabinet can in turn delegate its functions to an officer if it so determines or authorise the officer to take investment decisions subject to established parameters, such as the need to consult prior to making a decision. In the case of investments there can be a need to move quickly to make the best of opportunities. Therefore, authorising the section 151 Local Government Act 1972 Chief Financial Officer to make relevant investment decisions is wide spread practice.
- 7.15. The current recommendations authorise the Chief Operating Officer (previously the Strategic Director of Finance and Investment) to allocate the required investment budgets and make arrangements for borrowing up to £100m. Nevertheless, the need to observe the recording of key decisions and use of the forward plan remains and will be subject to the overview and scrutiny committee.

## **8. Other Issues**

- 8.1 **Risk Management** – each potential investment and land acquisition opportunity will be subject to a full evaluation and risk analysis process as part of the IAS approvals process and scheme development Gateway review mechanism. This will be managed on behalf of Cabinet by the Investment Panel. The Investment Panel will be supported by external professional advisors

- 8.2 **Contractual Issues** – sites acquired in advance of planning permission being granted would be acquired under a Call Option arrangement or through outright purchase depending on the commercial evaluation and opportunity provided by each site. Each such proposed acquisition will be subject to the review process set out in Appendix 3.
- 8.3 **Staffing Issues** – additional staff may be required to implement and manage the anticipated level of investment and consequent investment portfolio. Any additional staffing costs would be funded from investment returns.
- 8.4 **Corporate Policy and Customer Impact** – the proposals in this report would help to achieve the Council’s growth objectives and would help to achieve financial sustainability of the Council. In addition, the investment and regeneration programme facilitated by the IAS will underpin the creation of new communities within the borough and will increase housing choices and housing affordability. In turn, this will help to address fuel poverty and help improve household health and educational outcomes.
- 8.5 **Safeguarding Children** – Purchase of land in advance of planning permission could potentially lead to the development of additional family housing which could improve help improve the life chances of children through a healthier environment and better domestic space in which to study.
- 8.6 **Crime and Disorder Issues** – successful implementation of the Investment and Acquisition Strategy would lead to developments being influenced by or in the Council’s control where ‘designing out crime’ can be an explicit objective.
- 8.7 **Property / Asset Issues** – The proposals in this report will help the Council increase its affordable housing and income generating asset base. The proposals would also help to address physical and social obsolescence asset management challenges within the Council’s existing property holdings and in the private sector

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

**List of appendices:**

- Appendix 1: Future Pipeline Regeneration Programme
- Appendix 2: Investment Panel: Terms of Reference
- Appendix 3: Investment Decision Framework

This page is intentionally left blank

## Future Pipeline Regeneration Programme

Scheme	Dwellings	Affordable units	Shared Ownership	Affordable Rent	Social Rent	Milestones		Capital Cost		
						Construction start	Fully operational	Total Capital Expenditure	Sales receipts (private and SO)	Net Capital Expenditure
Artist Housing	12	100%	0%	100%	0%	Q2 2018.19	Q1 2020.21	£2,958,539	£0	£2,958,539
Barking Riverside Gateways 1	300	35%	40%	40%	20%	Q2 2019.20	Q1 2022.23	£101,426,188	£89,251,036	£12,175,152
Becontree Avenue 200	20	100%	0%	100%	0%	Q4 2019.20	Q3 2021.22	£5,693,954	£0	£5,693,954
Becontree Heath	87	100%	53%	47%	0%	Q2 2017.18	Q3 2019.20	£24,371,153	£11,057,662	£13,313,491
Berryman Close	0	0%	0%	0%	0%	Q4 2019.20	Q3 2021.22	TBC	TBC	TBC
Burford Close	6	100%	0%	0%	100%	Q3 2018.19	Q2 2020.21	£1,717,798	£0	£1,717,798
Church Street	20	100%	0%	100%	0%	Q3 2019.20	Q2 2021.22	£6,307,118	£0	£6,307,118
Crown House	144	100%	0%	100%	0%	Q4 2018.19	Q1 2021.22	£46,384,422	£0	£46,384,422
Former Weighbridge Site	20	100%	50%	50%	0%	Q2 2019.20	Q1 2021.22	£5,840,077	£2,203,717	£3,636,360
Gascoigne West	201	35%	40%	40%	20%	Q3 2018.19	Q4 2021.22	£297,454,546	£286,646,219	£10,808,327
Land north of Becontree Station	30	100%	65%	35%	0%	Q4 2019.20	Q3 2021.22	£9,462,113	£4,261,430	£5,200,683
Land to the rear of 134 Becontree Avenue	4	100%	0%	100%	0%	Q3 2018.19	Q4 2019.20	£1,138,931	£0	£1,138,931
Land to the rear of 296 Lodge Avenue	0	0%	0%	0%	0%	Q2 2019.20	Q1 2021.22	TBC	TBC	TBC
Limbourne Avenue	12	100%	0%	0%	100%	Q3 2018.19	Q2 2020.21	£3,421,865	£0	£3,421,865
Marks Gate - Phase 1	150	100%	0%	100%	0%	Q2 2019.20	Q3 2021.22	£45,138,501	£0	£45,138,501
Mellish Close, Barking	25	100%	0%	100%	0%	Q3 2018.19	Q2 2020.21	£7,114,009	£0	£7,114,009
Naseby Road (Ellen Wilkinson House)	15	100%	0%	0%	100%	Q3 2018.19	Q2 2020.21	£4,273,898	£0	£4,273,898
Salisbury Avenue Car Park	20	100%	0%	0%	100%	Q3 2018.19	Q2 2020.21	£5,693,954	£0	£5,693,954
Sebastian Court	90	100%	43%	57%	0%	Q2 2019.20	Q3 2021.22	£14,532,175	£4,990,908	£9,541,268
Stour Road 90	30	100%	35%	65%	0%	Q3 2019.20	Q3 2021.22	£8,794,079	£2,294,616	£6,499,463
Sugden Way	15	100%	0%	0%	100%	Q3 2018.19	Q2 2020.21	£4,273,898	£0	£4,273,898
Town Quay Wharf	206	100%	0%	100%	0%	Q4 2019.20	Q1 2022.23	£65,968,021	£0	£65,968,021
Wivenhoe Road, Barking	30	100%	0%	100%	0%	Q3 2018.19	Q2 2020.21	£8,534,065	£0	£8,534,065
<b>Sub total years 1-5</b>	<b>1,437</b>							<b>£670,499,304</b>	<b>£400,705,588</b>	<b>£269,793,717</b>
Barking Riverside Gateways 2	300	35%	40%	40%	20%	Q2 2020.21	Q3 2023.24	£99,130,567	£87,663,097	£11,467,470
Barking Riverside Gateways 3	300	35%	40%	40%	20%	Q4 2021.22	Q1 2025.26	£99,130,567	£87,451,914	£11,678,653
Barking Riverside Gateways 4	300	35%	40%	40%	20%	Q4 2022.23	Q1 2027.28	£100,854,843	£89,944,943	£10,909,900
Barking Riverside Gateways 5	300	35%	40%	40%	20%	Q2 2024.25	Q1 2027.28	£98,282,717	£85,844,009	£12,438,708
Becontree Heath Iceland site	44	100%	0%	100%	0%	Q4 2023.24	Q3 2025.26	£13,859,024	£0	£13,859,024
Clockhouse Avenue	200	50%	100%	0%	0%	Q3 2020.21	Q4 2023.24	£63,766,328	£62,756,754	£1,009,574
Fiddlers Corner	0	0%	0%	0%	0%	Q2 2020.21	Q3 2022.23	TBC	TBC	TBC
Film Studios Commercial	0	0%	0%	0%	0%	Q3 2019.20	Q4 2023.24	TBC	TBC	TBC
Film Studios Residential	500	100%	0%	100%	0%	Q3 2019.20	Q4 2023.24	£152,529,548	£0	£152,529,548
Ford Stamping Plant	300	100%	0%	100%	0%	Q1 2020.21	Q2 2024.25	£99,268,250	£0	£99,268,250
Gascoigne East 2	449	75%	33%	40%	27%	Q4 2018.19	Q3 2022.23	£136,050,371	£23,883,889	£112,166,482
Gascoigne East 3	250	75%	33%	40%	27%	Q2 2021.22	Q3 2024.25	£76,972,603	£38,562,874	£38,409,729
Gascoigne West 2	161	35%	40%	40%	20%	Q4 2019.20	Q3 2022.23	Incl above	Incl above	Incl above
Gascoigne West 3	447	35%	40%	40%	20%	Q2 2021.22	Q3 2025.26	Incl above	Incl above	Incl above
Marks Gate - Phase 2	288	50%	25%	25%	0%	Q4 2020.21	Q1 2023.24	£73,641,545	£7,673,348	£65,968,197
Marks Gate - Phase 3	288	50%	25%	25%	0%	Q3 2022.23	Q4 2024.25	£77,881,544	£7,460,426	£70,421,118
Oxlow Lane / Rainham Road North	44	100%	0%	50%	50%	Q3 2022.23	Q4 2024.25	£12,952,376	£0	£12,952,376
Rainham Road South	30	100%	0%	60%	40%	Q3 2022.23	Q4 2024.25	£8,836,039	£0	£8,836,039
Roxwell Road (Thames View)	50	100%	0%	40%	60%	Q1 2023.24	Q2 2025.26	£14,721,366	£0	£14,721,366
Woodward Road redevelopment	60	100%	50%	50%	0%	Q1 2021.22	Q2 2023.24	£17,658,758	£6,368,736	£11,290,022
<b>Sub total years 6-10</b>	<b>4,311</b>							<b>£1,145,536,447</b>	<b>£497,609,991</b>	<b>£647,926,456</b>
Barking Riverside Gateways 6	300	35%	40%	40%	20%	Q4 2025.26	Q1 2030.31	£100,854,843	£89,217,010	£11,637,833
Barking Riverside Gateways 7	300	35%	40%	40%	20%	Q2 2027.28	Q3 2030.31	£99,130,567	£86,289,793	£12,840,774
London Road North of TSA	40	100%	0%	100%	0%	Q2 2026.27	Q1 2028.29	£12,600,373	£0	£12,600,373
<b>Sub total years 11-15</b>	<b>640</b>							<b>£212,585,783</b>	<b>£175,506,802</b>	<b>£37,078,980</b>
Barking Riverside Gateways 10	300	35%	40%	40%	20%	Q4 2031.32	Q1 2035.36	£99,130,567	£83,811,057	£15,319,510
Barking Riverside Gateways 8	300	35%	40%	40%	20%	Q4 2028.29	Q1 2033.34	£100,854,843	£87,696,362	£13,158,481
Barking Riverside Gateways 9	300	35%	40%	40%	20%	Q2 2030.31	Q3 2034.35	£100,854,843	£86,775,025	£14,079,818
Dagenham Heathway A & B	130	100%	0%	100%	0%	Q3 2031.32	Q4 2034.35	£38,966,299	£0	£38,966,299
<b>Sub total years future</b>	<b>1,030</b>							<b>£339,806,552</b>	<b>£258,282,444</b>	<b>£81,524,108</b>
<b>Total</b>	<b>7,418</b>							<b>£2,368,428,086</b>	<b>£1,332,104,825</b>	<b>£1,036,323,261</b>

This page is intentionally left blank

## **Investment Panel**

### **Terms of Reference**

#### **Background**

On 14 October 2016, Cabinet agreed a new Investment and Acquisition Strategy (IAS) alongside an initial £250m investment budget and £100m land and property acquisition budget. To implement the Investment and Acquisition Strategy, the advisory Investment Panel was constituted by the Chief Operating Officer under her delegated powers to manage the Council's investments. The Investment Panel is comprised of senior officers, legal and technical advisers, and is tasked with advising the Chief Operating with managing an investment portfolio to deliver a target net income of c£5m per annum by 2020, by appraising individual investment decisions and development schemes and making recommendations to the Chief Operating Officer or Cabinet as appropriate.

#### **The Function of the Investment Panel**

- To consider, appraise and advise the Chief Operating Officer and Cabinet (as appropriate) in respect of investment decisions, including the acquisition and development of new and existing assets, where these contribute to achieving the target net income objectives of the IAS.
- To proactively monitor the Council's investment portfolio and make appropriate recommendations in order to maximize value from it. To enhance the investment portfolio's performance in terms of increased returns and/or reduced risks.
- To assess individual proposals for investment funding proposed by Be First or pre-approved by Cabinet as part of a rolling pipeline of investments in accordance with the Council's Constitution and best practice on investment decisions (and more specifically in accordance with the Council's 'Land and Property Acquisitions Decision Framework' and 'Property Acquisition' Framework).
- To make recommendations as to whether to approve or reject any individual scheme, following appropriate financial appraisals, technical and legal advice, in compliance with in the Council's Constitution and the frameworks above. For clarity, the Panel can also refer individual investment schemes or decisions onwards to Cabinet for decision if deemed necessary due to the decisions being a key decision or otherwise significant in terms of scale, funding, risks or anticipated returns or any other material factors which necessitate scrutiny by Cabinet. Proposals that are outside of the remit of the Chief Operating Officer, advised by the Investment Panel, will be referred to Cabinet for decision if the scheme is considered capable of meeting wider Council objectives.
- To ensure that the Panel's recommendations are robust in terms of generating acceptable return/s on the investment on all schemes/programmed/projects

## **Role of the Investment Panel**

The role of the Investment Panel is to:

To monitor, review, assess, advise and make recommendations for Chief Operating Officer or Cabinet approval (where appropriate) on individual investment decisions in accordance with the Investment and Acquisition Strategy. To consider requirements of schemes and advise in relation to:

- Borrowing requirements, both in terms of the development period and long term operational financing requirements or options
- Proposed tenure and uses, including (without limitation) residential, commercial, retail and industrial uses
- Scheme Costs including on-costs (construction, development and operational)
- Capital/Revenue surpluses/subsidy implications per scheme and overall programme
- Impact on the Investment Portfolio's and the Council's overall financial position, contribution to expected returns and exposure to risk, including (without limitation) regular oversight of the Council's gearing and debt to asset ratio over relevant development periods
- Strategic importance of individual investment decisions and conformity with the Council's investment and wider regeneration strategies

## **Core Membership**

The Investment Panel shall be comprised of:

- Claire Symonds, Chief Operating Officer (Chair)
- John East, Strategic Director Growth and Homes
- Andrew Sivess, Head of Assets and Investment
- Kathy Freeman, Director of Finance
- David Dickenson, Group Manager Treasury and Pensions
- Lee Watson, Project Manager (Panel Secretary)

## **Advisors**

- Internal Legal Adviser (for the time being Suzan Yildiz, Deputy Head of Legal Services)
- Independent Investment Advisor
- Project / Programme Specific Technical Advisors

The Panel shall comprise of not less than three members to enable meetings to proceed at any time. Panel members are appointed by the Chair and no Panel Members will be external. All members of the Panel shall have sufficient knowledge of the Council Vision and Regeneration Strategy.



## **Chair**

The Chair shall convene the Investment Panel meetings.

If the designated Chair is not available, the Chair will nominate a person to chair the meeting. The Acting Chair is responsible for informing the Chair as to the decisions raised or agreed to at that meeting. The Acting Chair must be a member of the Panel.

## **Attendance at meetings**

Only Panel members have the right to attend Panel meetings. Advisors and presenting officers shall generally be invited to attend (if they are not Panel members)

The Panel may invite external advisers and other attendees to attend meetings, where it considers appropriate subject to appropriate confidentiality and non-disclosure arrangements being put in place in advance of any meetings.

## **Agenda Items**

All Investment Panel agenda items must be forwarded to the Project Manager by Close of Business seven (7) working days prior to the next scheduled meeting.

The Investment Panel agenda, with attached meeting papers will be distributed at least three (5) working days prior to the next scheduled meeting.

The Chair does have the right to refuse to list an item on the formal agenda, and members may raise an item under 'Other Business' if necessary and as time permits.

## **Minutes & Meeting Papers**

The minutes of each Investment Panel meeting will be recorded and distributed by the Project Manager.

Full copies of the minutes, including attachments, shall be provided to all members once approval from the Chair.

## **Support**

The Panel has access to the services of council officers and advisors for advice and to assist in the carrying out of its duties.

The Head of Asset and Investment along with the Group Manager of Treasury and Pension manage day to day activities in relation to the Council's investment activities and provides support to assist the Panel in fulfilling its responsibilities under these Terms of Reference.

The Panel is authorised by the Council to investigate, or cause to be investigated, any activity within its terms of reference and to make appropriate recommendations as a result of any such investigations. In doing so, members of the Panel or presenting officers may seek such reasonable information as required from relevant employees or directors within the Council or the Council's arm's length companies, such as Be First and Reside, or from any agents working for and on behalf of the Council, to perform its functions, duties and responsibilities.

## **Responsibilities of the Panel**

The Panel will have regard to other Council Boards and Panels. In particular, the Panel will liaise with:

- (a) the Asset and Capital Board; and

- (b) the Be First Programme Board
- (c) the Shareholder Panel

## **Risk Framework**

The Panel will ensure that:

- the Council has the appropriate plans and controls in place with the necessary resources and capability to manage the Investment Strategy.
- Risks are monitored and that an adequate risk register is maintained reviewed annually.

## **Philosophy and Investment Strategy**

The Panel will ensure that:

- the Investment Strategy shall be reviewed annually and that the investment principles should be reviewed and approved by the Council regularly - ('Investment Philosophy').

The Panel will review quarterly reports on the investment strategies deployed. These reports should include:

- i. Market Update;
- ii. Strategy update;
- iii. Cashflow monitoring;
- iv. Budget monitoring;
- v. Contractor Performance, and
- vi. Updates on any specific programmed projects.

All investment proposals will be considered in the context of the Investment Philosophy, investment strategy and against the investment risk appetite.

## **Oversight of Asset Managers and other third parties involved in investment**

The Panel will: -

- Review dis-investment/exit proposals for recommendation to Chief Operating Officer or to Cabinet.
- Review and advise as to the governance of the relationships between the Council, Be First and other external bodies; including contractual terms, fee structures and service level agreements and make appropriate recommendations as required. This should include periodic, risk-based confirmation that the contractual agreements or other relevant legal documentation governing such relationships are current and fit for purpose.
- Receive quarterly reports on performance of investments and recommend action on any material issues affecting investment operations and performance.

## **Reviewing Effectiveness**

The Panel will review its effectiveness on an annual basis and assess whether it is fulfilling its obligations under these Terms of Reference, and make any necessary recommendations as to improving performance.

## **Frequency of Meetings**

Monthly

## **Deputies to Meetings**

Members of the Investment Panel shall nominate a deputy to attend a meeting if the member or adviser is unable to attend.

The Chair will be informed of the substitution at least one (1) working day prior to the scheduled nominated meeting.

The nominated deputy shall have voting rights at the attended meeting. The nominated deputy shall provide relevant comments/feedback, of the Project Board member they are representing, to the attended meeting.

## **Quorum Requirements**

A minimum of three (3) Core Investment Panel members is required for the meeting to proceed and for recommendations or resolutions to be valid.

This page is intentionally left blank

**Investment Decision Matrices for investment schemes and land acquisitions**

**Note: the following evaluation matrices were approved by Cabinet in November 2016. These will be reviewed in consultation with Be First and any recommended changes will be reported to Cabinet for approval.**

### 3.1 Decision matrix: regeneration investment schemes

Parameter	Criteria	Standard for completed schemes	Minimum criteria to acquire in advance of planning permission	Non-standard	Note
Location	<ul style="list-style-type: none"> <li>East London Council's</li> <li>LBBB</li> </ul>	<ul style="list-style-type: none"> <li>Defined areas within area of operation</li> <li>Defined areas within England</li> </ul>	Must meet geographical focus to support borough's growth potential and out of borough initiatives	All opportunities outside normal standard assumptions would need Cabinet approval	All schemes, need to be in targeted within borough or in specific out of borough initiative areas
Financial viability	<ul style="list-style-type: none"> <li>IRR over 30 to 60 yrs.</li> <li>NPV</li> <li>First year cumulative</li> <li>Capital structure</li> </ul>	<ul style="list-style-type: none"> <li>IRR appropriate to the asset class</li> <li>Positive NPV</li> <li>Net positive cash by Year 5</li> <li>Compliance with standard assumptions</li> <li>Optimal capital structure to enhance returns</li> </ul>	Acceptable initial financial appraisal agreed that complies with expected end use (s)	As above	All schemes must achieve or can meet the Investment strategy's financial scheme viability and qualitative investment outcome targets
Risk Appraisal	<ul style="list-style-type: none"> <li>Risk Appraisal Form</li> </ul>	Full compliance	Initial risk criteria must be agreed for project to proceed	As above	All schemes must achieve or, in the case of land and property acquisitions in advance of planning permission, be capable of meeting Investment strategy risk criteria
Uses	<ul style="list-style-type: none"> <li>Residential tenures</li> <li>Commercial</li> <li>Industrial</li> <li>Energy</li> </ul>	<ul style="list-style-type: none"> <li>Integrated, well located, connected physically and digitally, good architecture and public realm</li> <li>Affordable end user costs</li> </ul>	Must be capable of meeting one or more tenures as set out in B&D Reside business plan and Council Development Strategy	As above	In the vase of acquisitions before grant of planning permissions schemes must be considered capable of being developed to provide agreed tenure mix and/or cross subsidise other investment opportunities
Design & Construction	<ul style="list-style-type: none"> <li>Design, adaptability, efficiency</li> <li>Operational FM</li> <li>Methods of construction</li> <li>Sustainability &amp; energy</li> </ul>	Schemes must comply with design and quality Standards, Standard Employer's Requirements, Sustainability policy	Indicative construction type is sufficient for land banking decision	As above	Schemes must be capable of being developed within agreed design and construction assumptions
Procurement	<ul style="list-style-type: none"> <li>Procurement strategy for investment schemes</li> </ul>	As above	Indicative procurement method sufficient for land and property decisions	As above	The procurement strategy for each investment proposal must identify relevant options and provide a construction risk and VFM assessment
Asset Management	<ul style="list-style-type: none"> <li>Asset management strategy for each investment proposals</li> </ul>	As above	n/a	As above	Must show how FM strategy will deliver expected returns, minimise operational risk and enhance value

### 3.2 Decision matrix: land acquisitions

Parameter	Note	Criteria	Standard for completed schemes	Minimum criteria to land bank
Location	All schemes, whether land banked or otherwise, will need to be in targeted areas	<ul style="list-style-type: none"> <li>East London Borough's</li> <li>LBBB</li> </ul>	<ul style="list-style-type: none"> <li>Defined areas within area of operation</li> <li>[Defined areas within Essex]</li> </ul>	Must meet geographical focus of IAS
Financial viability	All schemes must achieve or be capable of meeting financial scheme viability targets at project and portfolio level	<ul style="list-style-type: none"> <li>IRR over 30 to 60 yrs.</li> <li>NPV</li> <li>First year cumulative</li> </ul>	<ul style="list-style-type: none"> <li>[6] % pre-debt mixed use schemes</li> <li>[3] % post-debt</li> <li>Positive</li> <li>Year [5]</li> </ul>	Initial financial appraisal must be agreed by Investment Panel
Risk Appraisal	All schemes must achieve or, in the case of land banking, be capable of meeting LBBBs risk appraisal targets at project and portfolio level	<ul style="list-style-type: none"> <li>Risk Appraisal Form</li> </ul>	<ul style="list-style-type: none"> <li>Full compliance</li> </ul>	Initial risk criteria must be agreed for acquisition to proceed
Uses	All schemes must be capable of being developed to provide affordable tenures/ mixed uses and/or cross subsidise other development sites	<ul style="list-style-type: none"> <li>General needs</li> <li>Supported housing</li> <li>Intermediate rent</li> <li>Shared ownership</li> <li>Outright sale</li> <li>Market rent</li> <li>Commercial/ industrial and retail</li> </ul>	<ul style="list-style-type: none"> <li>Assured tenancies</li> <li>Standard shared ownership lease</li> <li>Assured short hold tenancies</li> <li>Standard terms commercial leases</li> </ul>	Must be capable of meeting one or more tenures/ mixed uses as set out in B&D Reside business plan and Investment Strategy
Construction		<ul style="list-style-type: none"> <li>Traditional</li> <li>Modern methods of construction</li> <li>Sustainability &amp; energy criteria</li> </ul>	<ul style="list-style-type: none"> <li>Schemes must comply with minimum HC Scheme Development Standards, Standard ERs</li> </ul>	Indicative construction type is sufficient for land banking decision
Procurement		<ul style="list-style-type: none"> <li>Competitive tendering</li> <li>Negotiated tender</li> <li>Strategic Partnering</li> </ul>	<ul style="list-style-type: none"> <li>As above</li> </ul>	Indicative procurement method sufficient for land banking decision

This page is intentionally left blank



**CABINET****19 September 2017**

<b>Title:</b> Update on implementation of Be First	
<b>Report of the Cabinet Member for Finance, Growth and Investment</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected: None</b>	<b>Key Decision:</b> Yes
<b>Report Author: John East, Strategic Director Growth &amp; Homes</b>	<b>Contact Details:</b> Tel: 020 8227 2692 E-mail: john.east@lbbd.gov.uk
<b>Accountable Strategic Director: John East, Strategic Director, Growth &amp; Homes</b>	
<p><b>Summary</b></p> <p>In November 2016 Cabinet approved a proposal to establish a Barking and Dagenham Regeneration Company, Be First</p> <p>This report provides a status update on the implementation of Be First prior to go-live, scheduled to be on 1 October 2017.</p> <p>Good progress on the implementation has been made and is still on track against the planned Go Live date. Lord Bob Kerslake has been appointed as Chair, and he has recruited four Non-Executive Directors and a full time Managing Director. All are in post, as are two interim directors. The first Be First Board meeting was held on 11 July.</p> <p>Be First has reviewed the business case, financial model, legal documentation and operating plan. Be First have agreed, and will be contractually obliged, to meet the key financial target of £10.3m contribution to the MTFs from 2020/21 onwards, and then annually recurring, and work is continuing to evaluate a range of mechanisms that may be needed to meet this target. One such mechanism is for Be First to act as a developer in its own right, purchasing land and/or property, increasing its value and then selling on or constructing a development. This activity would be funded by investment at market rates of return from the Council and/or external investors.</p> <p>There are several high-level risks to the achievement of the £10.3m target, including further changes to the calculation of New Homes Bonus (NHB), an adverse economic climate and restrictions on Council funding. Delivery of this target is also linked to the Council's Investment and Acquisition Strategy which is the topic of a separate paper to this Cabinet meeting.</p> <p>To create the new entity, Be First and LBBDD will have signed the following prior to Go Live on 1 October:</p> <ul style="list-style-type: none"> <li>• Shareholders Agreement</li> <li>• Articles of Association</li> <li>• Loan agreement, providing Be First with funds to commence business</li> <li>• A Service Agreement containing: <ul style="list-style-type: none"> <li>– Service specifications for the core functions transferred, which will be provided at nil cost to the Council</li> </ul> </li> </ul>	

- Heads of Terms for the non-core services which will detail the agreed parameters by which Be First will undertake development activities on behalf of the Council and therefore meet its financial target
- A suite of Performance Indicators and targets
- Commitment from LBBB to commission Be First to deliver its investment programme of residential schemes, and to fund this programme
- Commitment from LBBB to provide a loan facility to support its activities as a commercial developer

### **Recommendation(s)**

The Cabinet is recommended to:

- (i) Note progress on the arrangements for Be First to become operational with effect from 1 October 2017; and
- (ii) Agree, in principle, to the proposal for Be First to act as developer in its own right in order to achieve the long-term contribution to the Council's Medium Term Financial Strategy, the detail of which will be incorporated in Be First's first Business Plan to be submitted to Cabinet for approval before the end of this financial year.

### **Reason(s)**

To assist the Council in achieving its vision and priorities, particularly in respect of "Growing the Borough" and "Well run organisation".

## **1 Introduction**

- 1.1 In November 2016 Cabinet approved a proposal to establish a Barking and Dagenham Regeneration Company, Be First. Be First is a separate, wholly Council-owned commercial entity, with its primary objective to accelerate the regeneration of the borough through bringing forward construction and delivery of housing, commercial space and infrastructure, providing more effective services and attracting external investment. It will be the main vehicle through which the Council's investment strategy in housing will be delivered.
- 1.2 Be First will deliver significant financial benefits to LBBB, generating an annual MTF contribution of £10.3m by March 2021 and annually recurring thereafter, primarily through additional dividends and New Homes Bonus (NHB). In addition, Be First will help to address some of the Council's socio-economic objectives, for example fostering business growth and job creation by promoting improved skills and productivity in the borough.
- 1.3 This report provides a status update on the implementation of Be First prior to go-live, scheduled to be on 1 October 2017.

## **2 Rationale**

- 2.1 The rationale for Be First has its origins in the Growth Commission 2015 Report – "No-one left behind: in pursuit of growth for the benefit of everyone". This recommended the establishment of a Borough-wide regeneration vehicle that would

be an early statement of the Council's intent to increase the pace of regeneration of the borough.

- 2.2 The achievement of the Council's long term strategic goals, in particular to build 35,000 – 50,000 new homes over the next 20 years, will require a step change in delivery performance that will require substantial increases in both capacity and capability. Be First has been created to provide increased flexibility and focus, to attract the staff to deliver the Council's Investment Strategy and to establish development vehicles with the private sector to accelerate the wider regeneration of the borough.
- 2.3 The business case for Be First was based on the premise that a continuation of historic regeneration structures and performance would not deliver the Council's regeneration and financial goals. A different approach was needed that placed priority on regeneration and placed clear accountability for delivery on a defined, new, organisation with the flexibility and freedom to deliver within defined governance parameters.
- 2.4 Be First is charged with delivering long-term strategic regeneration objectives, including enhancing economic growth and prosperity for the people of Barking and Dagenham. In addition, Be First is charged with delivering significant financial benefits to the council by bringing forward returns in New Homes Bonus, Council Tax and NNDR, and by delivering dividends to the Council. Be First will also contribute to delivering the vision and aspirations for the borough as set out in the Borough Manifesto, in particular around Housing, Environment and Employment.
- 2.5 Be First is a 100% Council-owned 'Teckal' company that is operationally independent of the Council, operating in the same way as a commercial organisation, being accountable to members for its performance and conduct through a Shareholder Board. It will encompass all aspects of regeneration and place-shaping for the borough, including not only housing, commercial buildings and infrastructure but also green spaces and other community assets, employment, prosperity and community well-being.
- 2.6 Be First is designed to provide greater focus and clarity of purpose, build capacity and capability for effective delivery and inject dynamism and pace through more efficient and effective ways of working whilst maintaining public sector community focus.
- 2.7 Be First will be the delivery vehicle for the majority of the Council's Investment and Acquisition Strategy, the subject of a further paper to Cabinet in September 2017. It will also contribute to the Council's Housing Supply Strategy, to be presented to Cabinet in October 2017, with a substantial proportion of the housing units developed by Be First being transferred to Reside on completion.

### **3 Progress to date**

- 3.1 Considerable progress has been made in all aspects needed to successfully launch Be First on the target Go Live date. For instance, the Council has:
  - Appointed Lord Bob Kerlake as Chair of the Be First Board.

- Progressed with TUPE staff consultation - in-scope staff are expected to be ready to transfer on 1 October. Some 55 current staff are expected to transfer to Be First employment under their current terms and conditions, including pensions. Be First will have admitted body status under the local government pensions scheme.
- Agreed in principle for LBBB to provide Payroll, Finance, HR, Legal, IT and procurement services for at least the first 2 years of Be First's operation, for which it will receive an agreed fee. Be First will continue to use Council systems for this period. Service Level Agreements are being negotiated and will be agreed before Go Live.
- Developed and implemented a rigorous project evaluation and approval process through which some 14 Council-led investment schemes, representing the initial schemes for delivery, have already been taken. This process has been adopted by both Be First and the LBBB Investment Programme and is being used by the Investment Panel to support proposals for the Council to invest in new regeneration schemes.
- Developed and refined Be First Financial models to support the evaluation of both individual schemes and the overall viability of Be First
- Developed a suite of draft legal documents comprising Be First's revised Articles of Association, a Shareholder Agreement, a Service Agreement containing associated service specifications, and a Loan Agreement. These are being reviewed extensively by Be First and its advisors and will be signed by both sides before Go Live.
- Developed governance arrangements, including the establishment of a Shareholder Panel to oversee the Council's new and existing commercial entities from 1 October 17. The Shareholder Board will be an advisory body designed to support Cabinet decision making around the Council's role as Shareholder and it will provide assurance that all legal Shareholder requirements are fulfilled and through its governance seek to protect the delivery of the Council's strategic objectives. LBBB agrees that Be First will require rapid decision making on projects by the Council, if it is going to be able to accelerate the pace of delivery at the pace required.

3.2 Be First have also progressed well to support the Go Live date. For instance, they have:

- Appointed four Non-Executive Directors and Managing Director who are all now in post. The first Be First Board meeting was held on 11 July. Interim Directors, of Development and Finance, are also in post.
- Arranged for new accommodation in Maritime House which has been fitted out and is now occupied by Be First staff
- Reviewed all work undertaken to date and developed an additional proposal for Be First to act as a developer in its own right, outside the Council's 44 Investment and Acquisition schemes, which will enable it to provide the required dividend returns as well as maximise additional income returns to the Council. This builds

on the concepts outlined in the Target Operating Model that was approved by Cabinet in November 2016.

- 3.3 As a result of the good progress outlined above, LBBB and Be First have confirmed that the planned Go Live date of 1 October 2017 will be met. Be First has confirmed that it will assume responsibility for all activities currently undertaken by the Planning and Regeneration (core services) and Capital Delivery (non-core services) teams from that date. The determination of planning applications, and responsibility for planning policy matters, will remain within the Council.

#### **4 Business Case**

- 4.1 Be First has reviewed the operating model and considers it appropriate to meet the needs of LBBB, ensuring it can account to Members while affording Be First the flexibility to undertake delivery within parameters agreed with the Council. It will provide greater focus, and build capacity and capability while maintaining public sector community ethos as it seeks to achieve the Council's strategic regeneration goals.
- 4.2 Be First has confirmed that it expects to deliver the target £10.3m contribution to the Medium Term Financial Strategy (MTFS) by March 2021 as incorporated in the business case approved by Cabinet in November 2016. This will be derived from a combination of a reduction in the net cost to the General Fund of in-scope services, increased New Homes Bonus receipts, and dividends. Be First will act as development manager for the schemes in the Council's residential investment programme, currently comprising some 44 schemes in the borough. In addition, Be First has advised that in order to provide increased returns to the Council its expert view is that it should also act as a developer in its own right. This would involve sourcing funding from either the Council or external lenders to acquire and develop land and/or property on the open market, thereby realising profits through the sale or lease of the resulting assets. This principle had already been accommodated in the contractual frameworks and further discussions are ongoing to agree the detailed parameters within which Be First will be allowed to operate in this mode. These parameters will be incorporated in the contracts referred to in section 5 below.
- 4.3 There are several high-level risks to the achievement of the £10.3m target, including:
- Further government changes in the basis by which NHB is calculated. This was last revised in March 2017 and the current projections allow for this change. There remains the possibility of further amendments that may affect the level of NHB received in the period to 2020/21, although the majority of the forecast receipts to 2020/21 will be from schemes already built or under construction.
  - Delays in completing projects, particularly by third party private sector developers, over which Be First has little control, could have a significant effect on Be First's ability to meet the target by 2020/21.
  - Continued LBBB commitment to investing in housing schemes in the borough through its Investment and Acquisition Strategy, coupled with the ability for it to continue to source funds at attractive rates in the sums required to support the planned numbers of units, is essential. This links to the Housing Supply Strategy that will be submitted to Cabinet in October 2017.

- Be First's ability to buy land or property and act as developer in line with the proposals outlined in para 4.2 above will impact on the level of dividend that it will be able to return to the Council.
- General conditions in the wider economy, in particular a large-scale economic downturn, could affect the timing of returns as well as their magnitude.

4.4 Any Council investment in schemes proposed by Be First in its capacity as a developer will also have associated risks, including the possibility of Be First becoming insolvent. Appropriate safeguards for the Council's investment will be built in to the contractual arrangements associated with the investment. Be First acting as a developer also poses the potential risk that its development activity may distract it from delivering the schemes commissioned by the Council's as part of its Investment Strategy. This will be mitigated by development activity being conducted through a separate business unit within Be First, and by the commissioning and monitoring arrangements that will be put in place as schemes are brought forward for approval via the project approval process.

4.5 Be First and the Council are reviewing, refining and modelling the assumptions regarding the programmes of regeneration schemes (both Council-funded and private sector), to identify all options to mitigate the above risks and ensure that the £10.3m target is met. These options include:

- Invest in land or property outside the Council's investment programme to add value and generate profits as a developer, as outlined above;
- Optimise the Council's capital investment programme, bringing forward higher-value schemes that will make an earlier financial contribution;
- Bring forward the development of existing assets, where LBBB owns all the land and planning can be promptly delivered;
- Increase fees from planning and other associated services (eg through greater focus on Planning Performance Agreements).

Further details on these and other evolving risk mitigation measures will be incorporated in Be First's annual business plans, the first one of which will be submitted to LBBB before the end of this calendar year (see section 4.7 below). Details of its proposed activity to act as a developer will be set out in this first business plan and will be supported by financial modelling. Individual proposals for investment will be submitted for approval by the Investment Panel as set out in the Investment and Acquisition Strategy report (see next paragraph).

4.6 An update on the Council's Investment and Acquisition Strategy is provided in a separate paper to September Cabinet. Be First's ability to meet its financial target is critically dependent on the assumptions in this strategy regarding the levels of investment, tenure mix and the programme of capital schemes that Be First will deliver.

4.7 Since taking up their posts in early July, the Be First Managing Director and senior staff have initiated a review of the Investment and Acquisition work programme and the finances that underpin it. This review involves taking all 44 Council-funded schemes through a jointly agreed project evaluation and approval process and will be completed by the end of October. The output from this review, together with the

results of the options analysis above, will form the basis of the first Be First 5-year Business Plan, providing detailed financial and delivery forecasts to 31 March 2019 with high-level numbers for the following 4 years. The Business Plan will be submitted to the Council by 31 December 2017 and, following review by the Shareholder Panel, will be recommended for Cabinet approval before 31/03/2018.

- 4.8 Be First has also been reviewing its short-term cash requirements. A facility for the draw-down of up to £3.5m for working capital up to the point where Be First is self-financing was agreed by Cabinet in February 2017 and the Loan Agreement between LBBB and Be First will be made on this basis. This will be reviewed following submission of Be First's first 5-year Business Plan in December 2017 and a further submission to Cabinet made if and when necessary.

## 5 Contracts

- 5.1 The execution of all aspects of the implementation of Be First was delegated by Cabinet to officers in November 2015 and good progress has been made in developing the contractual arrangements between LBBB and Be First. In addition, Cllrs Geddes and Twomey have been consulted and informed on the detailed progress. As outlined above, the draft legal documents are currently being reviewed by Be First and its advisors and the documents outlined in the following paragraphs will be approved or signed in advance of 1 October.
- 5.2 **Shareholder Agreement** - The Shareholder Agreement sets out the relationship by which the Council will participate in the Company as its shareholder. It defines the business of the company, how it will conduct its affairs, the composition of the Be First Board of Directors, how it will be financed, what matters will need to be referred to the Council, and how it will produce its accounts. It also includes provisions covering the avoidance of breach of the 'Teckal' limit, rights to information, anti-corruption, duration and termination, confidentiality and assignment.
- 5.3 **Articles of Association** - The Articles of Association form the Be First Constitution. They define the Directors' powers and responsibilities, and meeting arrangements. They include provisions covering conflicts of interest, appointment and termination of directors, remuneration of directors, shares, dividends, capitalisation of profits, decision-making by Shareholders, general meetings, administrative arrangements, and directors' indemnity and insurance.
- 5.4 **Service Agreement** - The Service Agreement defines all the terms and conditions relating to the provision of services by Be First to the Council. It is proposed that this contract will be a services concession contract for an initial period of 10 years under which Be First is granted a 'concession' to deliver a range of services to the Council under agreed terms in return for the ability to exploit commercial development opportunities.

This document defines the scope of services to be provided, the arrangements under which work will be commissioned by the Council, termination arrangements, staffing arrangements, how transferred assets are treated, provisions for addressing inadequate performance, complaints procedures, business continuity and disaster recovery requirements, financial arrangements, statutory obligations, liability and insurance arrangements, and dispute resolution and termination arrangements. Schedules to this agreement will define in detail the nature of services to be provided.

The Service Agreement also sets out the socio-economic objectives for the Company. It will include a number of schedules of which the following are the most important:

- **Service Specifications** – The output specifications which detail the Council's requirements for the delivery of services, both core (services that will be provided by Be First to LBBD at zero net cost, eg Planning) and non-core (services for which Be First will charge a fee, primarily the development of schemes within the Council's investment programme). The non-core specification will be drafted as a Heads of Terms detailing the parameters by which the Council has agreed Be First will be able to commence development activities.

Further work will be needed post contract signature to develop a Development Framework Agreement setting out the Council's detailed requirements in the area and Be First's obligations in line with the agreed parameters under which Be First is allowed to act as a developer in its own right.

- **Key Performance Indicator Suite:** KPIs and PIs, together with reporting mechanisms, that will measure operational and strategic performance against the Service Specifications.
- A **Council Service Level Agreement** detailing the services that Be First will buy back from the Council (including IT, HR, payroll, procurement, and legal) and the commercial and performance terms for those agreements
- A **Financial Model** which will detail the financial assumptions underpinning the Business Case and which will form the backbone of the first five Year Business Plan

5.5 **Loan Agreement:** The Loan Agreement covers the terms of the loan that will be granted by the Council to Be First to cover initial setup costs and working capital. It will initially be for a loan of up to the £3.5m already approved by Cabinet, although as stated above a further submission may be made following submission of Be First's Business Plan if it is necessary to increase the size of this loan. Its provisions cover the interest rate (set at a level that will avoid State Aid issues), repayment arrangements, default arrangements, and administrative arrangements.

5.6 In addition, LBBD has agreed in principle to provide a loan facility to Be First to allow it to invest in development schemes in its own right as described in section 4.2 above. The final details of the terms of this loan will be worked up following submission and evaluation of Be First's first Business Plan.

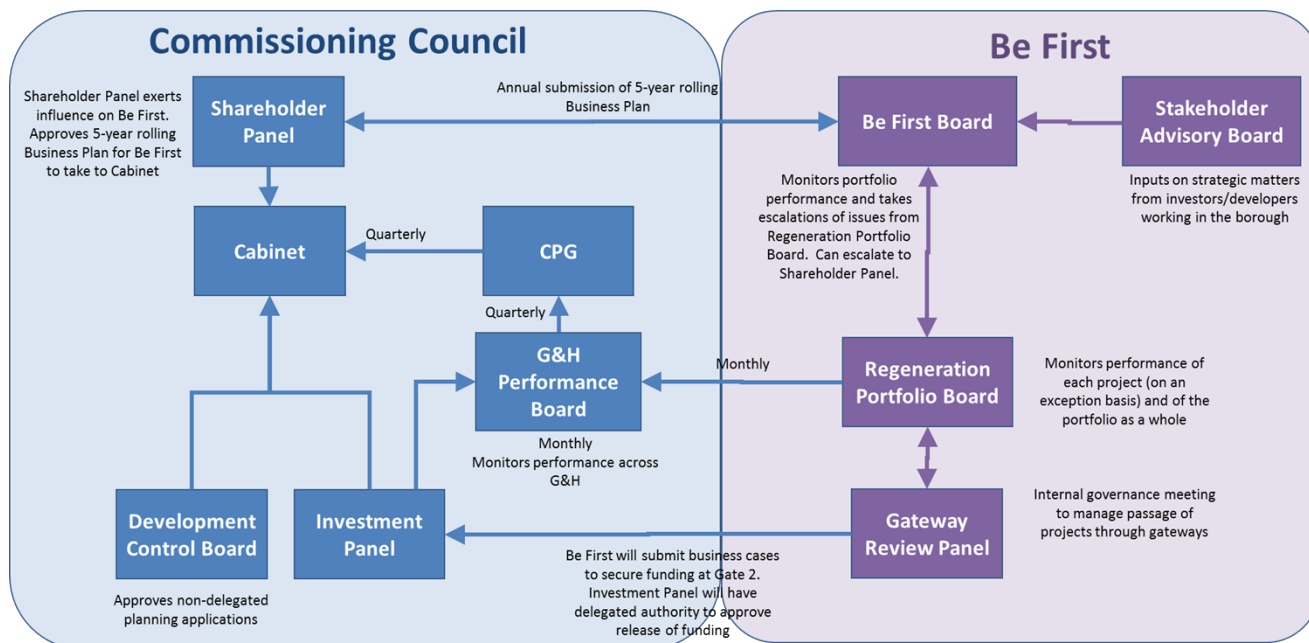
5.7 On the basis that the above agreements will be signed prior to 1 October it is considered that Go Live should proceed as planned on 1 October. Any outstanding contractual matters will be resolved by end November.

## 6 Governance

6.1 The overall governance structure is shown in Figure 1 below. Be First will be governed by two strategic bodies, the Shareholder Panel and the Investment Panel. The Shareholder Panel consists of elected members and officers and will review and recommend for Cabinet approval Be First's annual business plans, address any strategic issues that cannot be resolved at lower levels, and take annual performance reports. The Investment Panel is chaired by and advises the Chief Operating Officer,



who on its advice will make decisions on investment proposals and other requests for funding made by Be First within powers delegated to officers. In addition, the Growth and Homes Commissioning Unit will deal with planning policy, business plan approval and operational performance matters.



**Figure 1: Governance structure**

6.2 Be First’s operational, project and financial performance will be reviewed on a monthly basis by the Growth & Homes Performance Board, which will sanction remedial measures to correct material deviations from plan in executing Council-funded schemes and in delivering to longer-term objectives. A suite of KPIs will be agreed and incorporated in the Service Agreement prior to go live. Be First will require, and LBBD has agreed, rapid decision making on Council-funded projects if it is going to be able to accelerate the pace of delivery at the rate required to meet the homebuilding targets.

6.3 Be First will submit annual rolling 5-year business plans to the Shareholder Panel for review and will then submit final versions to Cabinet. Be First’s business plan will set out its proposed programme of work, with investment requirements and forecast returns to the Council. Within the framework of an approved business plan, Be First will be free to progress schemes and to pursue other opportunities to deliver to its strategic objectives.

## 7 Consultation

7.1 As reported to Cabinet last November, the proposal to establish a council-owned regeneration company was subject to public consultation as part of the Ambition 2020 consultation that took place between 20 April and 16 June 2016. A further consultation exercise specific to Be First was carried out in January 2017 that generated 5 responses, the majority agreeing with the proposal to establish Be First in the planned manner, that have been considered and addressed in the design of Be First and associated structures described in this document.

## 8 Financial Implications

Implications completed by: Kathy Freeman, Finance Director

- 8.1 The financial model underpinning the business case presented to Cabinet in November 2016 forecast that Be First would have a working capital loan requirement of c£2.7m and would be generating profit of £4m and New Homes Bonus of £6m on a recurring basis from 2020/21. The original business case showed that Be First's recurring profit would mainly be derived from development management fees, predominantly from the construction of Council's residential and affordable housing schemes.
- 8.2 Since the November 2016 report, the financial model has undergone a robust financial due diligence process and there have been various changes to the assumptions.
- 8.3 Due to the changes in assumptions, the latest version of the financial model now shows that Be First will generate cumulative savings of £5.1m by 2020/21. The £5.1m is made up of £5.97m of New Homes Bonus, and a cumulative deficit of £0.84m from Be First's operating loss, which includes the write off their pre-incorporation and set up costs of £2.4m. 80% of the £5.97m New Homes Bonus relates to externally led development schemes. One of Be First's objectives will be to stimulate market growth, however this is all dependent on the prevalent economic conditions as the country enters into Brexit negotiations.
- 8.4 The impact of a range of assumptions (including the proposals for increased revenue generation referred to in para 4.5 above) on Be First's requirements for working capital continues to be evaluated. A facility for the draw-down of up to £3.5m for working capital up to the point where Be First is self-financing was agreed by Cabinet in February 2017. This will be reviewed following submission of Be First's first 5-year Business Plan and a further submission to Cabinet made in due course if necessary.
- 8.5 Be First have agreed to fund the Council's core services within their business model. These services currently cost the Council £0.5m per annum and going forward, Be First will fund these services directly.
- 8.6 Compared to the original position reported to Cabinet in November 2016, there is now a change in return from the original scope of services of £4.8m compared to the original financial model.
- 8.7 Be First remains committed to delivering the £4.8m through changing the scope of activities undertaken by the company. It will achieve this through its commercial expertise to identify and create development opportunities that the Council would previously not have been able to access, through funding identified via the Council or alternative third-party investors/financial institutions, subject to the Council's governance arrangements.
- 8.8 The setup of Be First will also accelerate the delivery of the Council-led development schemes which will be integral the Council's ability to achieve the £5.2m investment strategy returns.

## 9 Legal Implications

Implications completed by: Suzan Yildiz, Deputy Head of Legal/Paul Field, Senior Governance Lawyer

- 9.1 In November 2016 Cabinet authorised the establishment of Be First, a company wholly owned by the Council, to manage and accelerate the delivery of the borough's regeneration agenda in accordance with the recommendations of the independent Growth Commission.
- 9.2 The power to establish Be First is available through the exercise of the "general power of competence" as set out in Section 1 of the Localism Act 2011. This section gives the local authority the power "...to do anything that individuals generally may do". The power is not limited either by the need to evidence a benefit accruing to the local authority's area, or in geographical scope. However, existing and future restrictions contained in the legislation continue to apply.
- 9.3 The legal status of Be First is a Teckal company which will be a wholly owned company of the Council and accountable to the Council, as shareholder, for delivery of its socio-economic and regeneration objectives. A Teckal company is not subject to the European Procurement regime in so far as it can award contracts to the Council as its parent body and vice versa. As a Teckal company, Be First has a degree of autonomy in how it goes about its business. However, it is ultimately answerable to the Council for its strategic direction and performance. As a Teckal company Be First is required to conduct 80% or more of its activities for the Council. The suite of contractual and governance documents including the Articles of Be First, Shareholder and Service Level Agreement regulate the relationship between Be First and the Council and seek to ensure that the company's strategic direction and activities accord with the Council's corporate objectives for growth and regeneration.
- 9.4 It is noted that there is no direct private capital investment in Be First and the Council is its main shareholder. The Council will exercise the required level of control to satisfy the Teckal test and advance its corporate agenda, by acting as an active shareholder in determining both strategic objectives, business plans and significant decisions of Be First. This oversight will be exercised by the Council as shareholder acting through Cabinet. Cabinet will in turn be advised by the Shareholder Panel.
- 9.5 The Shareholder Panel, comprising a membership of elected members and officers, will be responsible for reviewing the strategic business plans and performance of Be First, and will make recommendations for Cabinet approval. As part of its shareholder functions, Cabinet and the Shareholder Panel will have the power to remove directors, as and when appropriate. Separately, the Council will have other roles including a Commissioner Role vis a vis Be First, ensuring quality of service and value for money.
- 9.6 In February 2017, the Cabinet approved a working capital loan of £3.5m to Be First. The Local Government Act 2003 enables the Council to lend to Be First to finance its work and projects subject to complying with the Treasury guidance and State Aid rules. It is noted that the Council and Be First will enter into a Loan Agreement on a commercial basis in respect of this loan before 1 October when Be First goes live.

## 10 Other Implications

- 10.1 **Risk Management:** Be First is working to reduce the level of risk shown by the current financial forecasts and as outlined in section 4.3 of this report, without affecting the socio-economic benefits Be First is required to deliver over the life of the concession.
- 10.2 **Staffing:** The TUPE process for the transfer of staff into Be First has commenced, with no major issues identified to date. It is expected to complete during August and we are on schedule to meet the 1 October deadline.
- 10.3 **Corporate Policy and Customer Impact:** The proposal to establish Be First is in line with the independent Growth Commission's recommendations and the Ambition 2020 strategy. Be First will contribute to delivering the vision and aspirations for the borough as set out in the Borough Manifesto, in particular around Housing, Environment and Employment. An Equalities Impact Assessment (EIA) was attached to the November Cabinet paper. Additional EIAs will be drawn up for schemes within the regeneration programme as they are brought forward for planning approval.
- 10.4 **Safeguarding Children:** Not relevant.
- 10.5 **Health Issues:** Planning and the built environment are inextricably linked with, and are a major determinant of, health and health inequalities. Be First and the Council as the planning authority and commissioners will give consideration to maximising the positive impacts on health and reduction in health inequalities for the Barking and Dagenham population, and it is important that provision to this effect is included in the developing specifications and contracts. The KPIs developed for Be First should include a measure of health and - more importantly in line with the Growth Commission report ambition of "No one left behind" - of the reduction in health inequalities. The Healthy New Town team is developing indicators for health impact for Barking Riverside and will work with Be First and the Council commissioners in developing these KPIs.
- 10.6 **Crime and Disorder issues:** Not relevant.
- 10.7 **Property/Asset Issues:** At the time that the proposal to establish Be First was approved by Cabinet in November 2016 it was envisaged that Be First would not take ownership of any Council property or land assets. However, the business case review referred to in section 3 above may identify options that involve Be First ownership of assets that would benefit both Be First and the Council in delivering their regeneration objectives and the £10.3m recurring income target from 2020/2021. Appropriate safeguards will be incorporated in the Business Plan that will be submitted to the Shareholder Panel and Cabinet for approval in December 2017. Any agreement by the Council to fund the purchase of assets for Be First to develop will be subject to close scrutiny and safeguards to ensure that the Council's investment is secured (for example in the event of Be First's liquidation) on a case by case basis.
- 10.8 Public Background Papers Used in the Preparation of the Report:
- Report of the Independent Growth Commission: 'No-one left behind: in pursuit of growth for the benefit of everyone', February 2016

## CABINET

19 September 2017

<b>Title:</b> Corporate Plan 2017/18 – Quarter 1 Performance Reporting	
<b>Report of the Cabinet Member for Corporate Performance and Delivery</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Laura Powell, Strategy and Performance Officer	<b>Contact Details:</b> Tel: 020 8227 2517 E-mail: <a href="mailto:laura.powell@lbbd.gov.uk">laura.powell@lbbd.gov.uk</a>
<b>Accountable Director:</b> Tom Hook, Director of Strategy and Programmes	
<b>Accountable Strategic Director:</b> Claire Symonds, Chief Operating Officer	
<b>Summary:</b>	
<p>The Corporate Plan 2017/18 is a key document developed 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) and Key Accountabilities have been developed to monitor performance against the priorities and frontline services.</p> <p>Progress is reported quarterly to the Corporate Performance Group (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 Performance Challenge Sessions held quarterly, with areas of concern scrutinised at ‘Deep Dive’ sessions on a monthly basis.</p> <p>The corporate performance framework for 2017/18 consists of KPIs and Key Accountabilities presented under the Cabinet portfolio areas 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 Quarter 1 report provides an update of performance between 1 April 2017 and 30 June 2017 against the Key Performance Indicators (KPIs) and Key Accountabilities.</p>	
<b>Recommendation(s)</b>	
The Cabinet is asked to:	
<ul style="list-style-type: none"> <li>(i) Note progress against the Key Accountabilities as detailed in Appendix 1 to the report;</li> <li>(ii) Note performance against the Key Performance Indicators as detailed in Appendix 2 to the report; and</li> <li>(iii) Agree any actions to address areas of deteriorating performance.</li> </ul>	

## Reason(s)

To assist the Council in achieving its priority of a “Well run organisation”.

### 1. Introduction

- 1.1 The Council’s vision and priorities were developed and agreed by Assembly in September 2014. The Corporate Plan 2017/18 is an important part of ensuring the Council has a clear focus on delivering the vision and priorities for Barking and Dagenham. The Plan allows the Council to make best use of limited resources in areas that will make the greatest difference in achieving the overall vision and priorities.
- 1.2 Despite aiming to set a balanced budget for 2017/18, further savings are required. In order to deliver the priorities we have to 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.
- 1.3 The Corporate Plan is a key part of the Council’s overall 2017/18 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.
- 1.4 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.
- 1.5 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 and working towards delivering the Council’s priorities. Staff are also assessed against competencies based on the values, on the basis that success also depends on the way they carry out their role. Individual learning and development needs are also identified through this process.
- 1.6 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 also to provide a formal capability process should there be consistent under-performance.

### 2 “What we will deliver” – 2017/18 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 will continue to be reported to CPG and Cabinet on a quarterly basis and at PAASC every 6 months. They have also been used as a key aid for discussions at the quarterly Performance Challenge Sessions.

### 3 Key Performance Indicators 2017/18

3.1 This report provides a performance update at Quarter 1 (for the period 1<sup>st</sup> April 2017 to 30<sup>th</sup> June 2017) on the key performance indicators for 2017/18 (Appendix 2).

3.2 Throughout the year, the KPIs will be reported with a RAG rating, based on performance against target. Where relevant, in-year targets have been set to take into account seasonal trends / variations, as well as provide performance milestones. Assessing performance against in-year targets makes it easier to identify progress at each quarter, allowing for actions to be taken to ensure performance remains on track to reach the overall target for the year.




### 4 Performance Summary - Key Performance Indicators

4.1 The key performance indicators focus on high-level areas of importance and allow Members and officers to monitor performance in those areas. In addition to these corporate indicators, throughout the organisation there are a significant number of service level indicators which are monitored locally and provide a more detailed picture of performance.

4.2 A detailed breakdown of performance for Quarter 1 2017/18 (1<sup>st</sup> April 2017 – 30<sup>th</sup> June 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.
<b>G</b>	Performance is expected to achieve or has exceeded the target.
<b>A</b>	Performance is within 10% of the target.
<b>R</b>	Performance is 10% or more off the target.

- 4.5 The table below provides a summary at Quarter 1 2017/18 of the direction of travel for all KPIs. Depending on the measure, Direction of Travel is determined by comparing performance with the same period last year (Quarter 1 2016/17), or performance from the previous reporting period (Quarter 4 2016/17). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel			
↑	↔	↓	N/A
23 (49%)	2 (4%)	15 (32%)	7 (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 the 2017/18 target.

RAG Rating against 2017/18 target			
G	A	R	N/A
17 (34%)	11 (23%)	6 (15%)	13 (28%)

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

- 5.1 At Quarter 1, some 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 2017/18 / Historical data not available	2
Awaiting data publication	6

Reason for Not Applicable RAG rating	Number of indicators
Good performance neither high or low – no target set	5
Awaiting data / target	7

## 6 Focus on Performance

- 6.1 For Quarter 1 2017/18 performance reporting, focus has been given to a small selection of indicators which are either showing good performance against target, or are showing deterioration since last year and falling short of the target. It is hoped that by focusing on specific indicators, senior management and Members will be



able to challenge performance and identify where remedial action may be required during 2017/18.

## 6.2 Improved Performance

### **KPI 17 – The total Delayed Transfer of Care Days (per 100,000 population) attributable to social care**

The number of delayed days caused by delayed transfers is a key Better Care Fund metric as it indicates when health and social care are working together to discharge patients, thereby reducing delays. The Joint Executive Management Committee has oversight of BCF planning and the relevant metrics. The indicator is also reported at the Adult Care and Support Performance Callover.

Throughout Q1, a total of 179 days were lost, attributable to Social Care and both Social Care and the NHS combined. When converted per 100,000 the average figure is 41.1.

ELFT were the trust responsible for the most days (91), with the reason due to “public funding”.

### **KPI 18 – The number of permanent admissions to residential and nursing care homes (per 100,000)**

During Quarter 1, 30 people were admitted to care homes, equivalent to 147.9 per 100,000. Performance is better than the same period last year during which there were 49 admissions. The indicator is Green as performance is below both the target of 216.2 and the same period last year.

Admissions are monitored monthly through Activity and Finance meetings led by the Operational Director: Adult’s Care and Support. Analysis of local authority-funded care home admissions in 2015-16 found that admissions tended to be precipitated by carer related issues, dementia and/or acute or gradual decline in service-user’s health or wellbeing. The analysis found that social workers and managers explored the options for care in the community before placements were authorised.

## 6.3 Areas for Improvement

### **KPI 20 – The number of successful smoking quitters aged 16 and over through cessation service**

From April to May 2017/18 there were 132 quitters and 286 setting a quit date This is 79% achievement of the year-to-date target and a conversion rate of 46%. This is slightly down on figures for 16/17, but it is early in the year and difficult to draw conclusions about the yearly performance. Quarterly data will enable analysis by individual providers to see which to target for specific support.

Initial figures show the specialist service to have delivered most quits, followed by pharmacy and Primary Care, but we only have 2 months of data to go on. Several additional GP practices have agreed to participate in 17/18, but when they will join is dependent on when their staff can access Level 2 courses. Public Health will

liaise with the Lifestyles team about access to training. We now also have the Primary Care Dashboard which will be a focus for GP practices to performance monitor its achievement, in conjunction with the CCG.

## **7 Consultation**

- 7.1 The 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 2017/18 (<http://moderngov.barking-dagenham.gov.uk/documents/s113892/Corporate%20Plan%202017-18%20Report%20-%20App.%201.pdf>)

**List of appendices:**

- **Appendix 1:** "What we will deliver" – Progress against Key Accountabilities 2017/18
- **Appendix 2:** Key Performance Indicators – Performance at Quarter 1 2017/18

This page is intentionally left blank

## What we will deliver in 2017/18

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
<b>Community Leadership and Engagement</b>		
1. Delivery of the Borough Manifesto through the Barking and Dagenham Delivery Partnership.	Chris Naylor	<p>The Barking and Dagenham Together- Borough Manifesto was launched on the 10th July at an event hosted by CU London. The launch was well attended by partners and other stakeholders. Partners fully supported the vision and targets set out in the manifesto and spoke about the need for everyone to play their part.</p> <p>The Manifesto was agreed by Cabinet on 11th July.</p> <p>The Borough Manifesto sets the roadmap of what collectively the Council and partners need to deliver. Progress against the targets will be monitored by the Barking and Dagenham Delivery Partnership.</p>
2. Summer of Festivals showcasing the best of the borough.	John East	The Summer of Festivals programme is being presented during the period May to September 2017.
3. Develop a 'giving model' for the Borough including crowdfunding and local lottery schemes.	Chris Naylor	<p>Initial developments have taken place around a local giving model for the Borough:</p> <ul style="list-style-type: none"> <li>• The Crowdfunding platform has been launched and officers are working with infrastructure partners to support project development.</li> <li>• The licence for the Local lottery has been applied for and the lottery should be launched in September. The application has been delayed at the Gambling Commission</li> </ul> <p>A giving model- percent is being developed and will be piloted in the autumn.</p>
4. Strengthen partnership arrangements for the borough.	Chris Naylor	<p>The commitment of partners to work together was apparent at the Borough Manifesto launch, at which all partners shared their excitement about the renewed partnership spirit that the establishment of the Barking and Dagenham Delivery Partnership has led to.</p> <p>Collaborate CIC, funded by Lankelly Chase Foundation, are now commencing a piece of work to help enable stronger partnership working in the borough. Partners will all be interviewed with a</p>

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
		view to producing a report setting out recommendations for partnership working in the borough.
5. Support the development of the community and voluntary sector.	Chris Naylor	<p>A number of initiatives have been taken with this regard:</p> <ul style="list-style-type: none"> <li>• Ongoing review with BDCVS and partners of the infrastructure support required to support civil society begun- reporting November 2017</li> <li>• Officers are working with BDCVS and partners to support initiatives such as data sharing and governance development.</li> <li>• Funding to develop a participation culture applied for, final decision for first two years of funding due – July 2017. Two successful bids to date.</li> <li>• Applications supported for a range of external funding bids for civil society</li> <li>• Officer recruited with Government funding to support civil society groups applying for funding for bringing communities together.</li> </ul>
6. Adoption of a master plan for Parsloes Park setting out plans to improve the park over time and when funding allows to encourage more residents to use it for formal and informal recreation and enable the council to apply for external funding to support the implementation of this vision.	John East	The Parsloes Park masterplan and the wider Parks and Open Spaces Strategy was adopted by Cabinet on 11 July 2017. Work continues on the proposal to establish: London's first Youth Zone in the park, a regional football hub comprising artificial turf pitches and new changing rooms, and new facilities for cricket.
7. Develop an East London Industrial Heritage Museum as part of the redevelopment of the Ford Stamping Plant.	John East	A feasibility study is now being produced to enable Members to make a decision in Autumn 2017 whether there is a robust and sustainable business case for the proposal.
8. Improve the amenity value of the Abbey Green to encourage informal and formal recreation.	John East	The scope of the development scheme has been agreed with St Margaret's Church, the Council's key partner. It is expected that the partnership funding bid to the Heritage Lottery Fund (stage one) will be submitted in September 2017. If successful, work will start on site in spring 2018 to address urgent priorities that will remove the site from the Heritage at Risk Register. A further funding bid to the Heritage Lottery Fund (stage two) will be submitted in Winter 2018 to meet the

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
		costs of wider improvements to the site.
<b>Equalities and Cohesion</b>		
9. Implement the Equality & Diversity Strategy for the borough, ensuring it helps deliver the council's vision.	Chris Naylor	The Equality and Diversity Strategy was agreed by Cabinet on 11th July. It sets out the council's vision for equality and diversity. The strategy is a comprehensive document which seeks to improve outcomes for residents. It sets four high level objectives along with a series of objectives and actions to tackle inequality. The strategy links with existing plans and strategies across council services.
10. Deliver the Gender Equality Charter actions, including Women's Empowerment Month (WEM).	Chris Naylor	Women's Empowerment Month 2017 was a huge success and planning for WEM 2018 will commence in Autumn.
11. Ensure Members and staff are appropriately trained in equalities issues.	Chris Naylor	<p>On 17 May 2017, Flipside, in partnership with the local MET Police LGBT Liaison Officer, delivered gender and sexual identity awareness Training to Members.</p> <p>On 25 October 2017, a session is planned that will focus on community safety issues for the local LGBT+ community.</p> <p>In May 2018, as part of the induction programme following the local election, Members will receive equalities training.</p>
12. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative.	Chris Naylor	The 'Donate a Flag' initiative is progressing with a number of flag raising ceremonies taking place celebrating the diverse community of Barking and Dagenham.
13. Develop and publish a Cohesion Strategy for the borough.	Chris Naylor	A paper proposing an approach to developing a community cohesion strategy has been drafted.
14. Develop a programme to make the Council an exemplar equalities employer.	Chris Naylor	The Equalities and Diversity Strategy has an objective around the Council being an exemplar equalities employer. The Equality in Employment policy sets out the council's approach to leading the way in being an exemplar employer. The council offers flexible working, family-friendly policies, and is working to improve gender and BME representation across all levels of the

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
		workforce.
15. The establishment of the East London Women's Museum to enable the creation of a heritage attraction of regional significance.	John East	A Heritage Lottery Fund bid has been submitted to meet the costs of a 'pop up' programme of exhibitions, talks, workshops and events, which if successful will be a cornerstone of the borough-wide Women and Activism programme in 2018. A report will be presented to Cabinet in October 2017 to confirm the terms of lease and other support for the Museum. The Museum will be officially launched in January 2018. It is anticipated that the Museum itself will open during 2019 but this is wholly dependent on the completion of the housing development in which it will be sited.
<b>Enforcement and Community Safety</b>		
16. Implement the borough-wide parking strategy.	Claire Symonds	The Parking Strategy was adopted in the Autumn of 2016. We have delivered on virtual permits, carried out a review of the fees and charges, invested in new technology and are currently undertaking a review into new paid for parking areas across the borough.
17. 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.	Claire Symonds	This has not commenced at this time, other than the name and shaming campaign which commenced in April which has resulted in the publication of images and prosecutions. There have been 5 prosecutions to date.
18. Ensure the Council's Private Sector Licensing Scheme is working effectively and maximise enforcement activity using existing powers against rogue landlords.	Claire Symonds	The council continues its programme to address rogue landlords. Since April 2017, the service has issued 268 licenses following enforcement action, achieving an income of approximately £170,000
19. Progress the Civic Pride agenda through a series of behavioural	Chris Naylor	The council has now adopted a Public Space Protection Order against dog fouling in Barking Park, Mayesbrook Park and Abbey Gardens. We are also introducing a dog DNA registration scheme for



Key Accountability	Strategic Director	Quarter 1 2017/18 Update
change campaigns including the reduction of dog fouling.		council tenants who own a dog. This will commence in August through a voluntary scheme in the initial months.
<b>Environment and Street Scene</b>		
20. Ensure the Council promotes Reduce, Reuse, Recycling.	Claire Symonds	<ul style="list-style-type: none"> <li>• ‘SlimYourBin’ campaign was launched last year to engage the public on behavioural change towards waste reduction.</li> <li>• The ‘no side waste’ enforcement was launched in May 2017, by the Enforcement team with a view to changing behaviour and issuing Fixed Penalty Notice to persistent offenders who put out side waste repeatedly despite receiving warning letters from the Enforcement Team.</li> <li>• Waste minimisation visits and direct engagement- Key focus area: <ul style="list-style-type: none"> <li>- Events updates/Blogs/articles and social media support</li> <li>- Public Events, Road shows and workshops</li> <li>- NEW initiatives hard to reach groups</li> <li>- Capacity Building of community organisations</li> <li>- Community Litter Picks</li> <li>- Recycling Sessions</li> <li>- Give and Take Days/Swap Shops</li> <li>- Schools workshops/assemblies/litter picks and eco school support activities</li> </ul> </li> </ul>
21. Develop a needs-based targeted approach to street and open space cleanliness.	Claire Symonds	<ul style="list-style-type: none"> <li>• A deep clean programme has started on 17 July 2017 to 24 July 2017, covering primary shopping areas, secondary shopping areas, main streets, and side streets. After piloting the new operating model, this will be reviewed after six months for seasonal adjustments, before making recommendations for borough wide implementation.</li> <li>• A management restructure has been completed that will drive these changes.</li> </ul>
22. Implement the Highways Improvement Strategy and funded	Claire Symonds	<ul style="list-style-type: none"> <li>• Marlborough have been appointed as the contractor for the next 5-year period.</li> </ul>

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
programme with the intention of improving conditions and perceptions of the quality of roads and pavements.		<ul style="list-style-type: none"> <li>• A programme of works have been developed for the next three years and is now been actioned.</li> </ul>
23. Delivery of an effective green garden waste service.	Claire Symonds	<ul style="list-style-type: none"> <li>• A chargeable green garden waste service was successfully launched on 2 April 2017. The service operates from April to October each year.</li> <li>• The cost for the service is £80 for a two-year signed-up subscription expiring on 31 October 2018. Customers have the option to pay £40 per year.</li> <li>• The total number of residents that have signed up for the service in 2017 is 7,587.</li> </ul>
<b>Educational attainment and school improvement</b>		
24. Seek to ensure all young people are in education, employment or training.	Anne Bristow / John East	<ul style="list-style-type: none"> <li>• NEET action plan in place following January and March Member workshops to accelerate progress. 14 core actions, including across key groups, governed by NEET Board.</li> <li>• LA NEET + Unknown position moved from 4<sup>th</sup> quintile to 2<sup>nd</sup> quintile nationally between 2016-2017.</li> <li>• Plans regarding NEETs in place for Community Solutions.</li> <li>• £37k development grant bid received from Big Lottery to develop large Social Impact Bond proposal around NEET prevention. Full bid to be submitted in October 2017.</li> </ul>
25. 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.	Anne Bristow	<ul style="list-style-type: none"> <li>• School sixth forms are reviewing their recruitment strategies for Year 11 students into post-16.</li> <li>• The Council is providing support for schools to improve their media coverage of post-16 successes. Scholarships to recruit and retain the top 50 students within the LA will be implemented in August 2017.</li> </ul>
26. Create 300 new places for September 2017 and 120 for September 2018.	Anne Bristow	<ul style="list-style-type: none"> <li>• Achieved for September 2017 for both primary and secondary pupils. For 2018 there is potential pressure for places to the north of the borough.</li> <li>• The planned expansion programme for Robert Clack including Lymington Fields is currently behind programme following the complications resulting from transferring procurement from the Councils LEP to Be First. In addition, this has brought about a potential affordability gap. GM School Investments is working with CDU to resolve quickly.</li> </ul>

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
27. Ensure every child attends a 'good' or 'outstanding' school, focusing on the schools that are currently 'requires improvement'.	Anne Bristow	<ul style="list-style-type: none"> <li>Monitoring Boards are in place at 2 of the 3 local authority schools judged requires improvement. Recent Ofsted monitoring inspection reports confirm their impact.</li> <li>The ULT academy trust has established a review board for the academy judged to require improvement. The UTC in special measures is receiving additional support from an outstanding secondary school and Teaching School Alliance.</li> </ul>
28. Work with schools to improve teacher recruitment and retention.	Anne Bristow	<ul style="list-style-type: none"> <li>The availability of apartments for newly qualified teachers is being promoted to all schools as well as the possibility of family housing for second and third appointments.</li> <li>The success of local schools is being highlighted in the increased active media coverage. Teaching School Alliances within the local authority are becoming increasingly successful at recruiting secondary NQTs.</li> </ul>
29. 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.	Anne Bristow	<ul style="list-style-type: none"> <li>The Local Area SEND Inspection was largely positive, albeit that a number of recommendations were made concerning areas for improvement. These are acknowledged and an Improvement Plan is being developed that will, ultimately, be incorporated into the wider SEND Commissioning Plan (that sits under the existing SEND and Inclusion Strategy).</li> <li>Plans underway with Partnership Learning and EFA for two new special schools to open September 2018 and September 2019.</li> </ul>
<b>Economic and Social Development</b>		
30. Launch Community Solutions within specified timeframe as set out in the Target Operating Model.	Anne Bristow	On track – Heads of Service recruited; budgets reprofiled; ICT work underway; culture and communications started; service reconfigurations underway.
31. Develop and implement an Employment and Skills Strategy.	John East / Anne Bristow	Session planned for a fundamental service review.
32. Implement the new Customer Access Strategy which includes promotion of digital services including 'One Borough Live'.	Claire Symonds	<p>Work is continuing on developing and delivering new e-forms, ten have been launched so far, with around another likely to be in scope for delivery by December.</p> <p>At the same time, a new website is planned for delivery in December too, with "One Borough Live" launching imminently. Workshops are beginning in August to develop</p>

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
		a telephony solution for the Council as a whole.
<p>33. Implement plans for new homes across the borough including schemes in:</p> <ul style="list-style-type: none"> <li>• Barking Town Centre</li> <li>• Riverside</li> <li>• Chadwell Heath</li> <li>• Ford Stamping Plant</li> </ul>	John East	<p>Construction commenced at Cambridge Road and is progressing well on Abbey Road. Gascoigne East, North Street and Kingsbridge are also in construction.</p> <p>In discussion with C2C and Patrizia about comprehensive redevelopment of Barking Station incorporating Trocoll House</p> <p>Barking Riverside – Strategic Infrastructure Scheme and Stage 2 North SFP due for submission in September and Station Square District Centre SFP due for submission December which combined equal 3500 homes</p> <p>Employment Study underway to survey industrial areas including Chadwell Heath and to develop concept masterplans with objective of no net loss of jobs and 3000 homes. Due for completion November. Have spoken to several landowners wishing to sell including owner of Muller and CED sites. They are happy to wait for completion of employment study before taking their plans further.</p> <p>St Congar continue to make good progress with clearing the Ford Stamping Plant site and we are in discussions with EFA, LocatED and Childrens Services to finalise site for secondary and special schools. St Congar have also inputted into brief for Museum of East London the brief for which will be issued shortly and which they have proposed they will part fund. Next pre-app meeting being Scheduled for September.</p>
<p>34. Implement the Local Plan for the borough, taking forward regeneration plans and ensuring high quality build for all new developments.</p>	John East	<p>Evidence base currently being finalised this includes Strategic Flood Risk Assessment (now complete), Gypsy and Traveller Study (refinements being made to final draft), Employment Study (due for completion November and will include conceptual Masterplans for Creekmouth, Chadwell Heath and Castle Green), Strategic Housing Land and Availability Assessment (due to completion September), Religious Meeting Places Study (due for completion September), Characterisation Study (complete). Draft Local Plan to be reported to March Cabinet.</p>
<p>35. Develop and take forward transport and infrastructure developments to support and drive growth including:</p> <ul style="list-style-type: none"> <li>• The A13 Tunnel</li> </ul>	John East	<p>ASF are currently in discussions with RMS over resolving the contractual barriers to delivering the Castle Green scheme. Currently looking at a phased approach starting with Barking Rugby Club site and area around Dagenham Motors. Separately through the Employment Land Study Hawkins Brown are doing a concept masterplan for the Council for incorporation in the Local Plan.</p>

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
<ul style="list-style-type: none"> <li>• Crossrail</li> <li>• Barking Station upgrade</li> <li>• Barking Riverside links</li> <li>• C2C stopping at Dagenham East</li> <li>• Lower Roding crossing</li> <li>• Thames crossing</li> <li>• DLR Extension</li> </ul>		<p>Crossrail – services begin December 2018</p> <p>Barking Station – AECOM appointed to agree passenger forecasts and short medium and long-term improvements. Study due to be complete October 2017. In parallel to this C2C have appointed Farrells to look at potential for over station development and discussions have opened with Patrizia about their involvement vis a vis Trocoll House.</p> <p>Barking Riverside links – Awaiting SoS decision on Overground extension. Leader wrote to SoS expressing concern over delay. Onward extension to Abbey Wood included in Mayor’s Draft Transport Strategy.</p> <p>Lower River Roding crossing – Included in Mayor’s Draft Transport Strategy. TfL have identified a preferred alignment and an indicative cost of £100m. Will have to be funded by development and Berkeley Homes interest in sites either side of the river is a potential funding source.</p>
36. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy.	John East	The workshops being established for the Employment Study are an ideal means of establishing a forum for engagement of businesses/business groups to help inform a Business Development Strategy.
38. Develop a film and creative arts centre in the borough that raises the profile of the borough, improves local economy and provides local skilled employment.	John East	LBBD/GLA funded feasibility study being finalised. Lease due to be taken of additional land for film stages in advance of a procurement exercise to select an organisation to build and run.
<b>Social Care and Health Integration</b>		
39. Deliver transformation proposals for children and adults social care, disability services.	Anne Bristow	<ul style="list-style-type: none"> <li>• Children’s Social Care: Implementation is well underway and on track to deliver savings within timescales.</li> <li>• Adults’ Care &amp; Support transformation programme also on track to deliver and being managed through the programme arrangements – initial restructures largely completed, including development of localities. Disability Service ‘soft launched’ in May 2017, new management relationships forming and new systems. Implementation of new IT system well in hand, to support improved social care delivery from March 2018 (children) and June 2018 (adults).</li> </ul>

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
40. 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.	Anne Bristow	<ul style="list-style-type: none"> <li>• Many outcomes show a positive trajectory – though there is still much room for improvement.</li> <li>• Implementation of the Children's Social Care Target Operating Model (TOM) is well underway and on track to deliver savings. This includes reducing the Social Care overspend from a high-point of £11.1m to £2.6m in 2016/17.</li> <li>• Current forecasts suggest that the remainder of this will be eradicated during 2017/18 and 2018/19, including delivering additional savings toward pressures in 2018/19.</li> </ul>
41. 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.	Anne Bristow	<ul style="list-style-type: none"> <li>• Across Care &amp; Support commissioning and Growth &amp; Homes, work continues to put a specific programme in place to support the aspirations for older people's housing identified in the scoping report that was completed earlier this year.</li> <li>• Sites are being identified for exemplar extra care housing schemes for older people, and existing accommodation that is below standard has been identified for potential redevelopment. Cabinet are expected to receive a strategy paper in the Autumn.</li> <li>• Tenders have been issued for new, more flexible and outcomes-focused mental health supported living and floating supports services, and we expect those to be in place in the new year.</li> </ul>
42. Create employment opportunities and ensure appropriate support for people with Learning Disabilities.	Anne Bristow	<ul style="list-style-type: none"> <li>• A series of practical steps have been completed to see more people with learning disabilities experiencing paid work. Last year, our figures improved slowly (from 3.5% to 4.5%) and already this year thanks to a programme of work taster sessions performance is expected to more than double this figure.</li> <li>• Longer work experience opportunities are being offered for the late Summer and early Autumn, and officers will be capitalising on the improved relationships with employers that are generated to scope longer-term and permanent work opportunities.</li> </ul>
43. 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.	Anne Bristow	<ul style="list-style-type: none"> <li>• A new Child Sexual Exploitation (CSE) co-ordinator has been appointed and this post has been established on a permanent footing.</li> <li>• The development of a CSE strategy and an update on our Problem Profile (though multi-agency profile that allows us to understand the prevalence of CSE in the borough) are key priorities during 2017/18.</li> </ul>

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
<p>44. 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><b>Smoking:</b> Several additional practices have pledged to participate in the programme for 17/18 which should increase Primary Care activity.</p> <p>Also, following a recent workshop on Tobacco Control, the Tobacco Control Strategy will be presented at the Health and Wellbeing Board in September.</p> <p><b>Substance Misuse:</b> The Substance Misuse Strategy Team are working on the recommissioning of substance misuse treatment services to ensure appropriate support to Shared Care GPs and that Community Pharmacies continues and their work is enhanced. The Shared Care Coordinator also now sits within Public Health.</p> <p><b>Obesity:</b> As part of the 2017/18 Obesity Communications Campaign, the summer obesity campaign will be launched on 1 August in Mayesbrook Park.</p> <p><b>Teen pregnancy:</b> 2016 Q1 under-18 conception data shows that the quarterly rate has fallen to 28.2 per 1,000 population, which places the borough second from bottom in London for the quarter.</p> <p>Measures to tackle the issue of teen pregnancy continue in the borough through education, advice and promotion of the C-card scheme (3,300 young people signed up and there were 6,400 repeat visits in 2016/17 – the highest in London).</p> <p><b>Vaccinations:</b> Work is being undertaken by the CCG in conjunction with NHS England to identify and target practices with poor immunisation activity.</p> <p>The BHR flu planning group will reconvene next month to start work on implementing and monitoring the winter flu plan.</p>
<p>45. Continue to play a leading role in delivering greater integration of health and social care across Barking and Dagenham, Havering and Redbridge.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> <li>• Cabinet Member for Social Care &amp; Health Integration continues to chair the Integrated Care Partnership Board for Barking &amp; Dagenham, Havering and Redbridge contributing to democratic leadership of moves to integrate health and social care services. July's Board meeting is intending to receive an update on moves for providers (NELFT and BHRUT principally) to lead frontline integration activity, together with plans for joining up commissioning to support this activity.</li> <li>• The Council has been leading the development of localities, bringing social care teams together with GPs and community health services. The Sustainability &amp; Transformation Plan has been signed off by NHS England and the ICP Board ensures that this delivers for residents of our three boroughs, even though concerns remain about the democratic validity of the STP</li> </ul>

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
		approach.
46. Ensure corporate parenting responsibilities are being successfully undertaken.	Anne Bristow	<ul style="list-style-type: none"> <li>• The Annual Corporate Parenting report demonstrates that Corporate Parenting responsibilities are being undertaken.</li> <li>• Performance outcomes for children in care are generally good and actions are in place for improvement where this is required. For example, the number of care leavers who are NEET.</li> <li>• Children and young people continue to attend the Member Corporate Parenting panel and give their views on further improvement.</li> </ul>
47. Deliver the Youth Zone for Parsloes Park, providing a fully accessible facility for young people based on the successful Youth Zone model elsewhere in the country.	Anne Bristow	Delivery of the Youth Zone has been delayed due to the complexity of the planning approval process for the scheme. Alongside consideration by LBBDs Development Control Board, the scheme also has to secure approval from the GLA. It is expected that the GLA will approve the scheme in July 2017, which will enable work to start on site in August 2017. This will mean that the building will be completed in late September 2018 rather than July 2018 as originally anticipated.
<b>Finance, Growth and Investment</b>		
48. Reduce the amount lost to the tax payer through rechargeable repairs where damages to council housing are the liability of the tenant.	John East	Commentary to be provided.
49. Ensure all residents that will be affected by changes to the benefits system, are engaged with to support them in preparing for changes.	Claire Symonds	The Welfare Reform Task Force are taking preventative action to minimise and mitigate the impacts that follow the Welfare Reform changes. The council's Welfare Reform Task Force can help households get into work or increase their hours of work, find alternative housing that they can afford, maximise all the benefits that they are entitled to and provide debt advice. The Welfare Reform Team and the Benefit Department work closely together to ensure that any impacts on affected customers are reduced and work alongside the Job Brokers, Job Centre Plus and also relevant support agencies.
50. Offer affordable housing to key workers within services areas that are struggling to attract and recruit	John East	<p><b>Street purchases</b></p> <p>At July 2017, the Street Purchase Programme has:</p>

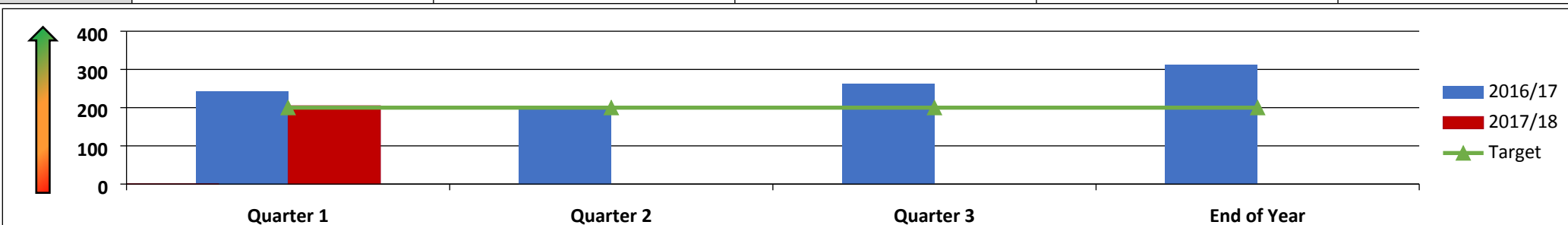


Key Accountability	Strategic Director	Quarter 1 2017/18 Update
suitable staff.		<ul style="list-style-type: none"> <li>• 15 offers made (1 and 2 beds)</li> <li>• 6 offers imminent</li> <li>• 12 viewings diarised (inc 3 and 4 bed houses for key workers)</li> </ul> <p>Key worker accommodation is being prioritised. We are in negotiations with both school and social work staff to agree take up. Properties are expected to come on stream Sept/Oct 2017.</p> <p>The Council is also working with Pocket Living on a low-cost starter home scheme of 77 units focussed on key workers.</p>
51. Ensure that the 2017/18 budget is delivered and a MTFS (Medium Term Financial Strategy) agreed.	Claire Symonds	<p>The forecast position for the full year as at the end of May 2017 is an overspend of £4.795m. In many ways, this could be regarded as a worst-case forecast that should be reduced by further management action. However, it should also be noted that new pressures and risks may yet emerge. The position will be closely monitored and reported to Cabinet monthly.</p> <p>If this forecast was still the final position by the end of the financial year it would require a drawdown on the Council's reserves. Although we do have sufficient to cover this amount, a reduction in the reserves would mean less capacity for strategic investment and the management of future risks.</p> <p>With respect to the Medium Term Financial Strategy (MTFS) until 2021, the current budget gap has increased from the £22.167m to £23.003m in July 2017, with £16m occurring in 2018/19. Work to rectify this budget gap is currently being worked on (see below).</p>
52. Set a balanced budget for 2018/19.	Claire Symonds	<p>The 2018/19 Budget as per the MTFS approved by Assembly in February identified a budget gap for 2018/19 of £14.954m.</p> <p>There are a number of risks and pressures that have arisen since February which have affected the budget gap. These include major factors such as Children's Care and Support pressures surrounding the recruitment of permanent social workers, continuing pressures relating to Homelessness due to growing demand, reconfiguration and funding surrounding Public Realm, and the restricted use of CCTV to issue Penalty Charge Notices, all of which have pressures circa £900k - £1m. These contributed to increasing the revised budget gap of £20.520m.</p> <p>In order to manage down the pressures for 2018/19, a number of adjustments to the MTFS are proposed to reduce the budget gap. These include absorbing staff inflation and pay awards into existing budgets (as happened in 2016/17), absorbing non-staff inflation into existing budgets, the</p>

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
		<p>impact of legislative changes that we built into the MTFS, but have not occurred have been removed, and Community Solutions will effectively manage down demand pressures.</p> <p>Having taken into account the risks and pressures outlined above, and the adjustments made to the MTFS, the revised budget gap is now £16m for 2017/18.</p>
<p>53. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services.</p>	<p>Claire Symonds</p>	<p>The Revenues Team continues to improve collection rates for all streams of income. There are several risks and pressures that have and will arise throughout the year. Housing Benefit has decreased by 7%, or £900k, placing additional pressure on the Rents Service to collect more. The increase in council tax coupled with the Adult Social Care precept puts more pressure on council tax collection. In addition, council tax support paid to residents is now lower than at any other time. Strict adherence to good recovery practices are being maintained to mitigate these risk as well as close liaison with the Benefits Team and the Citizens Advice Bureau. Action by enforcement agents is closely monitored to ensure maximum collection performance, but allows flexibility to recall cases where it becomes apparent that this action is no longer effective or appropriate.</p> <p>In December 2017, all new claimants (with some exceptions) will be required to apply for Universal Credit via the DWP. This will result in a reduction in Housing Benefit being paid directly to the tenant's rent account and payment will be made directly to the applicant. Although it will take some time for the full effects of this to be realised, work has commenced to identify any potential collection issues and to put in place procedures to mitigate them.</p>
<p>37. Supply heat and potential power to residents through affordable energy projects.</p>	<p>John East</p>	<p>First schemes underway are Gascoigne East and Becontree Heath with proposals for further schemes being developed.</p>

COMMUNITY LEADERSHIP AND ENGAGEMENT					Quarter 1 2017/18
Volunteering and Engagement: KPI 1a – The number of active volunteers					
<b>Definition</b>	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.		<b>How this indicator works</b>	This indicator measures the average monthly number of active volunteers that support Culture and Recreation, Healthy Lifestyle and Adult Social Care activities.	
<b>What good looks like</b>	We are working towards a continuous increase in the number of active volunteers within the borough.		<b>Why this indicator is important</b>	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.	
<b>History with this indicator</b>	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.		<b>Any issues to consider</b>	Volunteering can be more frequent during Summer months particularly in support of outdoor events programmes such as Summer of Festivals.	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>205</b>				↓
<b>Target</b>	200	200	200	200	
<b>2016/17</b>	243	201	262	311	

Page 89




RAG Rating	Performance Overview	Actions to sustain or improve performance
<b>G</b>	<p>Across the 3 months of Quarter 1 (April to June 17) there was an average of 205 active volunteers. This exceeds the new monthly target figure of 200 by 5 and is 105.5% of the target figure. A more realistic target was set for this year as the previous target was well exceeded each month last year. However, compared to year end Q4 for 2016-2017 the figure is 34% lower (106) and for the corresponding period in 16-17 the number is 38 lower, 15.64%. Some of this can be attributed to a software update and subsequent data cleanse of the volunteering package, which is providing a wider range of data recording and accuracy. The software also allows deployment of volunteers across a wider of range of activities around the whole Culture and Recreation portfolio. The regular volunteering recruitment programme is working well and the variety of opportunities offered are seeing improved retention figures for volunteers.</p>	<p>The success in maintaining volunteering numbers and the reason for the introduction of a higher target figure 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 and for young people to be involved across summer months in the Summer Reading Challenge volunteer scheme. This coupled with the Summer of Festivals events should see consistent volunteer numbers maintained over the next quarter and beyond.</p>
<b>Benchmarking</b>	Not applicable – Local measure only	

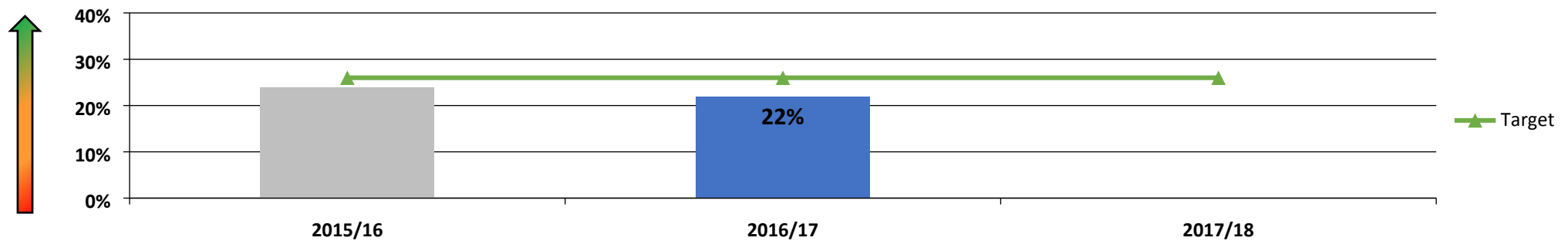
**COMMUNITY LEADERSHIP AND ENGAGEMENT**

**Volunteering and Engagement: KPI 1b – The percentage of residents participating in the community**

Quarter 1 2017/18

<b>Definition</b>	The percentage of respondents that have given unpaid help to any group(s), club(s) or organisation(s) in the last 12 months.	<b>How this indicator works</b>	This indicator measures the number of Residents' Survey respondents who answered 'yes' to the question "have you given unpaid help to any group(s), club(s) or organisation(s)?". This includes anything they've taken part in, supported or provided help in any way, either on their own or with others.
<b>What good looks like</b>	We are working towards a continuous increase in the number of residents participating in the community.	<b>Why this indicator is important</b>	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.
<b>History with this indicator</b>	2015/16 Residents' Survey – 24% 2016/17 Residents' Survey – 22%	<b>Any issues to consider</b>	None at this time.
<b>Annual Result</b>			<b>DOT 2015/16 to 2016/17</b>
<b>2017/18</b>	<b>Results due December 2017</b>		
<b>Target</b>	26%		
<b>2016/17</b>	22%		

Page 90



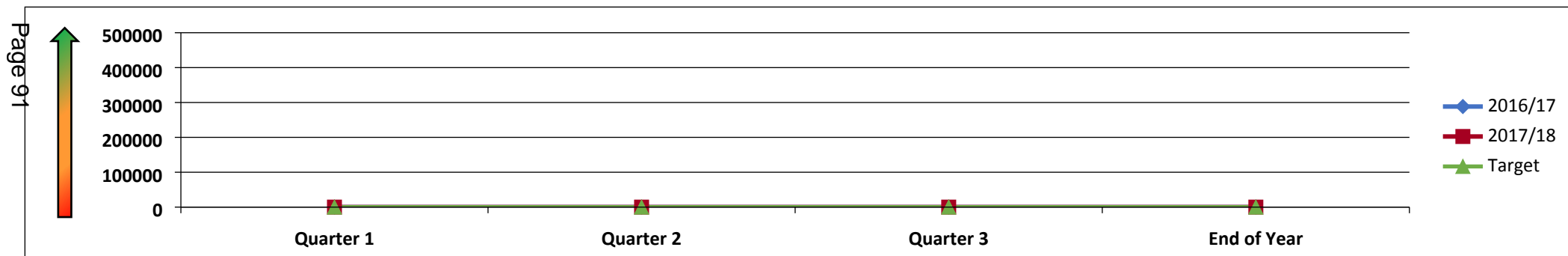
<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>A</b>	Performance between the 2015 and 2016 surveys remained relatively static, with only a slight drop in the percentage of respondents who had formally volunteered in the previous 12 months.	Preparation for this year's Residents' Survey (2017) is underway. The fieldwork is scheduled to begin in October 2017, with results due December 2018. 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.
<b>Benchmarking</b>	The national Community Life Survey Results – 41%	

**COMMUNITY LEADERSHIP AND ENGAGEMENT**

**Volunteering and Engagement: KPI 1c – The number of engagements with social media (Facebook)**

Quarter 1 2017/18

<b>Definition</b>	The number of engagements with the Council’s Facebook page			<b>How this indicator works</b>	This figure will look at the number of times people have commented on, shared or reacted to a post.
<b>What good looks like</b>	We are working to increase the amount of engagement we have with our residents via social media.			<b>Why this indicator is important</b>	To monitor how the Council’s engagement through the use of social media, is helping to increase the number of residents who feel well informed of local news and key Council decisions.
<b>History with this indicator</b>	A new monitoring and management software from 2017/18.			<b>Any issues to consider</b>	None at this time.
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT</b>
<b>2017/18</b>	<b>New KPI available at Qtr 2</b>				<b>n/a</b>
<b>Target</b>	Target to be set following collection of new data				
<b>2016/17</b>	New Performance Indicator for 2017/18				



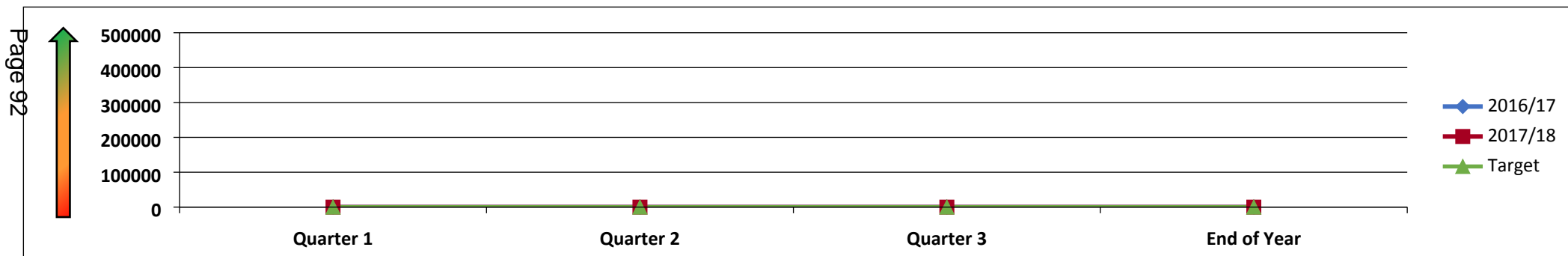
<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>n/a</b>	A new monitoring and management software was introduced in July 2017. Data will be available from Quarter 2 2017/18.	Actions for improvement will be determined following the collation of data at Quarter 2.
<b>Benchmarking</b>	Not applicable – Local measure only	

**COMMUNITY LEADERSHIP AND ENGAGEMENT**

**Volunteering and Engagement: KPI 1c – The number of engagements with social media (Twitter)**

Quarter 1 2017/18

<b>Definition</b>	The number of engagements with the Council’s Twitter page			<b>How this indicator works</b>	This figure will look at the number of times people have commented on, shared or reacted to a post.
<b>What good looks like</b>	We are working to increase the amount of engagement we have with our residents via Twitter.			<b>Why this indicator is important</b>	To monitor how the Council’s engagement through the use of social media, is helping to increase the number of residents who feel well informed of local news and key Council decisions.
<b>History with this indicator</b>	A new monitoring and management software was introduced in July 2017, therefore data is not yet available.			<b>Any issues to consider</b>	None at this time.
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT</b>
<b>2017/18</b>	<b>New KPI available at Qtr 2</b>				<b>n/a</b>
<b>Target</b>	Target to be set following collection of new data				
<b>2016/17</b>	New Performance Indicator for 2017/18				




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>n/a</b>	A new monitoring and management software was introduced in July 2017. Data will be available from Quarter 2 2017/18.	Actions for improvement will be determined following the collation of data at Quarter 2.
<b>Benchmarking</b>	Not applicable – Local measure only	

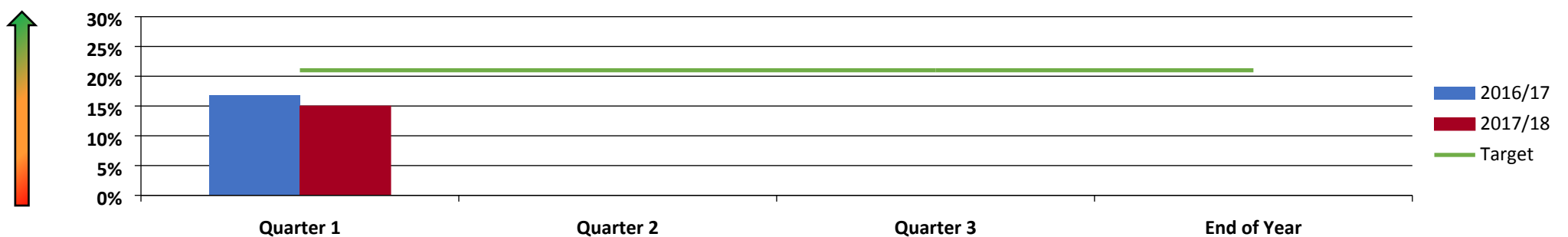
**COMMUNITY LEADERSHIP AND ENGAGEMENT**

**Volunteering and Engagement: KPI 1d – The number of One Borough newsletter subscribers (average open rate)**

Quarter 1 2017/18

<b>Definition</b>	The average open rate for the One Borough newsletter			<b>How this indicator works</b>	This indicator monitors the average amount of times the bi-weekly One Borough newsletter
<b>What good looks like</b>	We are working to increase the percentage of opens our newsletter receives.			<b>Why this indicator is important</b>	We are looking to increase the number of residents who feel well informed of local news and key Council decisions. This figure indicates how many subscribers are engaging with our content.
<b>History with this indicator</b>	Additional data from Active Leisure was added to the mailing list at the beginning of April which saw our mailing list rise from 66k subscribers to 71k subscribers.			<b>Any issues to consider</b>	The data source. Many subscribers haven't signed up organically, therefore they may not be expecting the newsletter and subsequently may delete it on receipt.
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>15% Average</b>				
<b>Target</b>	21%	21%	21%	21%	
<b>2016/17</b>	16.8% Average				

Page 93




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>A</b>	Performance has shown a small decrease, when compared to the same period last year. Although open rates may appear to be low, benchmarking statistics for entertainment and events newsletters show we should be aiming to achieve an open rate of 21%.	<ul style="list-style-type: none"> <li>Improve data collection processes.</li> <li>Run promotional campaign to encourage subscribers.</li> </ul>
<b>Benchmarking</b>	Benchmark for Government newsletters is 26.33%, Benchmark for entertainment and events is 21.21%	

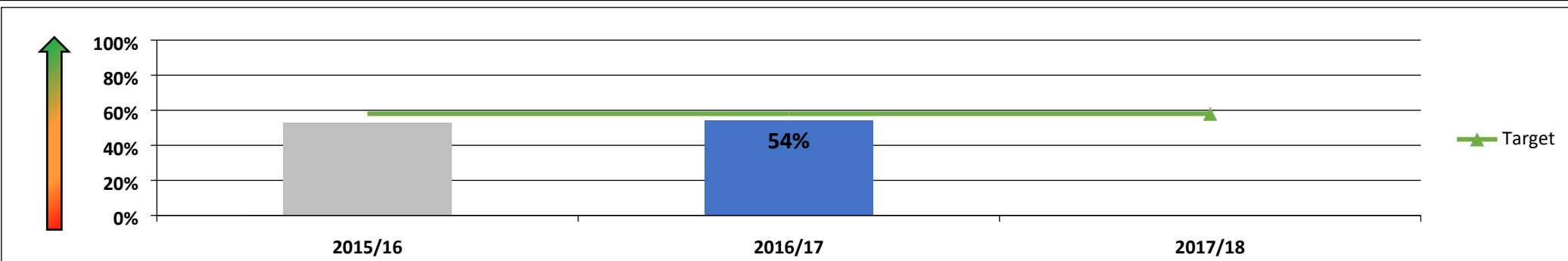
**COMMUNITY LEADERSHIP AND ENGAGEMENT**

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

2017/18

<b>Definition</b>	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'.	<b>How this indicator works</b>	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+).
<b>What good looks like</b>	Good performance would see higher percentages of residents believing that the Council listens to their concerns.	<b>Why this indicator is important</b>	Results give an indication of how responsive the Council is, according to local residents.
<b>History with this indicator</b>	2016 Resident's Survey – 54% 2015 Residents' Survey – 53%	<b>Any issues to consider</b>	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.
<b>Annual Result</b>			<b>DOT 2015/16 to 2016/17</b>
<b>2017/18</b>	<b>Results due December 2017</b>		
<b>Target</b>	58%		
<b>2016/17</b>	54%		

Page 94




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>A</b>	Performance for this indicator improved slightly in 2016 although results remained below the target of 58%. The Council has carried out a number of major consultations over the past 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.	Preparation for this year's Residents' Survey (2017) is underway. The fieldwork is scheduled to begin in October 2017, with results due December 2018.  To improve results, the Council needs to ensure it is doing the basics right through business as usual, ensuring the services delivered are relentlessly reliable.  Develop campaign plans with key messages for priority areas, as well as continuing to work to improve consultation and engagement.
<b>Benchmarking</b>	Survey of London 2015 results – 64%	



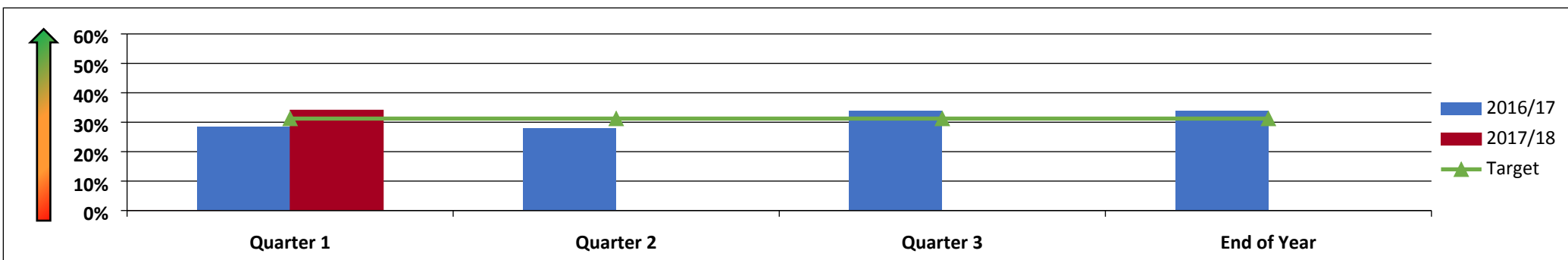
<b>Definition</b>	Survey of people attending the events to find out: <ul style="list-style-type: none"> <li>• <b>Visitor profile:</b> Where people came from, Who they were, How they heard about the event</li> <li>• <b>The experience:</b> Asking people what they thought of the event and how it could be improved.</li> <li>• <b>Cultural behaviour:</b> When they last experienced an arts activity; and where this took place.</li> </ul>	<b>How this indicator works</b>	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.
<b>History with this indicator</b>	See results below.	<b>Any issues to consider</b>	The outdoor cultural events programme runs from June to September.
<b>Questions</b>			<b>2016/17</b>
3a	The percentage of respondents who agree that these annual events should continue	100%	
3b	The percentage of respondents who agree that these events are a good way for people of different ages and backgrounds to come together	100%	
3c	The percentage of respondents who live in the Borough	66%	
3d	The percentage of respondents who were first time attenders at the event	43%	
3e	The percentage of respondents who had attended an arts event in the previous 12 months	56%	
3f	The percentage of respondents who heard about the event from LBBD social media activity	25%	
<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>	
n/a	Results for 2017/18 will be captured during the cultural events programme running from June to September 2017.	Last year, 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.	
<b>Benchmarking</b>	Not applicable – Local measure only		

# Equalities and Cohesion – Key Performance Indicators 2017/18

**EQUALITIES AND COHESION**  
**KPI 4 – The percentage of Council employees from BME Communities** Quarter 1 2017/18

<b>Definition</b>	The overall number of employees that are from BME communities.			<b>How this indicator works</b>	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.
<b>What good looks like</b>	That the workforce at levels is more representative of the local community (of working age).			<b>Why this indicator is important</b>	This indicator helps to measure and address under-representation and equality issues within the workforce and the underlying reasons.
<b>History with this indicator</b>	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.			<b>Any issues to consider</b>	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.
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>34.11%</b>				
<b>Target</b>	31.24%	31.24%	31.24%	31.24%	
<b>2016/17</b>	28.36%	27.82%	33.9%	33.8%	

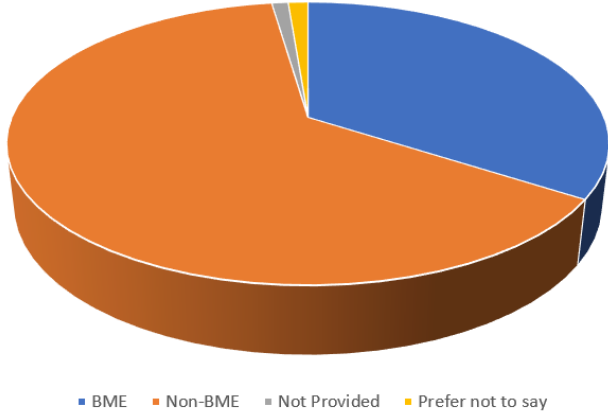
Page 96




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	The first quarter shows an increase in the percentage of staff working at LBBDD from BME backgrounds compared with the figure at the close of Q4 of 2016-2017.	We continue to monitor recruitment data, and have seen an increase in new starters from BME communities. Recruitment and selection training includes good practice recruitment standards for managers with a significant emphasis on E&D.
<b>Benchmarking</b>	Not applicable – Local measure only	

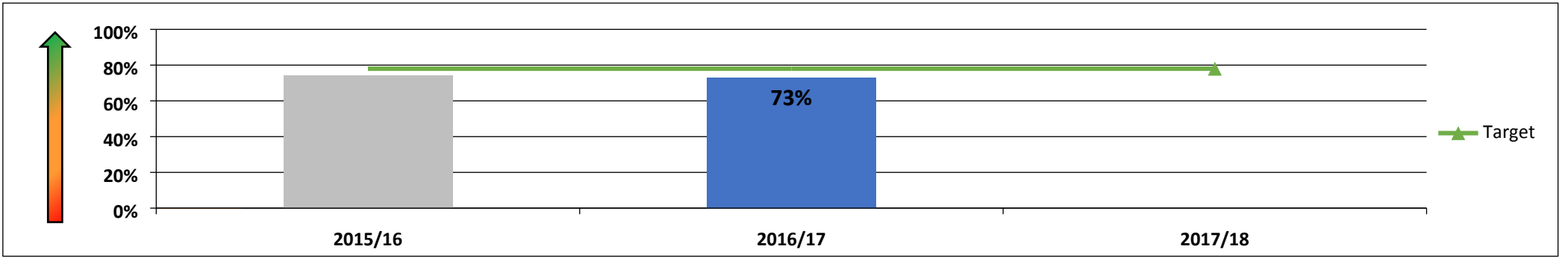
# KPI 4 – The percentage of employees from BME Communities

BME	Non-BME	Not Provided	Prefer not to say
1103	2056	34	41
34.11%	63.57%	1.05%	1.27%



<b>Definition</b>	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’.	<b>How this indicator works</b>	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+).
<b>What good looks like</b>	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.	<b>Why this indicator is important</b>	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.
<b>History with this indicator</b>	2016 Resident’s Survey – 73% 2015 Residents’ Survey – 74%	<b>Any issues to consider</b>	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.
<b>Annual Result</b>			<b>DOT 2015/16 to 2016/17</b>
<b>2017/18</b>	<b>Data due December 2017</b>		
<b>Target</b>	78%		
<b>2016/17</b>	73%		


Page 98



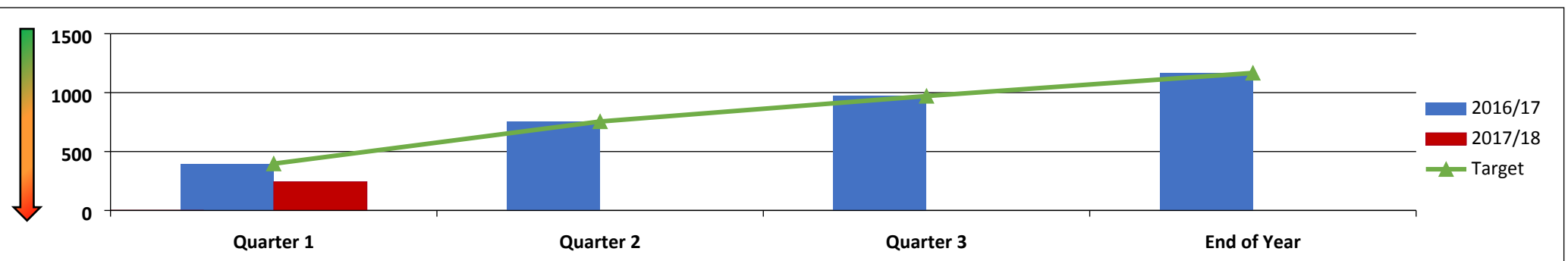
<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
G	Results for this indicator decreased slightly in 2016, dropping from 74% to 73%. Given the circumstances, nationally as a result of Brexit and the reported rise in hate crime in places across the country, it is positive to note that performance for this indicator is holding steady. However, the performance for this indicator is still below the target of 80% and therefore RAG rated Amber.	Preparation for this year’s Residents’ Survey (2017) is underway. The fieldwork is scheduled to begin in October 2017, with results due December 2018. Work is underway to develop a Cohesion Strategy which will respond to issues and provide a plan to improve performance for this indicator.
<b>Benchmarking</b>	The national Community Life Survey Results – 89%	

# Environment and Street Scene – Key Performance Indicators 2017/18

**ENVIRONMENT AND STREET SCENE** Quarter 1 2017/18  
**KPI 6 – The weight of fly-tipped material collected (tonnes)**

<b>Definition</b>	Fly tipping refers to dumping waste illegally instead of using an authorised method.	<b>How this indicator works</b>	(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.		
<b>What good looks like</b>	In an ideal scenario fly tipping trends should decrease year on year and below the corporate target if accompanied by a robust enforcement regime.	<b>Why this indicator is important</b>	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.		
<b>History with this indicator</b>	2016/17 end of year result – 1,167 tonnes collected 2015/16 end of year result – 627 tonnes collected 2014/15 end of year result – 709 tonnes collected	<b>Any issues to consider</b>	Performance for this indicator fluctuates year on year depending on the collection services on offer, for example, the introduction of charges for green garden waste. We are monitoring the impact of green garden waste charges on fly tipping, but thus far, we have not seen any significant impact.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>244 tonnes</b>				
<b>Target</b>	397 tonnes	755 tonnes	971 tonnes	1,167 tonnes	
<b>2016/17</b>	397 tonnes	755 tonnes	971 tonnes	1,167 tonnes	

Page 99




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	The weight of fly-tipped material collected in Q1 2017/18 showed a fall of 153 tonnes (39%) when compared to the same period in 2016/17. April – 87 tonnes, May - 68 tonnes, April – 89 tonnes.	We carry out monthly monitoring of waste tonnage data to be more accurate and have found out some discrepancies where waste had been allocated to the wrong waste type. The continuing work of the area managers and enforcement team to pursue and prosecute fly-tippers will continue to contribute in the improvement of this indicator. 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.
<b>Benchmarking</b>	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**

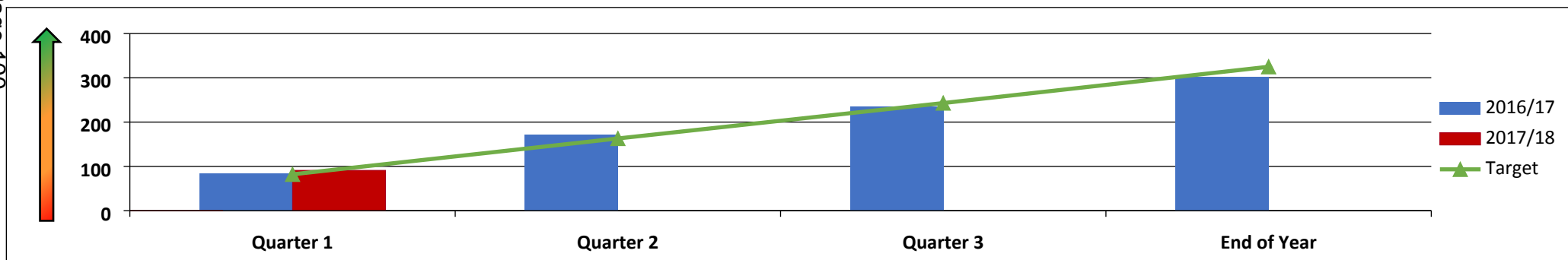
**KPI 7 – The weight of waste recycled per household (kg)**

Quarter 1 2017/18

<b>Definition</b>	Recycling is any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes.	<b>How this indicator works</b>	This indicator is the result of all recycle 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 (74,707 households 2017/18).
<b>What good looks like</b>	An increase in the amount of waste recycled per household.	<b>Why this indicator is important</b>	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.
<b>History with this indicator</b>	2016/17 – 302kg per household 2015/16 – 218kg per household 2014/15 – 291kg per household	<b>Any issues to consider</b>	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	End of Year	DOT from Qtr 1 2016/17
2017/18	91kg				
Target	82kg	163kg	243kg	325kg	
2016/17	83kg	171kg	234kg	302kg	

Page 100




RAG Rating	Performance Overview	Actions to sustain or improve performance
<b>G</b>	The weight of recycled waste per household for Q1 2017/18 showed a rise of 8kg (10%) when compared with the same period in 2016/17 and a rise of 9kg (11%) against target. April – 27 kg per household, May – 30 kg per household, June – 34 kg per household. This is especially impressive when considering the reduction of green garden waste collected due to the paid for service.	<p>The Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. Addressing this issue will be crucial to maintain LBBD’s recycling rate.</p> <p>The team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents, instructing, and educating to resolve contamination from households.</p>
<b>Benchmarking</b>	We benchmark our recycling waste monthly with other ELWA partners. LBBD is ranked second out of the four ELWA boroughs (1 <sup>st</sup> Havering; 2 <sup>nd</sup> LBBD, 3 <sup>rd</sup> Redbridge; and 4 <sup>th</sup> Newham). However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.)	

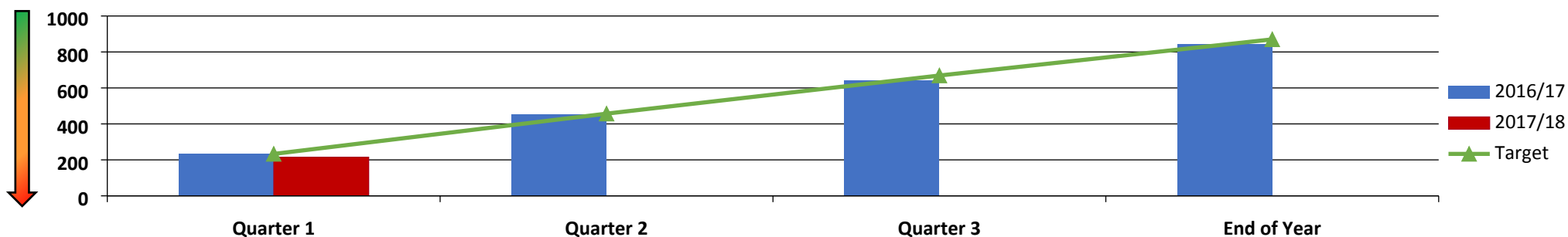
**ENVIRONMENT AND STREET SCENE**

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

Quarter 1 2017/18

<b>Definition</b>	Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.	<b>How this indicator works</b>	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 (74,707 households 2017/18).		
<b>What good looks like</b>	A reduction in the amount of waste collected per household.	<b>Why this indicator is important</b>	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.		
<b>History with this indicator</b>	2016/17 – 842kg 2015/16 – 877kg 2014/15 – 952kg	<b>Any issues to consider</b>	Residual waste generally low in month of August due to summer holidays and high during Christmas/New Year and Easter breaks.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>215kg</b>				
<b>Target</b>	233kg	457kg	669kg	870kg	
<b>2016/17</b>	232kg	455kg	642kg	842kg	

Page 101




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	The weight of waste arising per household for Q1 2017/18 showed a fall of 17kg (7%) when compared with the same period in 2016/17 and a fall of 18kg (8%) against target. April – 68 kg per household, May – 71 kg per household, June 76kg per household.	Work is being continued to police the number of large bins being delivered. Increased communications campaigns such as slim your bin and the no side waste policy campaign being undertaken by the Enforcement team from April 2017.  On-going corrections to waste reporting have also impacted on high household waste levels with waste being correctly categorised and removed from the household waste stream.
<b>Benchmarking</b>	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.).	

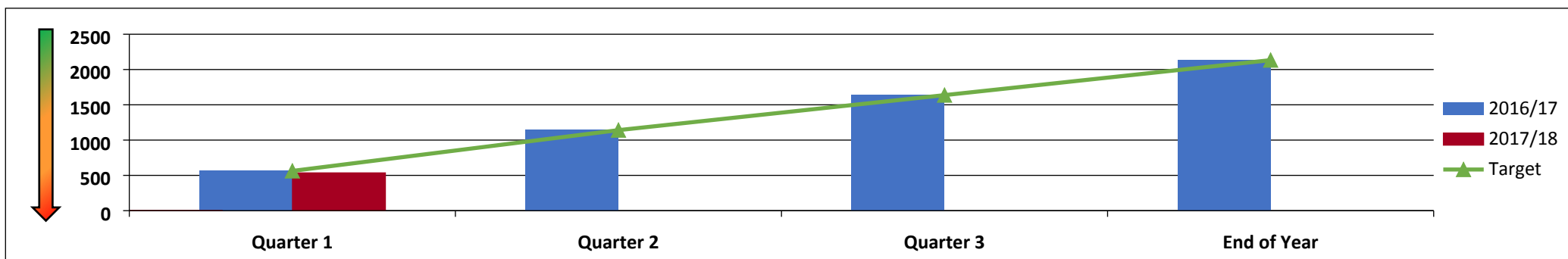
# Enforcement and Community Safety – Key Performance Indicators 2017/18

## ENFORCEMENT AND COMMUNITY SAFETY KPI 9 – The number of non-domestic abuse violence with injury offences recorded

Quarter 1 2017/18

<b>Definition</b>	Violence with Injury includes the following offences: Attempted murder, intentional destruction of a viable unborn child, causing death or serious injury by dangerous driving, causing death by careless driving under the influence of drink or drugs, cause or allow death or serious physical harm to child or vulnerable person, causing death by careless or inconsiderate driving, causing death by driving; unlicensed, disqualified or uninsured drivers, assault with intent to cause serious harm, endangering life, assault with Injury, Racially or religiously aggravated assault with injury, causing death by aggravated vehicle taking.			<b>How this indicator works</b>	Overall count of the offences listed opposite.
<b>What good looks like</b>	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.	<b>Why this indicator is important</b>	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor’s Office of Policing And Crime (MOPAC).		
<b>History with this indicator</b>	2013/14: 1696 2014/15: 1963 2015/16: 2137 2016/17: 2134	<b>Any issues to consider</b>	In April 2014 changes were made to the way in which violence was recorded and classified (see new Home Office Counting Rules Guidance). HMIC inspections of police data in 2013-14 also raised concerns about a notable proportion of crime reports not being recorded, particularly during domestic abuse inspections. Implementation of the new recording and classification guidance and training to improve crime recording mechanisms around violence and domestic abuse have led to a rapid upward trajectory in Violence with Injury.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>537</b>				
<b>Target</b>	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
<b>2016/17</b>	564	1,142	1,638	2,134	

Page 102




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>A</b>	Using 2017/18 financial year to date figures at June 2017 shows that Violence with Injury is down by 4.8% (- 27 offences) compared to the same point in the previous year.	The Police have daily grip meetings to examine Violence offences (ensuring good reporting standards and seeking opportunities to identify and arrest offenders). The police set up a specific Operation Equinox arrest team to track down wanted violent suspects - There is daily mapping of violent offences and tasking’s are altered each day in response.
<b>Benchmarking</b>	Using rolling 12-month figures to June 2017 Barking and Dagenham has a rate of 10.4 offences per 1,000 population. This places the borough 27 of 32 in London or 6 <sup>th</sup> highest.	



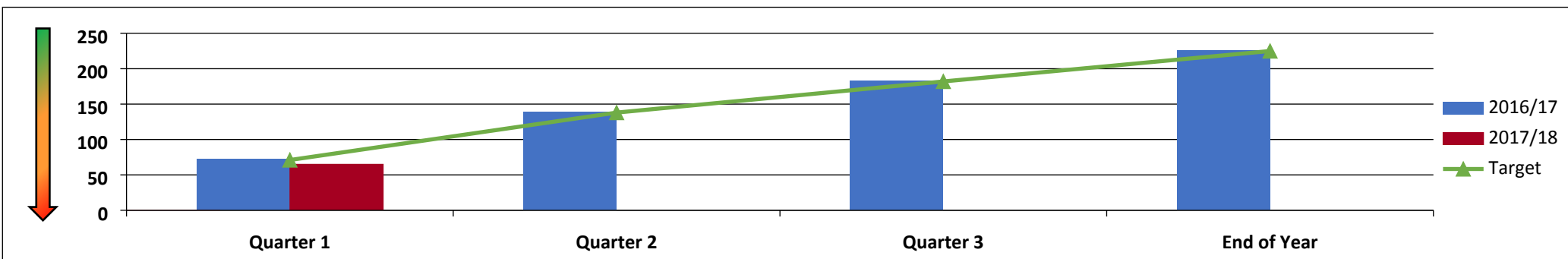
**ENFORCEMENT AND COMMUNITY SAFETY**

**KPI 10 – The number of serious youth violence offences recorded**

Quarter 1 2017/18

<b>Definition</b>	Serious Youth Violence is defined by the MPS as 'Any offence of most serious violence or weapon enabled crime, where the victim is aged 1-19.'		<b>How this indicator works</b>	Serious Youth Violence is a count of victims of Most Serious Violence aged 1-19.	
<b>What good looks like</b>	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.		<b>Why this indicator is important</b>	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.	
<b>History with this indicator</b>	2014/15: 182 2015/16: 245 2016/17: 226		<b>Any issues to consider</b>	Serious Youth Violence Counts the number of victims aged 0-19 years old, not the number of offences.	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>65</b>				
<b>Target</b>	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
<b>2016/17</b>	72	139	183	226	

Page 103




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	Following an increase in recent years the borough is now seeing a decrease in Serious Youth Violence. Using 2017/18 financial year to date figures at June 2017 Serious Youth Violence is down by 9.7% compared to the same point in the previous year.	£268,000 of the London Crime Prevention Fund is allocated to the area of keeping children and young people safe. Work streams include: 1) Expansion of the trial of high level mentoring support for YP at high risk of involvement in violence, gang involvement or resettling back into the community after a custodial sentence. 2) Delivery of Out of Court Disposals to work with young people at an earlier stage to avoid entry into the criminal justice system. 3) Counselling and mentoring workshops and performances with targeted groups of young people in schools and other settings on offences with weapons such as knives, noxious substances and CSE. 4) Develop a Youth Matrix to identify the most at risk young people through schools, police, youth service and Youth Offending Service. 5) Full Time Support workers will provide one to one mentoring as part of early intervention identified by the matrix.
<b>Benchmarking</b>		

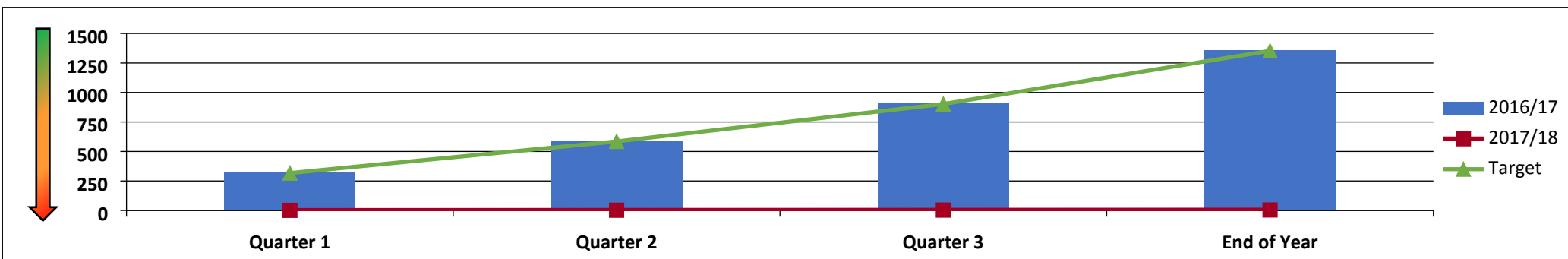
**ENFORCEMENT AND COMMUNITY SAFETY**

**KPI 11 – The number of burglary offences recorded**

Quarter 1 2017/18

<b>Definition</b>	This indicator includes residential burglary and burglary of a business property		<b>How this indicator works</b>	A count of total burglary offences reported to police (Residential <u>and</u> Business and Community)	
<b>What good looks like</b>	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal		<b>Why this indicator is important</b>	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor’s Office of Policing and Crime (MOPAC) for the 2017/18 period.	
<b>History with this indicator</b>	2013/14: 2007 2014/15: 1874 2015/16: 1534 2016/17: 1354		<b>Any issues to consider</b>	None at this time.	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>378</b>				
<b>Target</b>	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
<b>2016/17</b>	318	586	903	1,354	

Page 104




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>R</b>	Although the borough has seen year on year reductions in Burglary, there has been an increase in recent months which could put achieving the 2017/18 reduction target at risk. Financial Year to date figures at June 2017 shows a 18.9% increase (+60 burglaries) when compared to the same point in the previous year.	A number of perennial Burglary hotspots have been highlighted in advance of expected seasonal spikes and neighbourhood Police Inspectors are producing bespoke plans for enforcement and prevention activity in their wards. This has included a mixture of plain clothes and uniform activity involving local officers and resources deployed to the Borough from central reserves.
<b>Benchmarking</b>	Using rolling 12month figures to June 2017 Barking and Dagenham has a rate of 7.0 offences per 1,000 population. This places the borough 6 of 32 in London or 6 <sup>th</sup> lowest.	

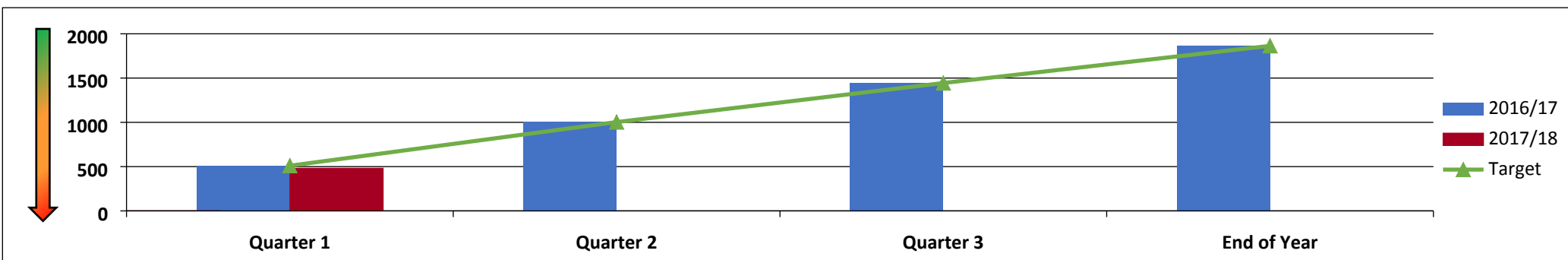
**ENFORCEMENT AND COMMUNITY SAFETY**

**KPI 12 – The number of criminal damage offences recorded**

Quarter 1 2017/18

<b>Definition</b>	This indicator includes criminal damage to: a dwelling, a building other than a dwelling, a vehicle other criminal damage, racially or religiously aggravated criminal damage.		<b>How this indicator works</b>	A combined count of the offences listed opposite.	
<b>What good looks like</b>	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal		<b>Why this indicator is important</b>	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor’s Office of Policing and Crime (MOPAC) for the 2017/18 period.	
<b>History with this indicator</b>	2014/15: 1673 2015/16: 1951 2016/17: 1865		<b>Any issues to consider</b>	None at this time.	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>482</b>				
<b>Target</b>	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
<b>2016/17</b>	511	1,004	1,445	1,865	

Page 105

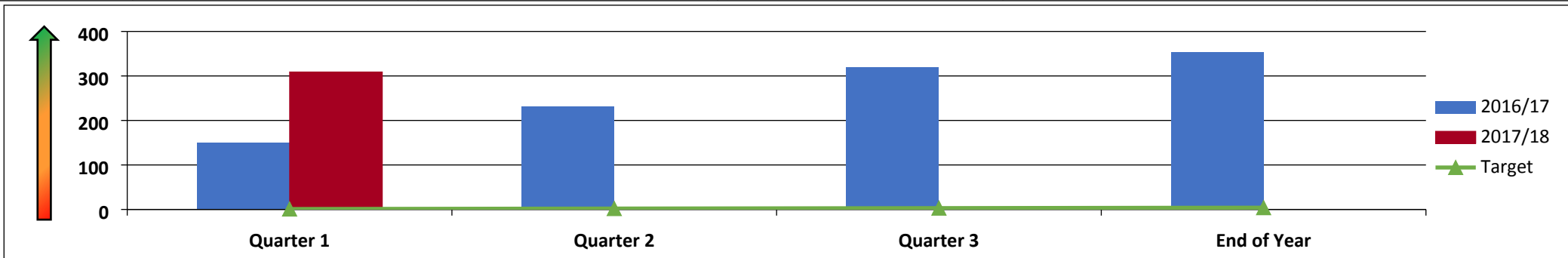


<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	Using 2017/18 financial year to date figures to June 2017 (482), we are reporting a 5.7% decrease in overall criminal damage offences when compared to the same point in the previous year (511).	The 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. For non-domestic abuse crime work is currently underway to look at volume Total Notifiable Offences (TNO) generators and to target these areas for problem solving. There is overlap here with Anti-Social Behaviour (ASB) and some of this is addressed through partnership activity under the Victim Offender Location Time (VOLT) meeting and standing case conferences.
<b>Benchmarking</b>	Using rolling 12month figures to June 2017 Barking and Dagenham has a rate of 9.1 offences per 1,000 population. This places the borough 30 of 32 in London or 3 <sup>rd</sup> highest.	

KPI 13 – The number of properties brought to compliance by private rented sector licensing

<b>Definition</b>	The number of non-compliant properties brought to compliant standard.	<b>How this indicator works</b>	This indicates the number of properties that do not meet the standard and through informal and formal action have now had the issues addressed.		
<b>What good looks like</b>	Having a very low number of non-compliant properties therefore reflecting good quality private rented properties in the borough.	<b>Why this indicator is important</b>	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.		
<b>History with this indicator</b>	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.	<b>Any issues to consider</b>	The current number of non-compliant properties are being progressed through enforcement intervention for example formal housing notices to ensure work is carried out and property standards improved. There is a significant increase of properties that were originally issued a selective licence between 2014 – 2017 that have since become non-compliant due to breaches of licensing conditions or having the wrong licence in some circumstances. This has increased the volume of properties being investigated by officers.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>309</b>				↑
<b>2016/17</b>	150	231	319	353	

Page 106



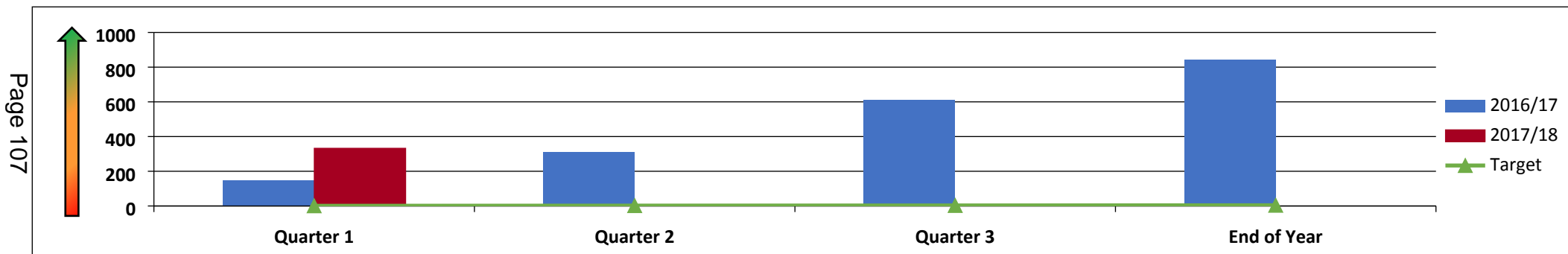
<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
n/a	We have issued 587 licenses to date. There are currently 209 unlicensed premises that we are visiting to bring into compliance. We have completed 354 compliance visits between April -June 201 with 309 brought back to compliance. We have commenced prosecution proceeding on 16 fytd.	Enforcement Officers are working through these cases and will ensure the property is regulated through strong enforcement action where necessary. There is a focus on fire safety and fire risk assessments are being conducted on all properties inspected. The target is to ensure a non-compliant property is made compliant within 3 months of inspection.  Properties that remain non-compliant will be subject to prosecution and potentially the council seeking to take management of them via the interim management orders under the Housing Act 2004.
<b>Benchmarking</b>	There is no national comparison, but benchmarking data indicates that 6 visits a day per compliance officer would be reasonable. LBBB is the only borough that requires an inspection prior to licensing. Other Boroughs do not have direct targets	

**ENFORCEMENT AND COMMUNITY SAFETY**

**KPI 14 – The number of fixed penalty notices issued**

Quarter 1 2017/18

<b>Definition</b>	The number of fixed penalty notices issued by the enforcement team		<b>How this indicator works</b>	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.	
<b>What good looks like</b>	75% payment rate of FPN issued.		<b>Why this indicator is important</b>	Meets the council's priorities of civic pride and social responsibilities. Reduce the cost on waste and cleansing services including disposal costs.	
<b>History with this indicator</b>	2016/17 – 843 FPNs issued		<b>Any issues to consider</b>	We cannot set income targets for FPN's.	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>333</b>				↑
<b>2016/17</b>	149	312	610	843	




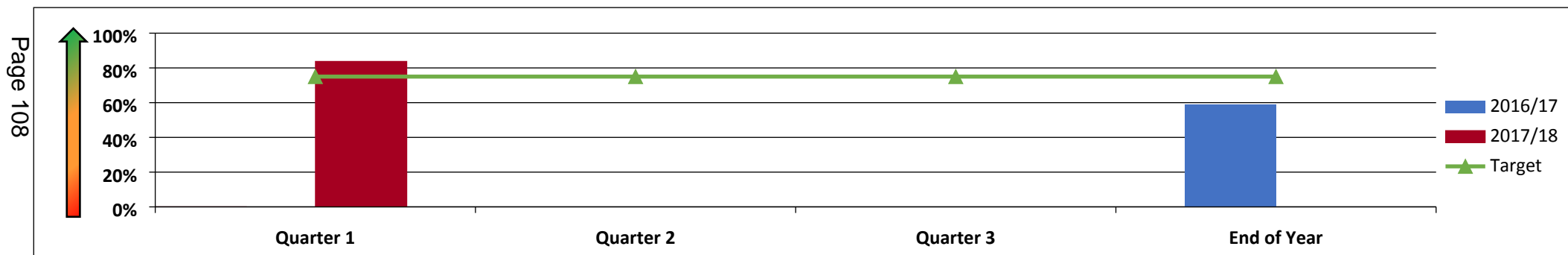
<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
n/a	The service has issued 333 FPN's in the first quarter of 2017/8. This is a significant increase compared to 2016/7 due to having a full staff compliment.	Continued focus on commercial fly tipping and waste offences linked to commercial premises. Focus on over production of waste and move to fine for households that persistently overproduce or create eyesore gardens.
<b>Benchmarking</b>	Benchmarking data not available.	

**ENFORCEMENT AND COMMUNITY SAFETY**

**KPI 15 – The percentage of fixed penalty notices paid / collected**

Quarter 1 2017/18

<b>Definition</b>	The percentage of fixed penalty notices issued that have been paid / collected.		<b>How this indicator works</b>	This indicator monitors the collection rate of those fixed penalty notices that have been issued.		
<b>What good looks like</b>	The aim is to increase the rate of FPNs collected / paid.		<b>Why this indicator is important</b>	Ensures that the enforcement action taken by officers is complied with and enhances the reputation of the council in taking enforcement action.		
<b>History with this indicator</b>	2016/17 – 58.8% FPNs paid / collected		<b>Any issues to consider</b>	None at this time.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from 2016/17</b>	
<b>2017/18</b>	<b>83.78%</b>					
<b>Target</b>	75%	75%	75%	75%		
<b>2016/17</b>	58.8%					




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	The payment rate is above target due to an increased focus on chasing payments earlier in the process.	Ensure that the balance between issuing FPN's and chasing payments is correct so that the number of FPN's is sustained
<b>Benchmarking</b>	Benchmarking data not available.	

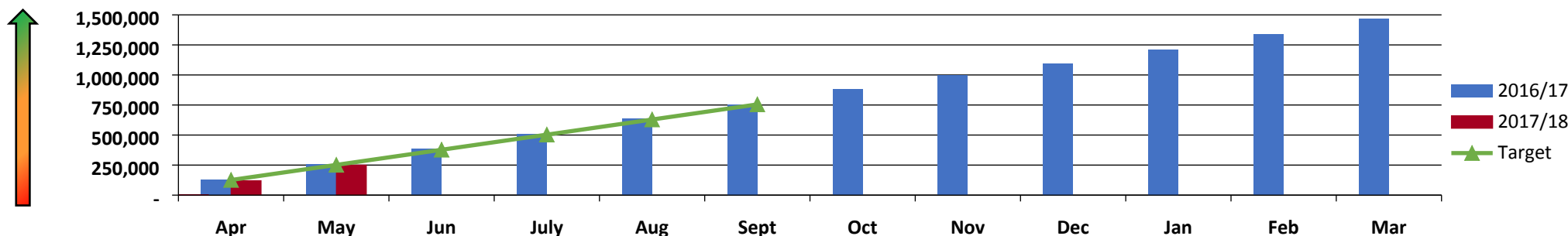
# Social Care and Health Integration – Key Performance Indicators 2017/18

## SOCIAL CARE AND HEALTH INTEGRATION KPI 16 – The number of leisure centre visits

Quarter 1 2017/18

<b>Definition</b>	The number of visits to Abbey and Becontree leisure centres.		<b>How this indicator works</b>	The indicator shows the number of visits to Becontree and Abbey leisure centres.		
<b>What good looks like</b>	The target for Leisure Centre Visits is 1,490,000		<b>Why this indicator is important</b>	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.		
<b>History with this indicator</b>	2014/15 = 1,282,430, 2015/16 = 1,453,925 2016/17 = 1,466,746		<b>Any issues to consider</b>	June data is not yet available.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>	
<b>2017/18</b>	<b>250,221* April-May</b>					
<b>Target</b>	377,468	754,936	6 month target is set due to change in contract			
<b>2016/17</b>	383,895	754,935	1,095,042	1,466,746		

Page 109




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>A</b>	<p>Becontree Heath has seen an increase in numbers attending compared to the previous year for May of just under 3%.</p> <p>Abbey has also seen a decrease in attendance for May compared with the previous year 4%, with 37,448 attendances compared to last year's number of 39,009.</p>	<p>A new type of partnership agreement is in place with Alliance Leisure. This agreement is a percentage membership income split over a certain threshold.</p> <p>This will help drive membership sales and save up front costs compared to the standard service level agreement.</p> <p>The Abbey Spa is currently advertising on third party companies Groupon and Wowcher. The Idol Soft Play centre is also advertising party bookings offers on Groupon.</p>
<b>Benchmarking</b>	No benchmarking data only – Local measure only.	

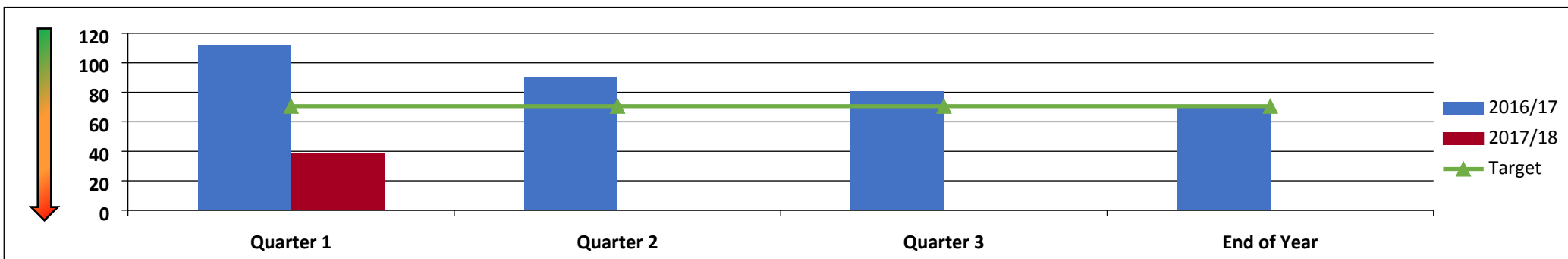
**SOCIAL CARE AND HEALTH INTEGRATION**

**KPI 17 – The total Delayed Transfer of Care Days (per 100,000 population) attributable to social care**

Quarter 1 2017/18

<b>Definition</b>	Number of delayed days attributable to social care alone and social care and the NHS jointly.		<b>How this indicator works</b>	This indicator measures the total number of social care and joint delayed days recorded in the month, per 100,000 population. The indicator is reported two months in arrears.	
<b>What good looks like</b>	Good performance is below the target of 70.6 per 100,000.		<b>Why this indicator is important</b>	The indicator is important to measure as delayed transfers of care have an impact on the hospital system and the patient. Also, there are financial consequences to delays.	
<b>History with this indicator</b>	During 2016-17 there was an average of 70.6 days per 100,000, equivalent to approximately 100 days.		<b>Any issues to consider</b>	None at this time.	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>41.1</b>				
<b>Target</b>	70.6	70.6	70.6	70.6	
<b>2016/17</b>	112.2	90.4	80.4	70.6	

Page 110



<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	Throughout Q1, a total of 179 days were lost, attributable to Social Care and both Social Care and the NHS combined. When converted per 100,000 the average figure is 41.1. ELFT were the trust responsible for the most days (91), with the reason due to “public funding”.	The number of delayed days caused by delayed transfers is a key Better Care Fund metric as it indicates when health and social care are working together to discharge patients, thereby reducing delays. The Joint Executive Management Committee has oversight of BCF planning and the relevant metrics. The indicator is also reported at the Adult Care and Support Performance Callover.
<b>Benchmarking</b>	April 2017: Havering - 42.3 delayed days per 100,000 Redbridge - 58.6 days per 100,000.	



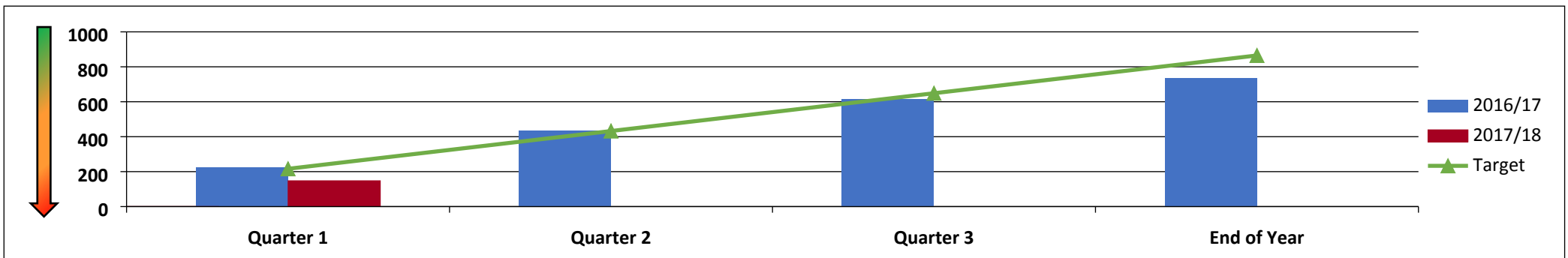
**SOCIAL CARE AND HEALTH INTEGRATION**

**KPI 18 – The number of permanent admissions to residential and nursing care homes (per 100,000)**

Quarter 1 2017/18


<b>Definition</b>	The number of permanent admissions to residential and nursing care homes, per 100,000 population (65+)		<b>How this indicator works</b>	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.		
<b>What good looks like</b>	The Better Care Fund has set a maximum limit of 170 admissions, equivalent to 864.9 per 100,000.		<b>Why this indicator is important</b>	The number of long term needs met by an admission to a care homes is a good measure of the effectiveness of care and support in delaying dependency on care and support services.		
<b>History with this indicator</b>	2014/15 - 177 admissions, 905.9 per 100,000 2015/16 - 179 admissions, 910.0 per 100,000 2016/17 - 145 admissions, 737.2 per 100,000		<b>Any issues to consider</b>	The indicator includes care home admissions of residents where the local authority makes any contribution to the costs of care, irrespective of how the balance of these costs are met. Residential or nursing care included in the indicator is of a long-term nature, short term placements are excluded.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>	
<b>2017/18</b>	<b>147.9</b>					
<b>Target</b>	216.2	432.4	648.7	864.9	↑	
<b>2016/17</b>	223.7	437.24	615.18	737.16		

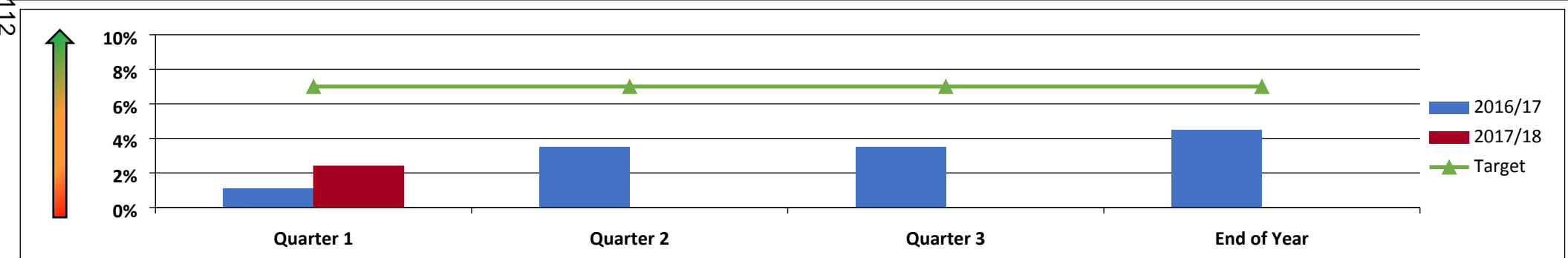
Page 111



<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	During Q1 30 people were admitted to care homes, equivalent to 147.9 per 100,000. Performance is better than the same period last year during which there were 49 admissions. The indicator is Green as performance is below both the target of 216.2 and the same period last year.	Admissions are monitored monthly through Activity and Finance meetings led by the Operational Director: Adult's Care and Support. Analysis of local authority- funded care home admissions in 2015-16 found that admissions tended to be precipitated by carer related issues, dementia and/or acute or gradual decline in service-user's health or wellbeing. The analysis found that social workers and managers explored the options for care in the community before placements were authorised.
<b>Benchmarking</b>	2015-16: ASCOF comparator group average - 600.1 per 100,000 London average - 516.5 per 100,000	

<b>Definition</b>	People with a learning disability aged 18-64 in receipt of long term support in employment during the quarter.	<b>How this indicator works</b>	The measure shows the proportion of adults with a learning disability, in receipt of long term services, who are recorded as being in paid employment.		
<b>What good looks like</b>	Good performance is above the target of 7%.	<b>Why this indicator is important</b>	The measure is intended to improve the employment outcomes for adults with a learning disability, reducing the risk of social exclusion. There is a strong link between employment and enhanced quality of life, including evidenced benefits for health and wellbeing and financial benefits.		
<b>History with this indicator</b>	This is a new indicator and is being reported in year for the first time. The previous annual values are: 14/15: 3.0% 15/16: 3.5% 16/17: 4.5%	<b>Any issues to consider</b>	The indicator measures employment amongst the working age adults, with a learning disability, who are in receipt of long term services, not those who are known to the council generally. People in receipt of long term support are likely to have high care and support needs.		

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from previous reporting period
2017/18	2.4%				
Target	4.0%	5.0%	6.0%	7.0%	
2016/17	1.1%	3.5%	3.5%	4.5%	




RAG Rating	Performance Overview	Actions to sustain or improve performance
<b>R</b>	In Q1, 9 people with a learning disability were in paid employment, equivalent to 2.4%. The indicator is RAG rated Red as performance is below the target of 4%. Performance is expected to improve from July when people are expected to take up employment opportunities that have been identified through work carried out following LDPB concerns.	The Learning Disability Partnership Board (LDPB) put a plan together setting out how service users can be identified and assisted towards finding paid employment. The plan also outlined how employers can be supported and prepared to create work experience and job opportunities. This indicator will measure progress against the plan.
<b>Benchmarking</b>	2015-16: ASCOF comparator group average - 6.8% London average - 7.5%	

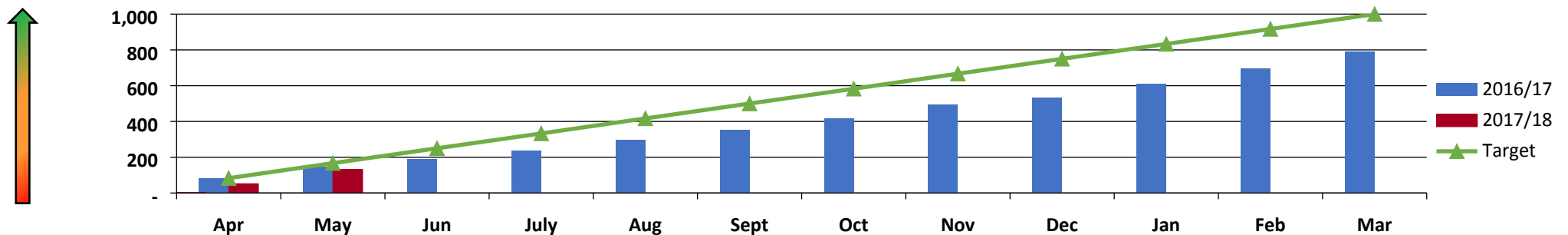
**SOCIAL CARE AND HEALTH INTEGRATION**

**KPI 20 – The number of successful smoking quitters aged 16 and over through cessation service**


Quarter 1 2017/18

<b>Definition</b>	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.	<b>How this indicator works</b>	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.		
<b>What good looks like</b>	For the number of quitters to be as high as possible and to be above the target line.	<b>Why this indicator is important</b>	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.		
<b>History with this indicator</b>	2013/14: 1,174 quitters 2014/15: 635 quitters 2015/16: 559 quitters 2016/17: 790 quitters	<b>Any issues to consider</b>	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.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>132* April - May</b>				
<b>Target</b>	250	500	750	1,000	
<b>2016/17</b>	191	354	532	789	

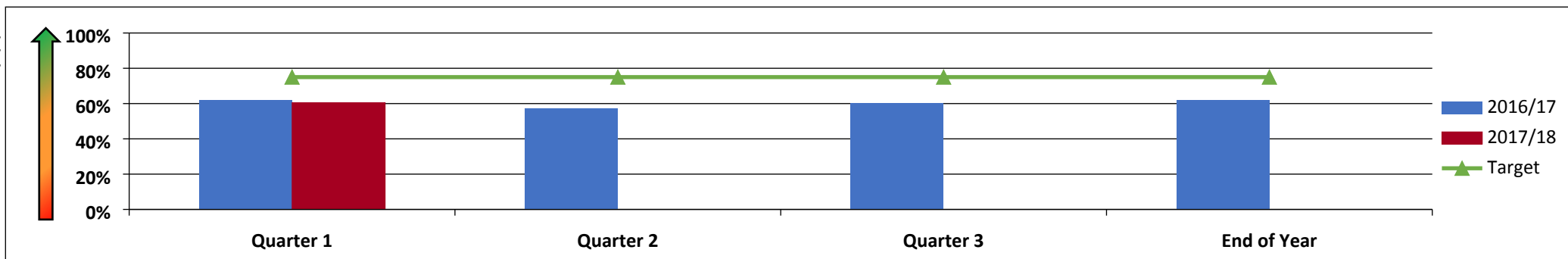
Page 113



<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>R</b>	<p>From April to May 2017/18 there were 132 quitters and 286 setting a quit date This is 79% achievement of the year-to-date target and a conversion rate of 46%.</p> <p>This is slightly down on figures for 16/17, but it is early in the year and difficult to draw conclusions about the yearly performance. Quarterly data will enable analysis by individual providers to see which to target for specific support.</p>	<p>In light of the national trend of decreasing quits, the trend of increasing quitters and sustaining this level of quitters is positive.</p> <p>Initial figures show the specialist service to have delivered most quits, followed by pharmacy and Primary Care, but we only have 2 months of data to go on. Several additional GP practices have agreed to participate in 17/18, but when they will join is dependent on when their staff can access level 2 courses. Public Health will liaise with the Lifestyles team about access to training. We now also have the Primary Care Dashboard which will be a focus for GP practices to performance monitor its achievement, in conjunction with the CCG.</p>
<b>Benchmarking</b>	Between April and December 2016/17 there were 357 self-reported quitters per 100,000 population.	

<b>Definition</b>	Number of children who received a 12-month review by 15 months		<b>How this indicator works</b>	This indicator is a measure of how many children receive their 12 months review by the time they reach the age of 15 months.		
<b>What good looks like</b>	For the percentage to be as high as possible.		<b>Why this indicator is important</b>	Every child is entitled to the best possible start in life and health visitors play an essential role in achieving this. By working with families during the early years of a child’s life, health visitors have an impact on the health and wellbeing of children and their families.		
<b>History with this indicator</b>	This is the first year this indicator has been reported.		<b>Any issues to consider</b>	None.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from previous reporting period</b>	
<b>2017/18</b>	<b>60.5%</b>					
<b>Target</b>	75.0%	75.0%	75.0%	75.0%		
<b>2016/17</b>	61.8%	57.3%	60.4%	62.1%		

Page 114




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>R</b>	<p>This is a new indicator for the report.</p> <p>Performance was below the newly set target of 75% for 2016/17. An action plan has been put in place by NELFT to bring performance up to the 2017/18 target. This recovery plan is being closely monitored by LBBDD on a monthly basis through performance meetings.</p>	<p>Operations leads to meet with performance team to ensure HVs are recording details correctly.</p> <p>Ensure GPs are informing HV team of new addresses for clients.</p> <p>Posters in clinics to remind families of Health reviews and to inform HV if any personal details should change.</p> <p>QI form initiated that is reviewed in each team leaders meeting collating local information.</p> <p>Review performance against teams to consider any specific trends that can be benchmarked to support improvement.</p>
<b>Benchmarking</b>	Quarter 4 2016/17: England – 82.7%; London – 64.0%; Barking and Dagenham – 62.2%	

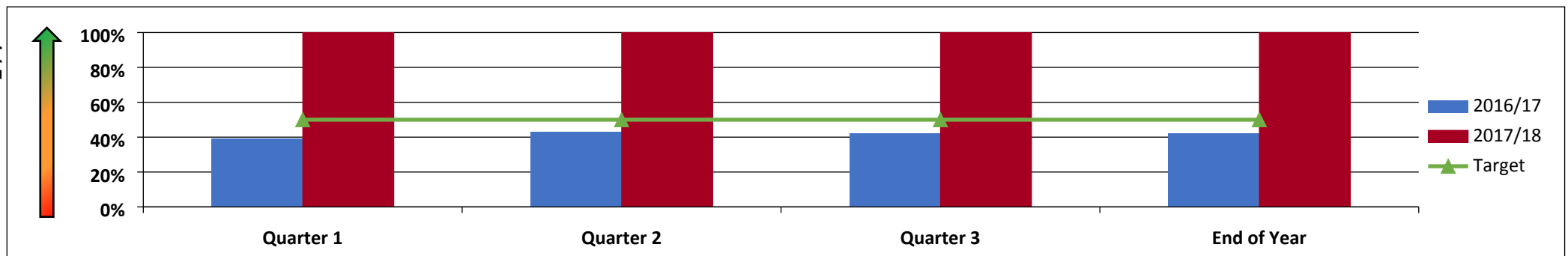
**SOCIAL CARE AND HEALTH INTEGRATION**

**KPI 22 – The percentage of healthy lifestyles programmes completed**

Quarter 1 2017/18

<b>Definition</b>	The percentage of children and adults referred to healthy lifestyle programmes that complete the programme.	<b>How this indicator works</b>	The number of referrals received on to the Exercise on Referral, Adult Weight Management, and Child Weight Management (CWM) programmes who complete the programme.		
<b>What good looks like</b>	For the percentage of completions to be as high as possible.	<b>Why this indicator is important</b>	The three programmes allow the borough’s GP’s 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. Adult and Child Weight Management programmes also accept self-referrals if the individuals meet the referral criteria.		
<b>History with this indicator</b>	This is the first year this indicator has been reported on. 2016/17: 42.4%	<b>Any issues to consider</b>	Data operates on a three-month time lag as completion data is not available until participants finish the programme.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from previous reporting period</b>
<b>2017/18</b>	<b>Three-month time lag</b>				
<b>Target</b>	50.0%	50.0%	50.0%	50.0%	
<b>2016/17</b>	39.1%	43.1%	42.4%	42.4%	

Page 115




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>R</b>	Performance was below target in both February and March, after previous good performance in December and January, with 77 of the 180 people referred in March going on to complete the programme.	A decision was made to focus on the development of a Healthy Eating toolkit for schools and to focus on the borough’s Healthy Weight Campaign, therefore no CWM tier 2 programmes were planned for Q1&2; however, due to demand, 4 programmes started in May. From April 2017, the Exercise on Referral and Adult Weight Management programme has been combined under one SLA. Area Managers attended the Network North meeting with local GP’s, practice managers and nurses to promote the services. A new electronic referral form has also been agreed by LMC.
<b>Benchmarking</b>	This is a local indicator.	

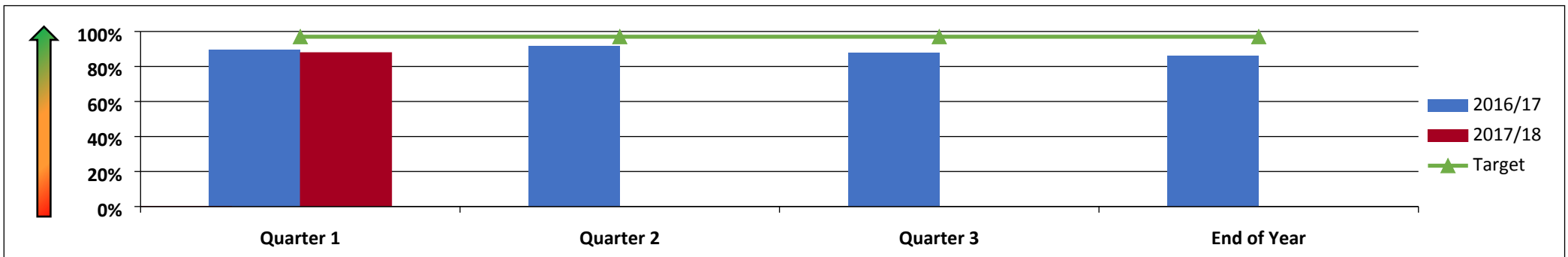
**SOCIAL CARE AND HEALTH INTEGRATION**

**KPI 23 – The percentage of 4-weekly Child Protection Visits carried out within timescales**

Quarter 1 2017/18

<b>Definition</b>	The percentage of children who are currently subject to a child protection (CP) plan for at least 4 weeks who have been visited.		<b>How this indicator works</b>	The indicator counts all those in the denominator and of those, how many have been visited and seen within the last 4 weeks. The figure is reported as a percentage.		
<b>What good looks like</b>	Higher is better.		<b>Why this indicator is important</b>	Child protection visits are vital to monitor the welfare and safeguarding risks of children on a child protection plan.		
<b>History with this indicator</b>	This indicator looked at 6 weekly Child protection visits until August 2015. End of year 15/16 performance was 86%. The 16/17 figure relates to 4 weekly child protection visits of 86.2%.		<b>Any issues to consider</b>	This indicator is affected by numbers of child protection cases increasing and the impact of unannounced child protection visits by social workers resulting in visits not taking place and potentially becoming out of timescale.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from previous reporting period</b>	
<b>2017/18</b>	<b>87.9%</b>					
<b>Target</b>	97%	97%	97%	97%		
<b>2016/17</b>	89.6%	91.8%	87.7%	86.2%		

Page 116




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>A</b>	As at the end of Q1 2017/18, performance has increased to 87.9% (240/273) compared to 86.2% (225/261) at end of year 16/17. We remain below our target of 97%.	At the end of Q1, 33 CP visits were out of timescale according to ICS. A review of those 33 cases is under way.
<b>Benchmarking</b>	This is a local indicator and is not published by the DfE. No benchmarking data is available.	

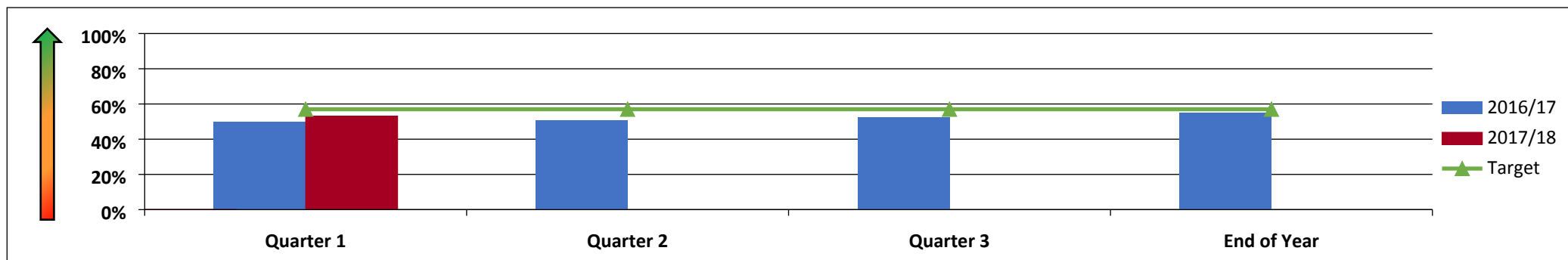
**SOCIAL CARE AND HEALTH INTEGRATION**

**KPI 24 – The percentage of Care Leavers in employment, education or training (EET)**

Quarter 1 2017/18

<b>Definition</b>	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.			<b>How this indicator works</b>	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.
<b>What good looks like</b>	Higher the better.			<b>Why this indicator is important</b>	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 care leavers accessing EET and improving their life chances. This is an Ofsted area of inspection as part of our duty to improve outcomes for care leavers and is a key CYPP and Council priority area.
<b>History with this indicator</b>	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.			<b>Any issues to consider</b>	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.
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
2017/18	53.1%				
Target	57.0%	57.0%	57.0%	57.0%	
2016/17	50.0%	50.8%	52.3%	55.1%	

Page 17




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>A</b>	As at the end of Q1 2017/18, performance has decreased to 53.1% (26/49), compared to our end of year figure performance of 55.1%. Performance is in line with similar areas and the national average, but is below the London average of 54%. The 2017/18 target has been increased to 57% to provide challenge and ambition.	Of the 23 young people not in EET as of the end of June, 2 are young mothers, 7 we are not in contact with and 14 are open to the L2L service and are NEET.
<b>Benchmarking</b>	Based on latest national data LBBB is performing better than national (49%) and similar areas (48%) and we are just below the London average (54%).	

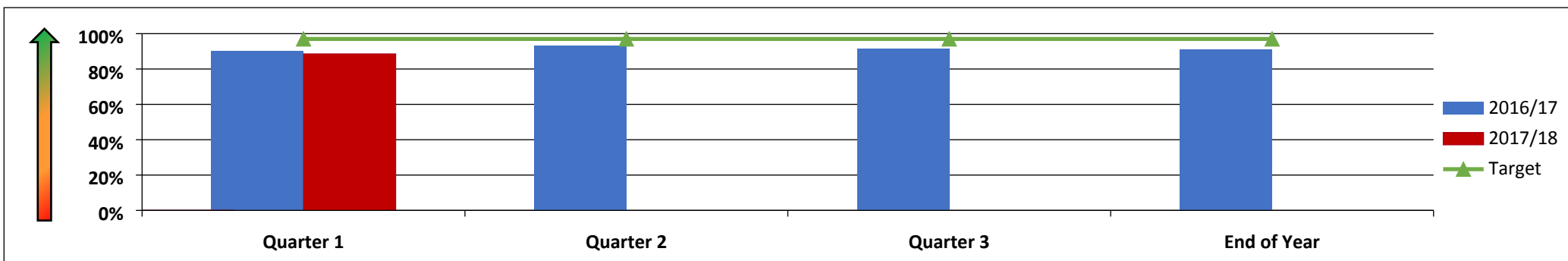
**SOCIAL CARE AND HEALTH INTEGRATION**

**KPI 25 – The percentage of school age Looked After Children with an up to date Personal Education Plan (PEP) (last 6 months)**

**Quarter 1 2017/18**

<b>Definition</b>	The percentage of school age children (aged 4-16) who have been in care for 28 days or more who have had a Personal Education Plan (PEP) within the last 6 months.		<b>How this indicator works</b>	The indicator counts all those in the denominator and of those how many have had a PEP within the last 6 months. The figure is reported as a percentage.	
<b>What good looks like</b>	Higher the better.		<b>Why this indicator is important</b>	The Personal Education Plan is a statutory requirement and brings together carers, social workers and teachers along with a child or young person in care to keep track of how well they're doing at school. It is a record of what needs to happen for looked after children to enable them to fulfil their potential.	
<b>History with this indicator</b>	2013/14 77% 2014/15 88% 2015/16 90%		<b>Any issues to consider</b>	This indicator includes all school age children placed in and out of borough. The PEP is conducted in the school and involves collaboration between Schools and social workers.	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from previous reporting period</b>
<b>2017/18</b>	<b>88.6%</b>				
<b>Target</b>	97%	97%	97%	97%	
<b>2016/17</b>	90.2%	93.0%	91.3%	91.1%	

Page 118




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>A</b>	As at the end of Q1 2017/18, performance has decreased to 88.6% (233/263) compared to 91.1% (226/248) at the end of 2016/17. We remain below our target of 97%.	Of the 30 PEP's that were not in timescale as of the end of the Q1: <ul style="list-style-type: none"> <li>• 10 are Initial PEP's, 18 are review PEP's and 2 have been completed in the 1st week of July.</li> <li>• 9 of the 30 are primary school age, 21 are secondary school age</li> <li>• 8 are educated in borough and 22 are placed out of borough.</li> </ul>
<b>Benchmarking</b>	This is a local indicator and is not published by the DfE. No benchmarking data is available.	

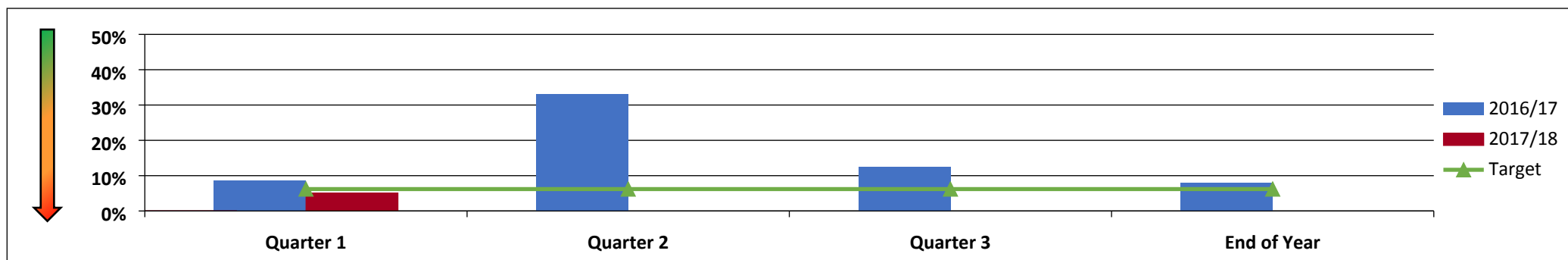


# Educational Attainment and School Improvement – Key Performance Indicators 2017/18

## EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT KPI 26 – The percentage of 16 to 18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations Quarter 1 2017/18

<b>Definition</b>	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.	<b>How this indicator works</b>	Data is taken from monthly monitoring information figures published by our regional partners and submitted to DfE in accordance with the NCCIS requirement.		
<b>What good looks like</b>	A lower number of young people in education, employment, or training (not NEET) or not known, the lower the better.	<b>Why this indicator is important</b>	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.		
<b>History with this indicator</b>	The annual measure was previously an average taken between November and January (Q3/4). DfE has just announced that it is changing (including retrospectively for this year) to the average between December and February. End of year figures, below, have been adjusted to account for this change.	<b>Any issues to consider</b>	Although NEET and Unknown figures are taken monthly, figures for September and October (Q2) 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 now an average taken between December and February (see history). Borough figures for Q1 are provisional, national data is not yet available. Target is progress towards end of year measure		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>5.1% (provisional)</b>				
<b>Target</b>	6.2%	6.2%	6.2%	6.2%	
<b>2016/17</b>	8.2%	16%	8.2%	6.6%	

Page 1 of 6




<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	End of year figures for 2016/17 are below national and within 10% of London (5.3%). Q1 figures are not yet available for national or London but local figures are down 62% on 2016/17.	<ul style="list-style-type: none"> <li>Intended Destinations survey of rising Year 11's has improved 0.3% to 99.4%.</li> <li>Data sharing with ESF NEET projects</li> <li>Tracking of unknown migrants through UK Border Agency</li> </ul>
<b>Benchmarking</b>	Performance is measured monthly and compared to statistical neighbours, national and London. Annual target is progress towards national headline measure (Dec-Feb average) currently 6%	

<b>Definition</b>	The percentage of pupils at the end of Key Stage 4 achieving a grade 5 or above in both English and maths GCSEs.	<b>How this indicator works</b>	To be counted in the indicator, pupils must have achieved a grade 5 or above in both English and maths GCSEs.
<b>What good looks like</b>	For the percentage of pupils achieving this standard to be as high as possible.	<b>Why this indicator is important</b>	This is an important indicator as it replaces the old measure of pupils achieving grades A*-C in English and maths. It improves the life chances of young people, enabling them to stay on in sixth form and choose the right A Levels to access other appropriate training.
<b>History with this indicator</b>	Grade 5 is a new measure introduced for the first time in 2017. Provisional data will be available at the end of August 2017.	<b>Any issues to consider</b>	Because Grade 5 is set higher than Grade C, fewer students are likely to attain Grade 5 and above in English and maths than Grade C in English and maths, which was commonly reported in the past. These new and old measures are not comparable.

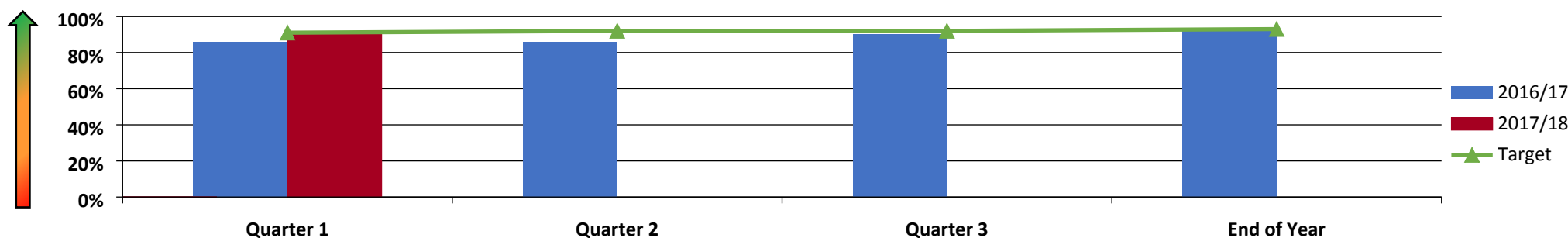
**New annual performance indicator for 2017. Data available end of August 2017.**

**EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT**  
**KPI 28– The percentage of schools rated outstanding or good**

Quarter 1 2017/18

<b>Definition</b>	Percentage of Barking and Dagenham schools rated as good or outstanding when inspected by Ofsted. This indicator includes all schools.	<b>How this indicator works</b>	This 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).		
<b>What good looks like</b>	The higher the better.	<b>Why this indicator is important</b>	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.		
<b>History with this indicator</b>	See below.	<b>Any issues to consider</b>	No current issues to consider.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from previous reporting period</b>
<b>2017/18</b>	91%				
<b>Target</b>	91%	92%	92%	93%	
<b>2016/17</b>	86%	86%	90%	91%	


Page 121



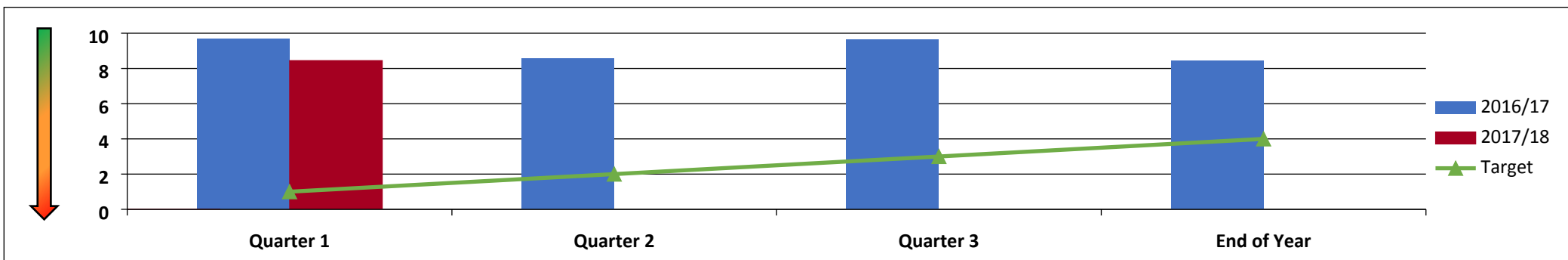
<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	% of schools in LBBDD judged 'outstanding' or 'good' is expected to be at 91% at the end of the academic year 2016/17. Ofsted has carried out 15 inspections since September 2016. We have an ambitious ultimate target of 100%. Spring term inspections included, judged vulnerable by the LA. During the first part of the Summer term, one LA maintained school that requires improvement was inspected and judged Good, an LA maintained school and Alternative Provision, both currently judged Requires Improvement were judged as making good progress towards becoming Good. Four academies have now had their first inspection, two of which we judged vulnerable. Three reports have now been published, one good, one RI and one (ELUTEC) special measures.	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.
<b>Benchmarking</b>	London Average – 93% National Average – 89% (as at 31st March 2017).	

# Finance, Growth and Investment – Key Performance Indicators 2017/18

**FINANCE, GROWTH AND INVESTMENT**  
**KPI 29 – The average number of days lost due to sickness absence** Quarter 1 2017/18

<b>Definition</b>	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.				<b>How this indicator works</b>	Sickness absence data is monitored closely by the Workforce Board and by Directors. An HR Project Group meets weekly to review sickness absence data, trends, interventions and “hot spot” services have been identified. Managers have access to sickness absence dashboards.
<b>What good looks like</b>	Average for London Boroughs is 7.8 days.				<b>Why this indicator is important</b>	This indicator is important because of the cost to the Council, loss of productivity and the well-being and economic health of our employees. The focus is also on prevention and early intervention.
<b>History with this indicator</b>	2016/17 end of year result: 8.43 days 2015/16 end of year result: 9.75 days 2014/15 end of year result: 7.51 days				<b>Any issues to consider</b>	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>DOT from Qtr 1 2016/17</b>	
2017/18	8.45					
Target	8	8	8	8		
2016/17	9.67	8.58	9.63	8.43		

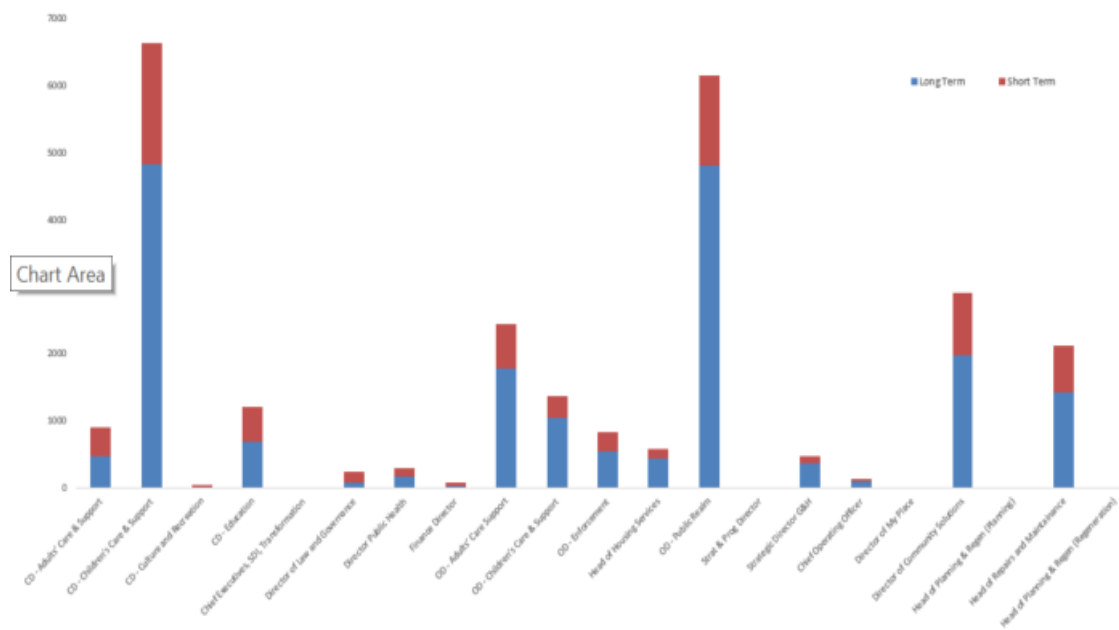
Page 122



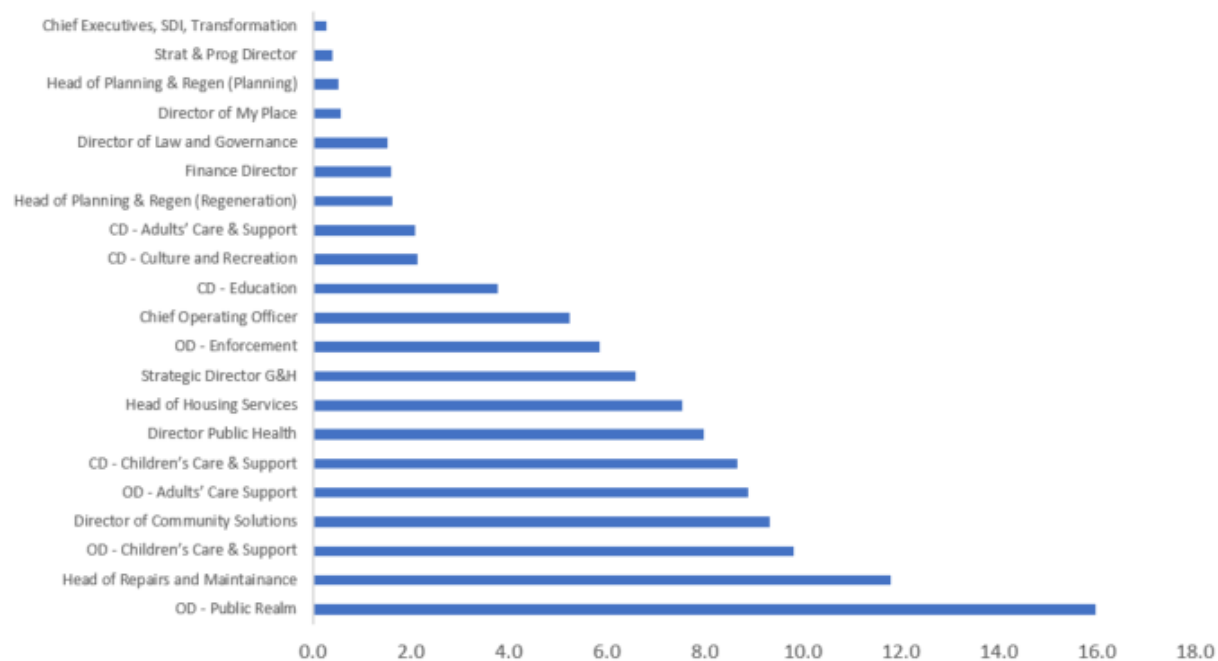
<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>A</b>	Performance has improved by an average of one day of sickness, when compared to the same period last year, moving closer to the 2017/18 target of 8 days.	An additional sickness briefing will take place in July 2017 to provide additional support and set out expectations. Although our absence levels are reducing, and compliance with monitoring, recording and managing absence are improving, there is still further work to be done. The breakdown by Service Block/Director reflects recent changes in establishment. Community Solutions was launched in April, caretakers recently moved from Housing to Public Realm.
<b>Benchmarking</b>	London average – 7.8 days	

## KPI 29 – The average number of days lost due to sickness absence (Additional Information)

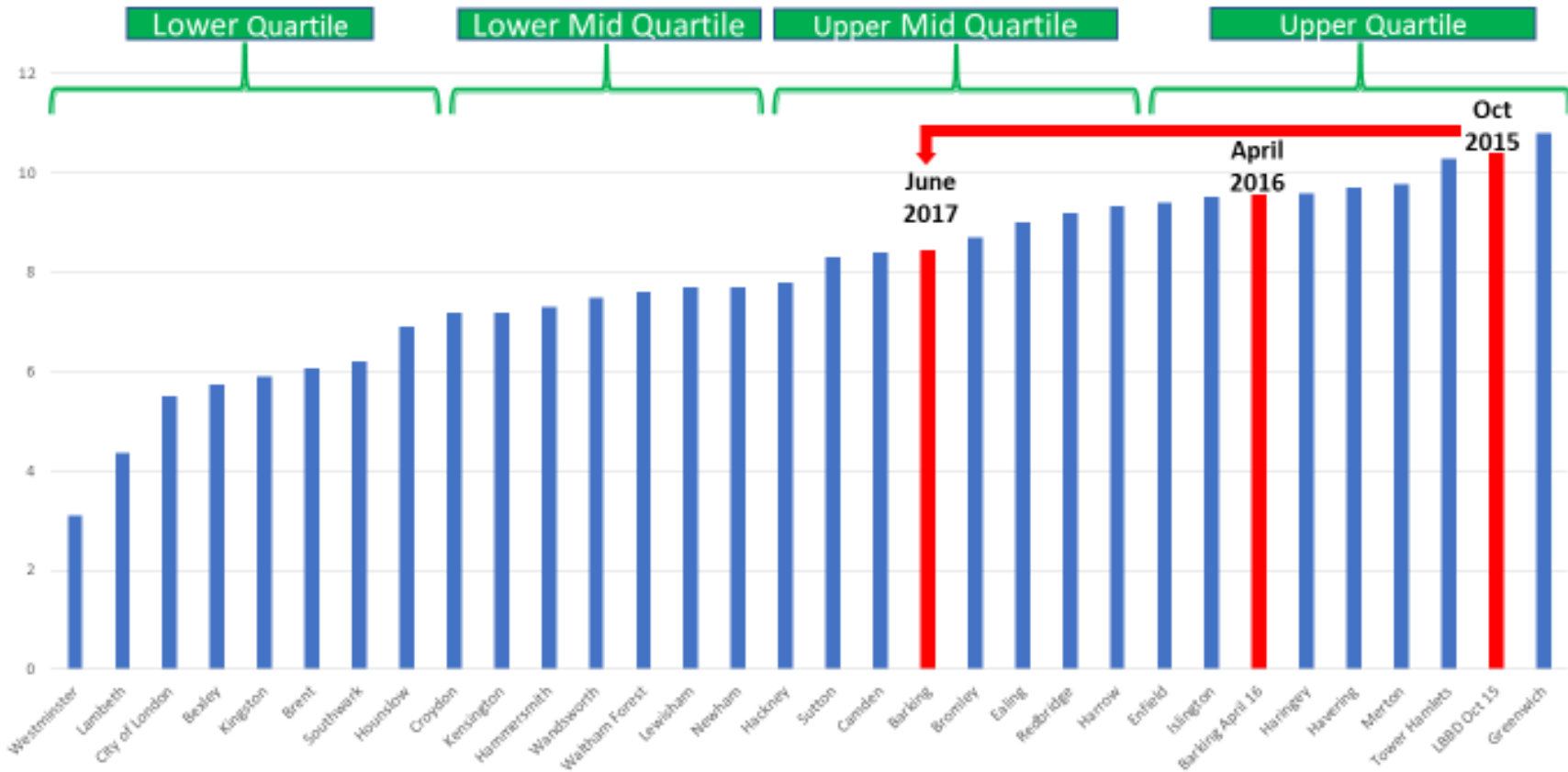
	Long Term	Short Term	Total Days per Directorate
CD - Adults' Care & Support	481	439	920
CD - Children's Care & Support	4837	1793.75	6630.75
CD - Culture and Recreation	0	58	58
CD - Education	689	527	1216
Chief Executives, SDI, Transformation	0	2.5	2.5
Director of Law and Governance	87	158	245
Director Public Health	172.5	123	295.5
Finance Director	40	49.5	89.5
OD - Adults' Care Support	1781	669	2450
OD - Children's Care & Support	1050	334.5	1384.5
OD - Enforcement	555.75	293	848.75
Head of Housing Services	452	136.5	588.5
OD - Public Realm	4810	1339	6149
Strat & Prog Director	0	16	16
Strategic Director G&H	383	105	488
Chief Operating Officer	111	25	136
Director of My Place	0	4	4
Director of Community Solutions	1988	924.5	2912.5
Head of Planning & Regen (Planning)	0	12	12
Head of Repairs and Maintenance	1426	708.5	2134.5
Head of Planning & Regen (Regeneration)	0	13	13




Director	Average Days Lost per employee
OD - Public Realm	16.0
Head of Repairs and Maintenance	11.8
OD - Children's Care & Support	9.8
Director of Community Solutions	9.3
OD - Adults' Care Support	8.9
CD - Children's Care & Support	8.7
Director Public Health	8.0
Head of Housing Services	7.5
Strategic Director G&H	6.6
OD - Enforcement	5.9
Chief Operating Officer	5.2
CD - Education	3.8
CD - Culture and Recreation	2.1
CD - Adults' Care & Support	2.1
Head of Planning & Regen (Regeneration)	1.6
Finance Director	1.6
Director of Law and Governance	1.5
Director of My Place	0.6
Head of Planning & Regen (Planning)	0.5
Strat & Prog Director	0.4
Chief Executives, SDI, Transformation	0.3

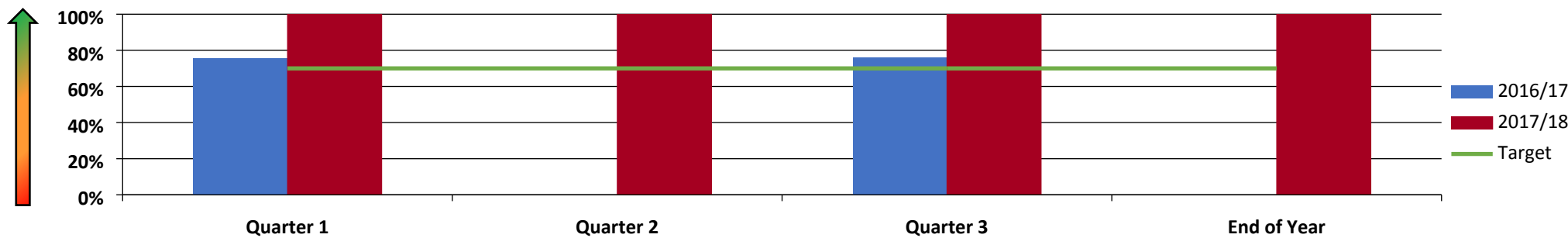


# Average Days lost to Sickness




<b>Definition</b>	The percentage of respondents of the Staff Temperature check who are satisfied working for the Council.	<b>How this indicator works</b>	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		
<b>What good looks like</b>	That the positive response rate is maintained and continues to improve.	<b>Why this indicator is important</b>	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.		
<b>History with this indicator</b>	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.	<b>Any issues to consider</b>	Depends on how changes and restructures continue to be managed locally and / or the impact on the individuals in those areas.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>DOT from previous reporting period</b>
<b>2017/18</b>	Survey not conducted				
<b>Target</b>	70%	70%	70%	70%	
<b>2016/17</b>	75.52%	Survey not conducted	<b>76%</b>	Survey not conducted	

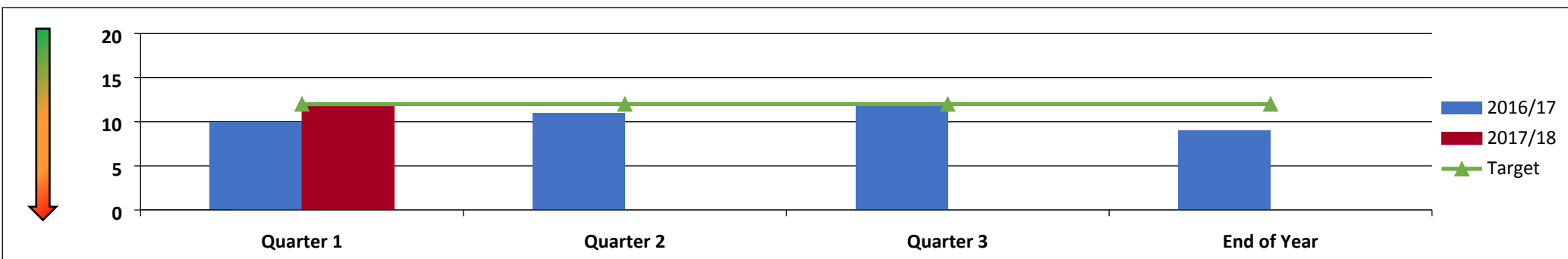
Page 125



<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	The last 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 increased overall, and there were more paper copies returned than the previous quarter.	The survey is run three times a year and there is still time to fit this in. However we are in the planning stage for the Council’s Investors in People review which take place in October 2017. Under the new standard (IIP 6) the process includes an all staff survey with minimum completion levels, alongside interviews with staff. As this is a key part of our Investors in People assessment, we will wish to avoid survey fatigue, misunderstanding, and duplication of effort. A final planning meeting will take place with our Assessor shortly and at that stage we will be able to confirm arrangements for the next temperature check surveys.
<b>Benchmarking</b>	No benchmarking data available – Local measure only.	

<b>Definition</b>	The average time taken in calendar days to process all change events in Housing Benefit and Council Tax Benefit		<b>How this indicator works</b>	The indicator measures the speed of processing	
<b>What good looks like</b>	To reduce the number of days it takes to process HB/CT change events		<b>Why this indicator is important</b>	Residents will not be required to wait a long time before any changes in their finances	
<b>History with this indicator</b>	2014/15 End of year result – 9 days 2015/16 End of year result – 14 days		<b>Any issues to consider</b>	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.	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>12 Days</b>				
<b>Target</b>	12 Days	12 Days	12 Days	12 Days	
<b>2016/17</b>	10	11	12	9	

Page 126



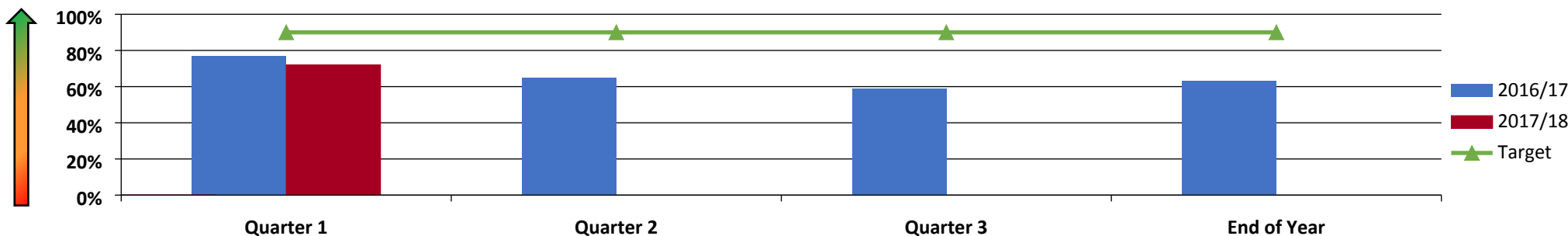
<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	There was a 37% increase in Change Events from 15/16 to 16/17, with expectation for further increase in volumes come 17/18. The target for 2017/18 has been reduced by 2 days regardless of volume increases to ensure tenants still continue to receive funds in a timely manner despite changes in their circumstances and eligibility for benefits.	We are currently reviewing all changes processed since the start of the financial year to review for accuracy and duplication. Date training has been issued to the team in April & May with further practical application sessions being briefed over the coming two months. All procedures are being updated with best practise, reminders on date application and re-issued to the team”
<b>Benchmarking</b>	No benchmarking data	



KPI 32 – The percentage of Member enquiries responded to within deadline

<b>Definition</b>	The percentage of Member enquiries responded to in 10 working days	<b>How this indicator works</b>	Of the total number of Member enquiries received, the percentage that are responded to within the timescale.		
<b>What good looks like</b>	Comparable with London and National	<b>Why this indicator is important</b>	The community often request support from members on issues important to them. A quick response rate will assist with Council reputation.		
<b>History with this indicator</b>	2016/17 end of year result – 63% 2015/16 end of year result – 72% 2014/15 end of year result – 88%	<b>Any issues to consider</b>	Quality of response must also be taken into account.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18 (Qtr)</b>	<b>90.33%</b>				↑
<b>2017/18 (YTD)</b>	<b>90.33%</b>				
<b>Target</b>	90%	90%	90%	90%	
<b>2016/17</b>	76.74%	64.7%	59%	63%	

Page 127

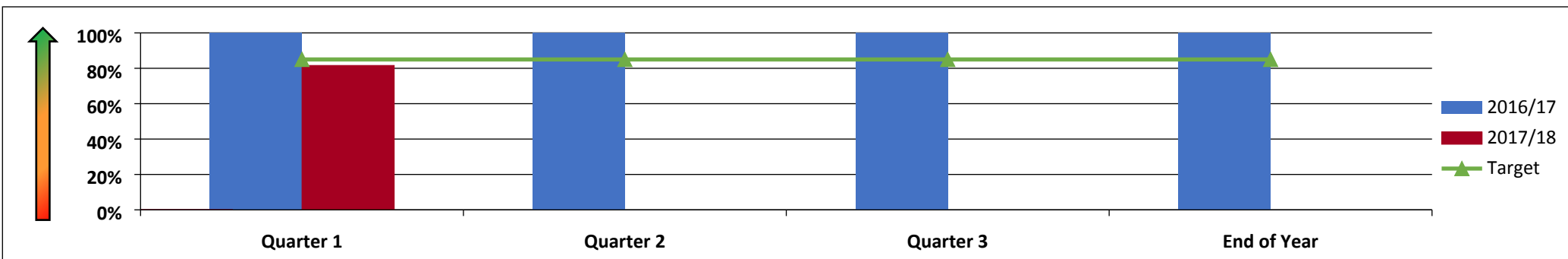


<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	Good performance – the corporate target has been reached (slightly exceeded).	To reach the target a new approach has been implemented: the Feedback Team are instigating hard chases supported by daily reporting and follow up by the CEO. New arrangements are being put in place to ensure that performance remains at or above the target.
<b>Benchmarking</b>	No benchmarking data available – Local measure only.	

KPI 33 – The percentage of customers satisfied with the service they have received


<b>Definition</b>	The % of customers who say that they were satisfied with the service they received from the Contact Centre.		<b>How this indicator works</b>	A sample of calls to the Contact Centre is taken in which customers are asked to rate their experience.		
<b>What good looks like</b>	85%		<b>Why this indicator is important</b>	Ensuring that our customers are satisfied is a critical determinate in providing surety that we are providing a high standard of service. Having a high level of satisfaction also helps the Council manage demand and thereby keep costs down.		
<b>History with this indicator</b>	New target		<b>Any issues to consider</b>	None at this time.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>	
<b>2017/18</b>	<b>81.6%</b>				<b>n/a</b>	
<b>Target</b>	85%	85%	85%	85%		
<b>2016/17</b>	New Key Performance Indicator for 2017/18					

Page 128

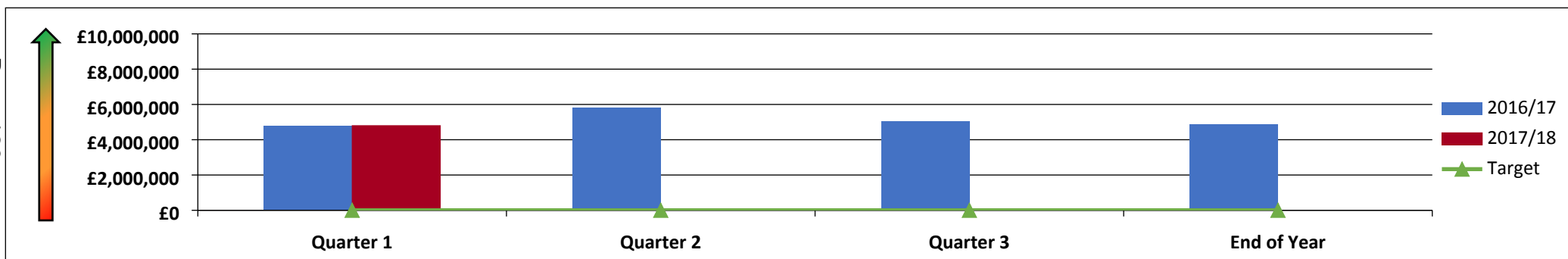


<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>A</b>	April was a poor month, however May and June met and exceeded the target. We remain confident that the target will be met across the year.	This measure is monitored and reviewed monthly.
<b>Benchmarking</b>	LA neighbours Benchmark - OnSource is 80%	

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

<b>Definition</b>	The position the Council is in compared to the balanced budget it has set to run its services.	<b>How this indicator works</b>	Monitors the over or under spend of the revenue budget account.		
<b>What good looks like</b>	In line with projections, with no over spend.	<b>Why this indicator is important</b>	It is a legal requirement to set a balanced budget.		
<b>History with this indicator</b>	2016/17 end of year result: £4.853m overspend 2015/16 end of year result: £2.9m overspend 2014/15 end of year result: £0.07m overspend	<b>Any issues to consider</b>	None at this time.		
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>End of Year</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>£4,800,000 forecast</b>				
<b>2016/17</b>	£4,800,000	£5,796,000	£5,026,000		

Page 129



<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
n/a	The forecast position for the full year as at the end of May 2017 is an overspend of £4.795m. This is based on known factors at this stage of the year and may change as a result of successful management action of the appearance of new risks and pressures.	Early identification of pressures is key to being able to plan and implement successful mitigation and the position will continue to be monitored and reported to Cabinet throughout the year. Management action plans are either in place or under development for the key overspending departments.
<b>Benchmarking</b>	No benchmarking data available – Local measure only	

# Economic and Social Development – Key Performance Indicators 2017/18


ECONOMIC AND SOCIAL DEVELOPMENT			2017/18
KPI 35 – The number of new homes completed (Annual Indicator)			
<b>Definition</b>	The proportion of net new homes built in each financial year.	<b>How this indicator works</b>	Each year the Council updates the London Development Database by the deadline of 31 <sup>st</sup> August. This is the London-wide database of planning approvals and development completions.
<b>What good looks like</b>	The Council’s target for net new homes is in the London Plan. Currently this is 1,236 new homes per year.	<b>Why this indicator is important</b>	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.
<b>History with this indicator</b>	2016/17 end of year result – Awaiting data (due September 2017) 2015/16 end of year result – 746 2014/15 end of year result – 512 2013/14 end of year result – 868	<b>Any issues to consider</b>	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.
	<b>Annual Result</b>		<b>DOT 2015/16 to 2016/17</b>
<b>2017/18</b>	Data due September 2018		<b>n/a</b>
<b>Target</b>	No target set		
<b>2016/17</b>	Data due September 2017		

<b>Definition</b>	The proportion of net new homes built in each financial year that meet the definition of affordable housing in the National Planning Policy Framework.	<b>How this indicator works</b>	Each year the Council updates the London Development Database by the deadline of 31 <sup>st</sup> August. This is the London-wide database of planning approvals and development completions.
<b>What good looks like</b>	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.	<b>Any issues to consider</b>	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.
<b>History with this indicator</b>	2016/17 end of year result – Awaiting data (due September 2017) 2015/16 end of year result – 43% 2014/15 end of year result – 68%	<b>Why this indicator is important</b>	This indicator is important for the reasons given in the other boxes.
	<b>Annual Result</b>		<b>DOT 2015/16 to 2016/17</b>
<b>2017/18</b>	Data due September 2018		<b>n/a</b>
<b>Target</b>	No target set		
<b>2016/17</b>	Data due September 2017		

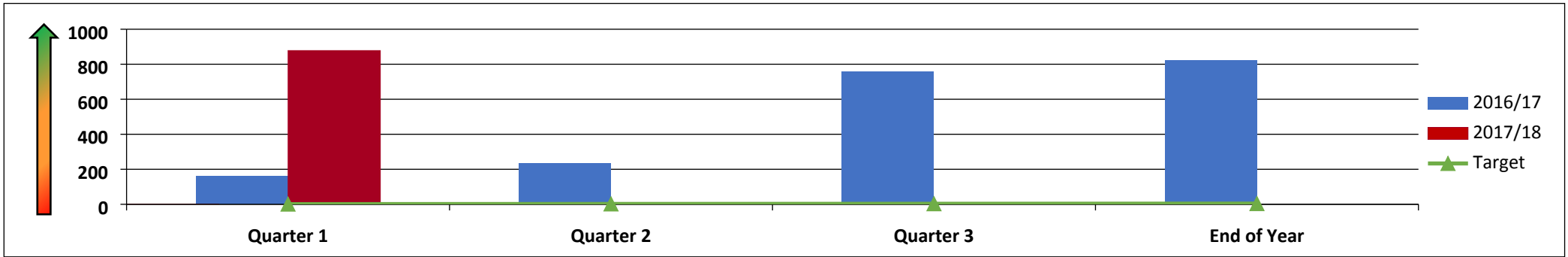
**ECONOMIC AND SOCIAL DEVELOPMENT**

**KPI 37 – The number of new homes that have received planning consent**


Quarter 1 2017/18

<b>Definition</b>	The number of new homes that received planning permission.		<b>How this indicator works</b>	The data is recorded on the London Development Database.	
<b>What good looks like</b>	The number of new homes that received planning permission.		<b>Why this indicator is important</b>	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.	
<b>History with this indicator</b>	A sufficient pipeline of approvals is required to enable the Council’s housing supply target to be met.		<b>Any issues to consider</b>	In Quarter 1 17/18 Vicarage Fields was approved. This was an outline approval and reserved matters approved will be need before construction can start. Moreover the development cannot begin before CPOs are completed for several parcels of land and an agreement reach on the Council’s freehold interest in this site.	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>DOT from Qtr 1 2016/17</b>
<b>2017/18</b>	<b>878</b>				
<b>Target</b>	No target set				
<b>2016/17</b>	163	234	758	821	

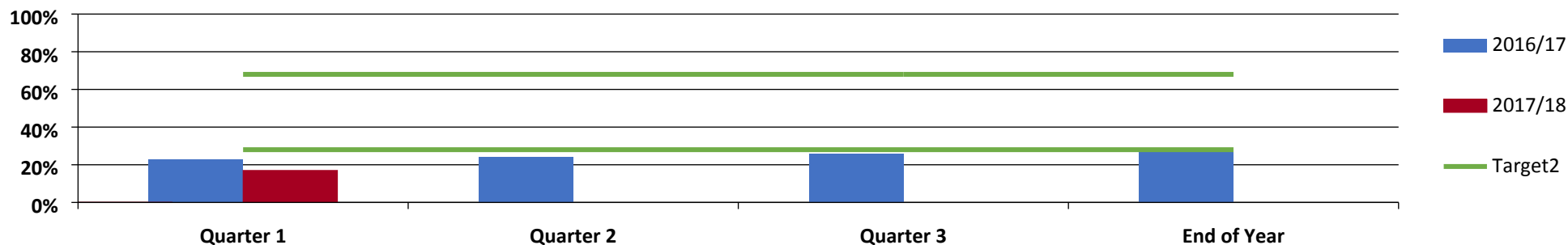
Page 132



<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>n/a</b>	In Barking and Dagenham there are extant permissions for 16,000 homes this includes Barking Riverside 10,800 (1000 built RM required for later phases), Gascoigne East 1575 (RM required for later phases), Freshwharf 911 (RM required), Be Here 597, Cambridge Road 297, Trocoll House 198, Vicarage Fields 850 (RM required). In order to meet the project timescale for completions on the housing trajectory timely planning approvals are required, any slippage in submission/determination of applications has a direct impact on the trajectory.	Be First is charged with amongst other things delivering the housing trajectory and where there is a sound investment business case getting involved in schemes to maintain/accelerate delivery. The capacity of the Development Management team will be reviewed to ensure it is resourced to deliver the increased rate of planning approvals which is necessary to meet the forecast completions in the housing trajectory. Intrinsic to this is a review of pre-application and planning performance agreement fees as the Be First financial model anticipate at least a doubling in planning fees.
<b>Benchmarking</b>	Benchmarking data not available.	

<b>Definition</b>	Numerator: Number of repeat cases of domestic abuse within the last 12 months referred to the MARAC		<b>How this indicator works</b>	This indicator looks at the number of repeat cases of domestic abuse that are being referred to the MARAC from partners.		
	Denominator: Number of cases discussed at the MARAC					
<b>What good looks like</b>	The target recommended by SafeLives is to achieve a repeat referral rate of between 28% to 40%. A lower than expected rate usually indicates that not all repeat victims are being identified and referred to MARAC.		<b>Why this indicator is important</b>	Barking and Dagenham has the highest rate of Domestic Abuse per 1,000 population in London. This indicator helps to monitor partner agencies ability to flag repeat high risk cases of domestic abuse and refer them to the MARAC for support.		
<b>History with this indicator</b>	2016/17 end of year result: 28% 2015/16 end of year result: 25% 2014/15 end of year result: 20%		<b>Any issues to consider</b>			
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>DOT from Qtr 1 2016/17</b>	
<b>2017/18</b>	<b>17%</b>					
<b>Target</b>	28% to 40%	28% to 40%	28% to 40%	28% to 40%		
<b>2016/17</b>	23%	24%	26%	28%		

Page 133




RAG Rating	Performance Overview	Actions to sustain or improve performance
<b>R</b>	Year to date at Quarter 1 2017/18 the rate of repeat referrals to MARAC has dropped to 17% and outside of the recommended levels expected.	<ol style="list-style-type: none"> <li>1) The decrease in Police referrals has been raised through the MARAC Chair</li> <li>2) MARAC are reviewing the use of the Police Recency, Frequency, Gravity data (RGF) to increase referrals for high harm cases to the MARAC.</li> <li>3) The Community Safety Partnership's Violence Against Women and Girls (VAWG) sub group will provide support to the MARAC and look at how it can mitigate blockages and focus resources where needed.</li> </ol>
<b>Benchmarking</b>	Benchmarking data is currently available for 2016-17. Metropolitan Police Force average: 22%. National: 26%. Most Similar Force: 27%	

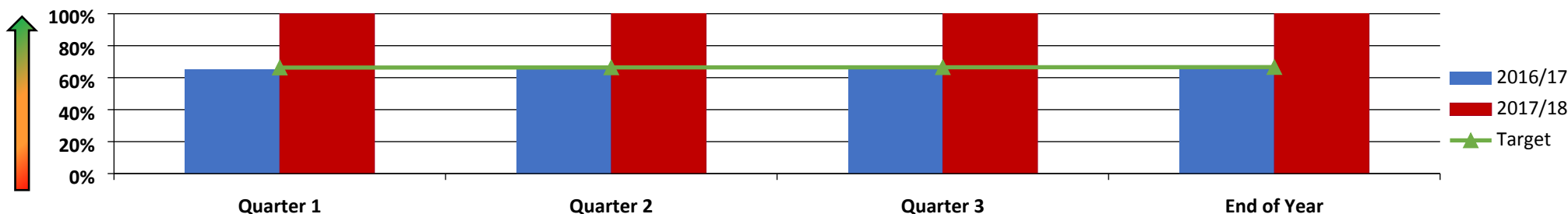
**ECONOMIC AND SOCIAL DEVELOPMENT**

Quarter 1 2017/18

**KPI 39 – The percentage of economically active people in employment**


<b>Definition</b>	“The employed are defined as those aged 16 or over, who are in employment if they did <b>at least one hour of work</b> 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).”		<b>How this indicator works</b>	The figures presented for Barking & Dagenham are a rolling average of the last three years. The reason for this is that the figure is derived from a survey, the Annual Population Survey, which can move due to sampling variation. The Q1 figure is therefore an average of July 14-June 25, July 15-June 16 and July 16-June 17.	
<b>What good looks like</b>	An increase in the percentage of our economically active residents who are in employment.		<b>Why this indicator is important</b>	Employment is important for health and wellbeing of the community and reducing poverty.	
<b>History with this indicator</b>	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.		<b>Any issues to consider</b>	Each 1% for the borough is equivalent to a little over 1,200 borough residents.	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>DOT from previous reporting period</b>
<b>2017/18</b>	Released 18 October 2017				
<b>Target</b>	66.3%	66.4%	66.5%	66.6%	
<b>2016/17</b>	64.9%	65.3%	65.5%	<b>66.2%</b>	

Page 134

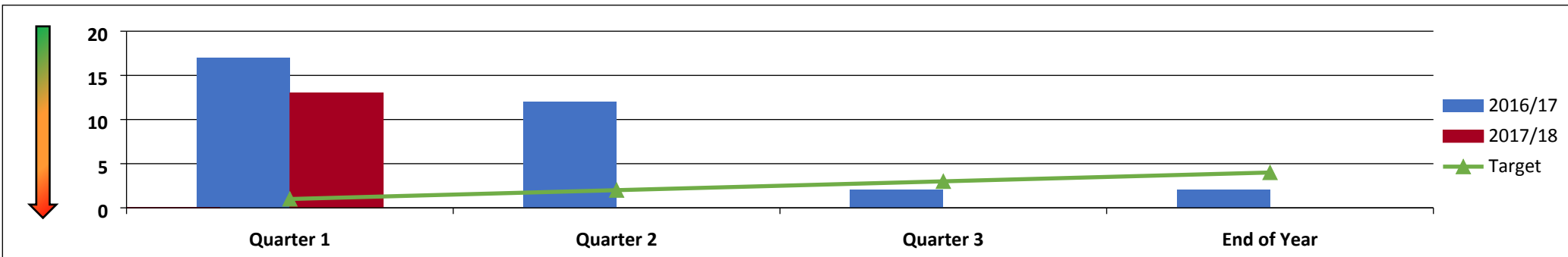


<b>RAG Rating</b>	<b>Actions to sustain or improve performance</b>
<b>G</b>	The Barking & Dagenham Employability Partnership brings together a range of partners, including Department for Work and Pensions (DWP) and Work Programme Providers who are collaborating to reduce the claimant count and the numbers claiming income support or employment & support allowance. The next meeting takes place on 14 September 2017 and the Partnership is listed as a thematic sub-group of the B&D Delivery Partnership. 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). 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.
<b>Benchmarking</b>	The gap with the London-wide figure (73.8%) has narrowed to 7.6%. Around 9,900 additional residents would need to move into work to match the London employment rate.




<b>Definition</b>	The number of homeless households residing in B & B including households with dependent children or household member pregnant.			<b>How this indicator works</b>	A snapshot of households occupying B & B at the end of each month.
<b>What good looks like</b>	B & B placements used only in emergency scenarios, and for short periods (less than 6 weeks)			<b>Why this indicator is important</b>	Statutory requirement and financial impact on General Fund.
<b>History with this indicator</b>	Target was met and exceeded during 16/17.			<b>Any issues to consider</b>	Increasing demand on homelessness service, impact of Homelessness Reduction Bill and Welfare Reform. Impact of housing market and regeneration programme. Reduction in self-contained “move on” accommodation.
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>DOT from previous reporting period</b>
2017/18	13				
<b>Target</b>	Target to be agreed – available at Quarter 2				
2016/17	17	12	2	2	

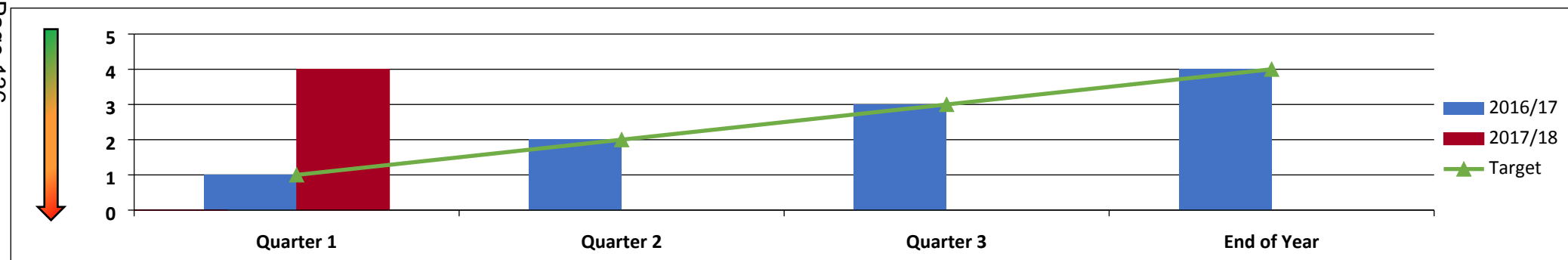
Page 135



<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
n/a	2016/17 saw a general reduction in the use of B & B. Qtr 1 shows that bookings for B & B are having to be made due to the pressures placed on the service, although efforts are ongoing to ensure that the use of such accommodation is kept to a minimum.	Alternative Hostel sites are being sought to reduce dependency upon bed and breakfast for emergency placements. There are ongoing initiatives to improve Housing case management and homeless prevention options to limit the number of households requiring temporary accommodation.
<b>Benchmarking</b>	Benchmarking data not available.	

<b>Definition</b>	Number of homeless households residing in B & B for more than 6 weeks, including households with dependent children or household member pregnant.		<b>How this indicator works</b>	A snapshot of households occupying B & B for 6 weeks or more at the end of each month.	
<b>What good looks like</b>	B & B placements used only in emergency scenarios, and for short periods (less than 6 weeks).		<b>Why this indicator is important</b>	Statutory requirement and financial impact on General Fund.	
<b>History with this indicator</b>	No previous target.		<b>Any issues to consider</b>	Increasing demand on homelessness service. Impact of Homelessness Reduction Bill and Welfare Reform. Impact of housing market and regeneration programme. Reduction in self-contained “move on” accommodation.	
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>DOT from previous reporting period</b>
<b>2017/18</b>	4				
<b>Target</b>	Target to be agreed – available at Quarter 2				
<b>2016/17</b>	7	5	0	0	

Page 136



<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
n/a	2016/17 saw a general reduction in the use of B & B. Quarter 1 shows that bookings for B & B are having to be made due to the pressures placed on the service, although efforts are ongoing to ensure that the use of such accommodation is kept to a minimum.	Alternative Hostel sites are being sought to reduce dependency upon bed and breakfast for emergency placements. There are ongoing initiatives to improve Housing case management and homeless prevention options to limit the number of households requiring temporary accommodation.
<b>Benchmarking</b>	Benchmarking data not available.	

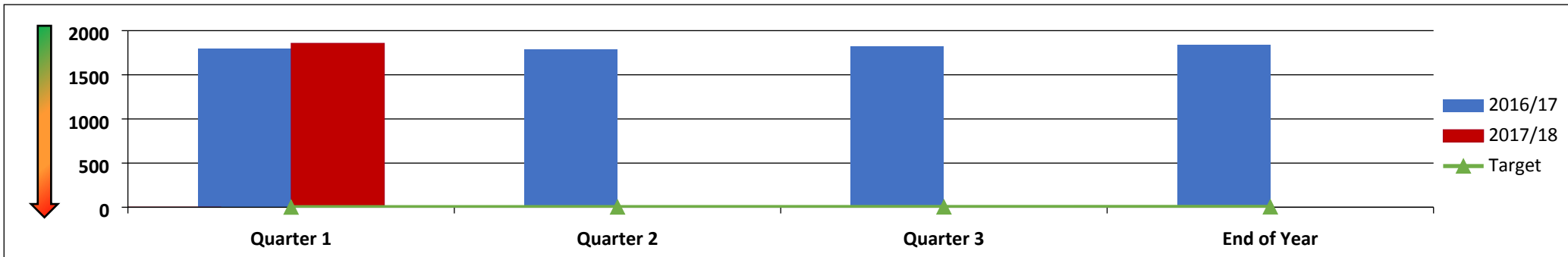
**ECONOMIC AND SOCIAL DEVELOPMENT**

**KPI 42 – The number of households in Temporary Accommodation over the year**

Quarter 1 2017/18

<b>Definition</b>	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)			<b>How this indicator works</b>	The number of households occupying all forms of temporary accommodation at the end of each quarter.
<b>What good looks like</b>	Increase in temporary accommodation / PSL supply, however with a reduction in the financial loss to the Council leading to a cost neutral service.			<b>Why this indicator is important</b>	Financial impact on General Fund. Reduction in self-contained accommodation is likely to lead to an increase in the use of B & B and the number of families occupying that type of accommodation for more than 6 weeks.
<b>History with this indicator</b>	PSL accommodation was considered cost neutral. Due to market demands, landlords/agents can now request higher rentals exceeding LHA rates.			<b>Any issues to consider</b>	Increasing demand on homelessness service, impact of Homelessness Reduction Bill and Welfare Reform. Impact of housing market and regeneration programme. Renewal of PSL Contract. Non-conformance of other LA's to the "Pan-London" nightly rate payment arrangements.
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>DOT from previous reporting period</b>
<b>2017/18</b>	<b>1,857</b>				↓
<b>2016/17</b>	1,798	1,789	1,819	1,839	

Page 137




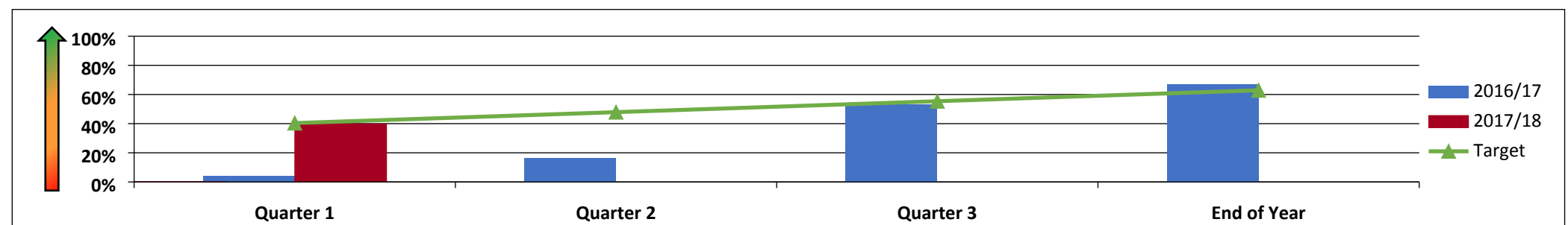
<b>RAG Rating</b>	<b>Performance Overview</b>	<b>Actions to sustain or improve performance</b>
<b>n/a</b>	There is a hesitancy to set a target for the where the average number of households should be. Demands for Housing continue to increase due to impacts of the prevailing Housing conditions in London.	Better collaboration to improve Housing case management and homeless prevention options, to limit the number of households requiring temporary accommodation. Initiatives are being considered to determine the viability of sourcing temporary accommodation in "cheaper" areas, although the focus is to use powers to cease duty in the Private Rented Sector.
<b>Benchmarking</b>	Benchmarking data not available.	

KPI 43 – The percentage of people affected by the benefit cap now uncapped

Page 138

<b>Definition</b>	Percentage of people affected by welfare reform changes now uncapped / off the cap.	<b>How this indicator works</b>	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.
<b>What good looks like</b>	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.	<b>Why this indicator is important</b>	Welfare reform changes impact on resident’s income which will affect budgets, choices and lifestyle.  Financial impact on General Fund.
<b>History with this indicator</b>	The basis for this figure was based on a list provided by JCP which purposely overestimated the numbers that would be capped. This has been recalibrated based on actual numbers from November 2016 when the lower cap came into effect and more accurate monitoring commenced. As time goes on the cases remaining on the cap are the more difficult cases.	<b>Any issues to consider</b>	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 remove this status on academy. All our information comes from the DWP, via HB.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2017/18	39.82%				
Target	40.38%	47.88%	55.38%	62.88%	
2016/17	3.9%	16.07%	53.47%	67.06%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
<b>A</b>	The % of people coming off the cap has fallen for the first time. This is because the team have focussed on inputting cases onto the Housing Capita system to enable Housing Options colleagues to have sight of data in the event of homeless applications.	Focus returns to direct work with customers. Planned staff recruitment of Support Officers to manage and monitor caseload and apply extra effort to working with customers to get them off the cap in underway with perm posts in ComSol. A permanent Team Leader has been appointed to manage this.
<b>Benchmarking</b>	Benchmarking data not available. Local measure only.	

## CABINET

19 September 2017

<b>Title:</b> Local Flood Risk Management Strategy	
<b>Report of Cabinet Member for Environment and Street Scene</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Derek Drew-Smith, Flood Risk Manager	<b>Contact Details:</b> Tel: 020 8227 5549 E-mail: <a href="mailto:derek.drew-smith@lbbd.gov.uk">derek.drew-smith@lbbd.gov.uk</a>
<b>Accountable Director:</b> Jonathon Toy, Operational Director, Enforcement Services	
<b>Accountable Strategic Director:</b> Claire Symonds, Chief Operating Officer	
<p><b>Summary</b></p> <p>It is a statutory requirement of the Flood and Water Management Act 2010 that all Lead Local Flood Authorities publish a Local Flood Risk Management Strategy (Section 9, sub-section 7). Barking and Dagenham Council is the Lead Local Flood Authority for its municipality.</p> <p>It has been estimated that there are more than 11,000 properties across the Borough at risk of surface water flooding and flooding from ordinary watercourses.</p> <p>The key aim of the Local Flood Risk Management Strategy is to set out a long-term vision to reduce the likelihood and detrimental consequences of flooding. The way the Strategy will help to achieve this is by providing support and direction for local residents, businesses and other stakeholders to understand the risks and offer best practice advice in the steps they can take to reduce the risk of flooding.</p> <p>The strategy has been produced through a working group involving the Cabinet Member for Environment and Street Scene. The working group included internal council services such as Planning, Parks, Ambition2020, Civil Protection and Housing. Key stakeholders, such as the Environment Agency, Thames Water, neighbouring Boroughs of Redbridge and Havering have been consulted and their responses incorporated into the document. A public consultation exercise has also been undertaken although no representations were received. It should be noted that the strategy is intended to be a living document so may be amended if valid representations are received from any persons or organisations.</p> <p>The final draft Local Flood Risk Management Strategy is attached at Appendix A and included within that is the Action Plan (Annex C). A one-page summary of the impacts of the Strategy can be found at Appendix B. A risk assessment is at Appendix C.</p> <p>The overall themes of the Strategy are to:</p> <ul style="list-style-type: none"> <li>• Continue to improve understanding of flood risks within the Borough, both within</li> </ul>	

the Council and general public;

- Ensure a clear understanding of the risks of flooding and erosion, nationally and locally, so that investment in risk management can be prioritised more effectively;
- Form links between the Local Flood Risk Management Strategy and local spatial planning;
- Continue to reduce flood risk to communities and business within the Borough, through fair and transparent means;
- Set out clear and consistent plans for risk management so that communities and businesses can make informed decisions about the management of the residual risk;
- Ensure good communication and coordination between the relevant risk management authorities for the management of flood risk;
- Encourage innovative management of flood and coastal erosion risks, taking account of the needs of communities and the environment (natural and historic);
- Ensure that emergency plans and responses to flood incidents are effective and that communities are able to respond properly to flood warnings; and
- Help communities to recover more quickly and effectively after incidents.

It will do this by acting as the evidence base for the decisions and actions required for managing flood risk. The minimum requirements for a local Strategy are summarised below:

- Identify Risk Management Authorities (RMAs) in the Local Authority's area;
- Describe the Flood and Coastal Erosion Risk Management functions that may be exercised by those Authorities in relation to the area;
- Set objectives for managing local flood risk;
- Describe the measures proposed to achieve those objectives;
- Define how and when the measures are expected to be implemented;
- Estimate the costs and benefits of those measures, and how they are to be paid for;
- Complete an assessment of local flood risk for the purpose of the Strategy;
- State how and when the Strategy is to be reviewed; and
- Show how the Strategy contributes to the achievement of wider environmental objectives.

### **Recommendation(s)**

The Cabinet is recommended to:

- (i) Adopt the Local Flood Risk Management Strategy and Action Plan at Appendix A to the report; and
- (ii) Authorise the Operational Director of Enforcement Services, in consultation with the Cabinet Member for Environment and Street Scene, to make any appropriate amendments to the documents arising from best practice initiatives or valid representations from the general public and/or risk management authority partners.

## **Reason(s)**

It is a statutory requirement that every Lead Local Flood Authority publishes a Local Flood Risk Management Strategy. This requirement is stipulated in the Flood and Water Management Act 2010 (Section 9, sub-section 7).

The document should be regularly reviewed and updated in order to maintain its relevance and integrity.

### **1. Introduction and Background**

- 1.1 The key aim of the Local Flood Risk Management Strategy is to set out a long-term vision to reduce the likelihood and detrimental consequences of flooding.
- 1.2 The way the Strategy will help to achieve this is by providing support and direction for local residents, businesses and other stakeholders to understand the risks and offer best practice advice in the steps they can take to reduce the risk of flooding.
- 1.3 The Flood and Water Management Act 2010 (FWMA) places a responsibility upon Local Authorities, as Lead Local Flood Authorities (LLFAs), to develop, maintain, apply and monitor a strategy for local flood risk management (a 'local strategy').
- 1.4 The local strategy forms the framework within which communities have a greater say in local risk management decisions.
- 1.5 In combination with the National Strategy, published by the Environment Agency, the local strategies encourage more effective risk management by enabling people, communities, business and the public sector to work together to:
  - Ensure a clear understanding of the risks of flooding and erosion, nationally and locally, so that investment in risk management can be prioritised more effectively;
  - Set out clear and consistent plans for risk management so that communities and businesses can make informed decisions about the management of the residual risk;
  - Encourage innovative management of flood and coastal erosion risks, taking account of the needs of communities and the environment;
  - Form links between the local flood risk management strategy and local spatial planning;
  - Ensure that emergency plans and responses to flood incidents are effective and that communities are able to respond properly to flood warnings; and
  - Help communities to recover more quickly and effectively after incidents.

It will do this by acting as the evidence base for the decisions and actions required for managing flood risk.

- 1.6 The minimum requirements for a local strategy are summarised below:
  - Identify Risk Management Authorities in the Local Authority's area;
  - Describe the flood and coastal erosion risk management functions that may be exercised by those Authorities in relation to the area;

- Set objectives for managing local flood risk;
- Describe the measures proposed to achieve those objectives;
- Define how and when the measures are expected to be implemented;
- Estimate the costs and benefits of those measures, and how they are to be paid for;
- Complete an assessment of local flood risk for the purpose of the Strategy;
- State how and when the strategy is to be reviewed; and
- Show how the strategy contributes to the achievement of wider environmental objectives.

1.7 The Strategy is an important new tool to help understand and manage flood risk within Barking and Dagenham. The management of flood risk in the borough will be marked by better knowledge of the risks in the region, better co-operation between organisations involved in flood risk management and better communication with the public about those risks and what can be done.

1.8 One of the key purposes of this Strategy is to highlight the steps that are to be taken to ensure the above points are established and are operational.

1.9 Our Local Flood Risk Management Strategy Objectives:

- 1) Improve knowledge and understanding of local flood risk
- 2) Manage and reduce flood risk
- 3) Communicate with communities and work together to manage flood risk
- 4) Develop, maintain and implement emergency response and recovery plans
- 5) Make sustainable policy and planning decisions informed by flooding issues

1.10 The Council has a number of roles and responsibilities relating to flood risk management in the borough, including:

- As the Lead Local Flood Authority and a Risk Management Authority – we have legal duties and powers to investigate significant flooding events, maintain a register of significant flood risk assets and manage flood risk from any ordinary watercourses,
- As the Highways Authority – ensuring that highways are drained of surface water and where necessary maintain all drainage systems,
- Emergency Responder - along with other organisations, developing emergency plans and business continuity plans for use during an emergency,
- Local Planning Authority - to consider flood risk in the development of the Local Plan, to be the decision maker on flood risk for planning application for development and to undertake a Strategic Flood Risk Assessment to inform strategic land use planning, and,
- Asset Owner – as the asset owner for flood risk assets, we have responsibility to manage and maintain these to ensure they operate as required and do not increase flood risk.

1.11 The number of properties in Barking and Dagenham that are potentially at risk from surface water flooding (based on a 1 in 100 chance of flooding in any given year):

Residential	9,770
Non-residential	1,230
Critical Services	42



- 1.12 Barking and Dagenham is at greatest risk of flooding from surface water, sewers, main rivers and groundwater sources. It is predicted that this risk will increase in the future; influenced by climate change and increasing pressures on development and housing need.
- 1.13 This Strategy enables the Council to engage with our partner Risk Management Authorities to address the long-term flood issues this Borough faces.
- 1.14 There are steps that the Council can take to reduce flood risk, such as having proactive, cyclical gully cleansing and ditch/watercourse maintenance programmes and these form part of the Action Plan that can be found in Annex C to the main Strategy document.
- 1.15 The predicted consequences of flooding to property, businesses and infrastructure have been analysed and those areas identified to be at more significant risk have been delineated into Areas of Critical Drainage (AoCD). Seven AoCD's have been identified in Barking and Dagenham which are spread across the Borough.
- 1.16 The Strategy identifies the measures that the Barking and Dagenham Council will adopt to achieve the local objectives. Measures are activities that will be undertaken to manage risk and achieve the stated objectives. Wherever possible, measures which achieve multiple benefits, such as water quality, biodiversity and amenity benefits will be promoted.
- 1.17 Proposed timescales for delivery of the measures is recommended for the short (0 – 3 years), medium (3 – 10 years) and longer term with a view to managing the effects of climate change
- 1.18 It should be noted that the Council, as a Lead Local Flood Authority, is only responsible for management of Local Flood Risk. Local Flood Risk is defined as surface water flooding, ordinary watercourse flooding and groundwater flooding. This area of responsibility is defined by the Flood and Water Management Act. Therefore, this Local Flood Risk Management Strategy only addresses Local Flood Risk and the interactions it might have with other sources of flood risk. More households are at risk from this form of flooding than any other but, until now, there has been little co-ordinated work to address these forms of risk.

## **2. Proposal and Issues**

- 2.1 Barking and Dagenham have drafted a Local Flood Risk Management Strategy, in line with current guidance and best practice, that has been peer-reviewed. The Strategy requires formal adoption by Cabinet as it is a statutory requirement of the Flood and Water Management Act 2010.
- 2.2 There is a reputation risk to Barking and Dagenham Council if we fail to publish a Local Flood Risk Management Strategy.
- 2.3 The Strategy document provides a system to establish flood risk issues and to prioritise them according to set criteria. The strategy also suggests potential funding mechanisms. Without this Strategy in place, there is no agreed system to ensure the Council responds to flood risk issues in a consistent and appropriate manner.

- 2.4 An Action Plan has been developed alongside the Strategy with measures identified to tackle surface water flood risk across Barking and Dagenham and in specific Areas of Critical Drainage. Actions include establishment of policy positions on restricting surface water runoff in new developments and increasing residents' ability to protect themselves in times of flood.
- 2.5 A project is also underway to produce a computer model of the drainage / gully system, providing evidence of flood risk to support future bids for funding for measures to improve drainage infrastructure, addressing the effects of future climate change.
- 2.6 The risks associated with any schemes that are derived through the application of the Strategy would be considered in detail at individual scheme level. Primarily these will relate to the risk of the projects not being funded, or delivered on time or to budget.

**3. Options Appraisal**

- 3.1 It is a statutory requirement to publish this document, there are no alternative options available.

**4. Consultation**

- 4.1 The strategy development has been overseen by a steering group consisting of the Lead Cabinet Member for Environment and Street Scene together with officers from the following services: Flood Risk Management, Planning, Emergency Planning, Parks, Housing, Ambition 2020 and Public Health. Below is a table showing all levels of consultation:

Date	Activity	Group
28 <sup>th</sup> November 2016 – January 2017	Consultation	Key stakeholder (RMA's)
29 <sup>th</sup> March 2017 – 29 <sup>th</sup> April 2017	Public Consultation	General Public
20 <sup>th</sup> June 2017	Key internal stakeholders	DMT
20 <sup>th</sup> July 2017	Key internal stakeholders	CSG
24 <sup>th</sup> August 2017		CGP
19 <sup>th</sup> September 2017		Cabinet

- 4.2 The strategy has been distributed to our partner risk management authorities (RMAs) for comment. These RMA's are: London Borough of Havering, London Borough of Redbridge, Transport for London, Network Rail, London Councils (DCLG), Thames Water, the Thames Regional Flood and Coastal Committee, the Greater London Authority, Historic England, English Heritage, London Fire Service, Metropolitan Police and the Environment Agency.
- 4.3 The Strategy has been published on the Barking & Dagenham Council website. A consultation exercise was undertaken between 29<sup>th</sup> March and 29<sup>th</sup> April for members of the public to comment on the Strategy. While no representations were made during the formal consultation process, the document is deemed to be 'living' and can therefore incorporate representations, if necessary, at any time. These comments would be considered within the wider context of the Strategy and it is

recommended that the Strategic Director Customer, Commercial & Service Delivery, considers the validity of any amendments and additions in consultation with the Cabinet Member for Environment and Street Scene.

## 5. Post Consultation

- 5.1 **Website:** A series of webpages are currently being developed to assist interested parties with understanding our Strategy and what, if any, implications may affect them. Particularly, how partnership working within the wider community will help reduce flood risk. The webpages will provide transparency in the issues we face as a Borough and explain areas of responsibility. The website is currently being drafted and will go live later this year.
- 5.2 **Hydrological Modelling:** The Council has recently let a contract to undertake flood risk modelling for the Borough. The outputs from the modelling exercise will be a series of hypothetical rainfall events applied to the Borough and its infrastructure to highlight flow paths taken by surface water, areas where water ponds and the impacts on rivers, with particular interest in tidal lock scenarios. From this process, the exact areas at risk of flooding can be identified and utilising this information, funding can be sought from the Environment Agency to progress mitigation schemes.
- 5.3 **Community Groups:** In certain areas of the Borough it can be expected that insufficient numbers of property would be affected and the cost to protect these properties is prohibitive. In these instances, the drainage team will work with that community to offer advice and support on property level protection measures and evacuation plans.

## 6. Financial Implications

Implications completed by: Lawrence Quaye, Accountant

- 6.1 This Cabinet paper is seeking approval of the Local Flood Risk Management Strategy at Appendix A, which describes the extent and range of activities undertaken by the Council and its partners to reduce flood risk locally.
- 6.2 The present version of the Local Flood Risk Management Strategy is a draft version that will be subject to public consultation after Cabinet approval before it is finalised and adopted. The Strategy sets out how the Council will work collaboratively with other key stakeholders to input into the management of all sources of flood risk and ensure that investment decisions are made according to levels of risk.
- 6.3 Section 11 of the Strategy outlines the various funding options available to the Council for flood risk management. A cost / benefit appraisal will be completed for proposed flood risk management schemes to help ensure the measures are proportionate to the level of risk presented and in some cases to help prioritise schemes and secure funding.
- 6.4 Any flood risk management measures that need to be implemented will need to consider the whole life benefits of the measure (both tangible and intangible), the associated implementation costs, ongoing maintenance costs and also ensure that funding is in place.

## 7. Legal Implications

Implications completed by: Dr. Paul Feild, Senior Lawyer

- 7.1 As set out in the body of the Local Flood Risk Management Document the London Borough of Barking and Dagenham is a Lead Local Flood Authority (LLFA) under the Flood and Water Management Act 2010. The Council must therefore prepare a Local Flood Risk Management Strategy that sets out the approach that has been adopted within the Borough to manage flood risks. The present version of the Local Flood Risk Management Strategy is a final draft version that follows a key stakeholder review and public consultation exercise.
- 7.2 The Strategy is a living document and following formal adoption it may from time to time require amendments and modification, so it is proposed that the Strategic Director Customer, Commercial & Service Delivery, in consultation with the Cabinet Member for Environment and Street Scene will have the power where there are operational or services reasons to so make such amendments as appropriate.

## 8. Other Implications

- 8.1 **Risk Management** - A risk matrix is attached at Appendix C.
- 8.2 **Contractual Issues** - There are no specific implications at this stage.
- 8.3 **Staffing Issues** - The implementation of the Strategy will be overseen by the Borough's drainage team. Capital projects, funded through external grant processes, will be managed and implemented by temporary project engineers.
- 8.4 **Corporate Policy and Customer Impact** - The Strategy is an inclusive document relevant to all who interact within the Borough of Barking and Dagenham. Equality impact assessments are undertaken on an individual project basis and are included in the relevant Decision Audits or reports to Cabinet, as required. The projects are borne out of the Strategy objectives and action plan.

The publication of a Local Flood Risk Management Strategy, by Lead Local Flood Authorities, is a statutory requirement of the Flood and Water Management Act 2010 (FWMA). As the London Borough of Barking & Dagenham is the Lead Local Flood Authority for the Borough, we are responsible for the production and publication of this document.

Flooding and sustainable drainage systems are currently considered within our core development management policy. This Local Flood Risk Management Strategy is consistent with that policy.

- 8.5 **Safeguarding Children** – There are no specific implications at this stage.
- 8.6 **Health Issues** - The Strategy sets out a summary of the local flood risk and helps to inform planning and sustainability policy. It also contributes to the achievement of wider environmental objectives.

The Strategy sets the objectives for managing local flood risk, the measures proposed to achieve those objectives, how and when the measures are expected to be implemented, the costs and benefits of those measures and how they are to be paid for.

Sustainable drainage solutions that involve bio-retention introduce wider benefits to the communities in which they are constructed. These include improvements to air quality, local habitat and streetscape vistas.

A neighbourhood that incorporates easily accessible green spaces into its design may also improve social cohesion and interaction. As a result, the mental health of individuals may also remain positive due to a decreased chance of depression and feelings of isolation and increased self-esteem.

A report for the Houses of Parliament evidences the benefits to health provided by high-quality green space in the urban environment.

There is also evidence that those affected by flooding are at an elevated risk of developing post-traumatic stress disorder.

- 8.7 **Crime and Disorder Issues** - There is anecdotal evidence that crime in the form of vandalism and looting can increase in areas affected by serious flooding. This is due to vacated properties and access difficulties for security forces. There is evidence that suggests that for certain criminal activity, the impact of flooding causes it to be displaced into other areas. Burglaries particularly can increase in the areas surrounding floods as the target availability remains high in these areas – where the thief may suffer the same access problems as the security forces. [Disasters and crime: The effect of flooding on property crime in Brisbane neighbourhoods (2017) - Zahnow, Wickes, Haynes & Corcoran].
- 8.8 **Property / Asset Issues** - The Council is a substantial landowner and asset holder in the Borough. We must ensure that the flood risk for these assets is mitigated to an appropriate level.

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

- Houses of Parliament POSTnote 538: Green Space and Health (<http://researchbriefings.parliament.uk/ResearchBriefing/Summary/POST-PN-0538#fullreport>)

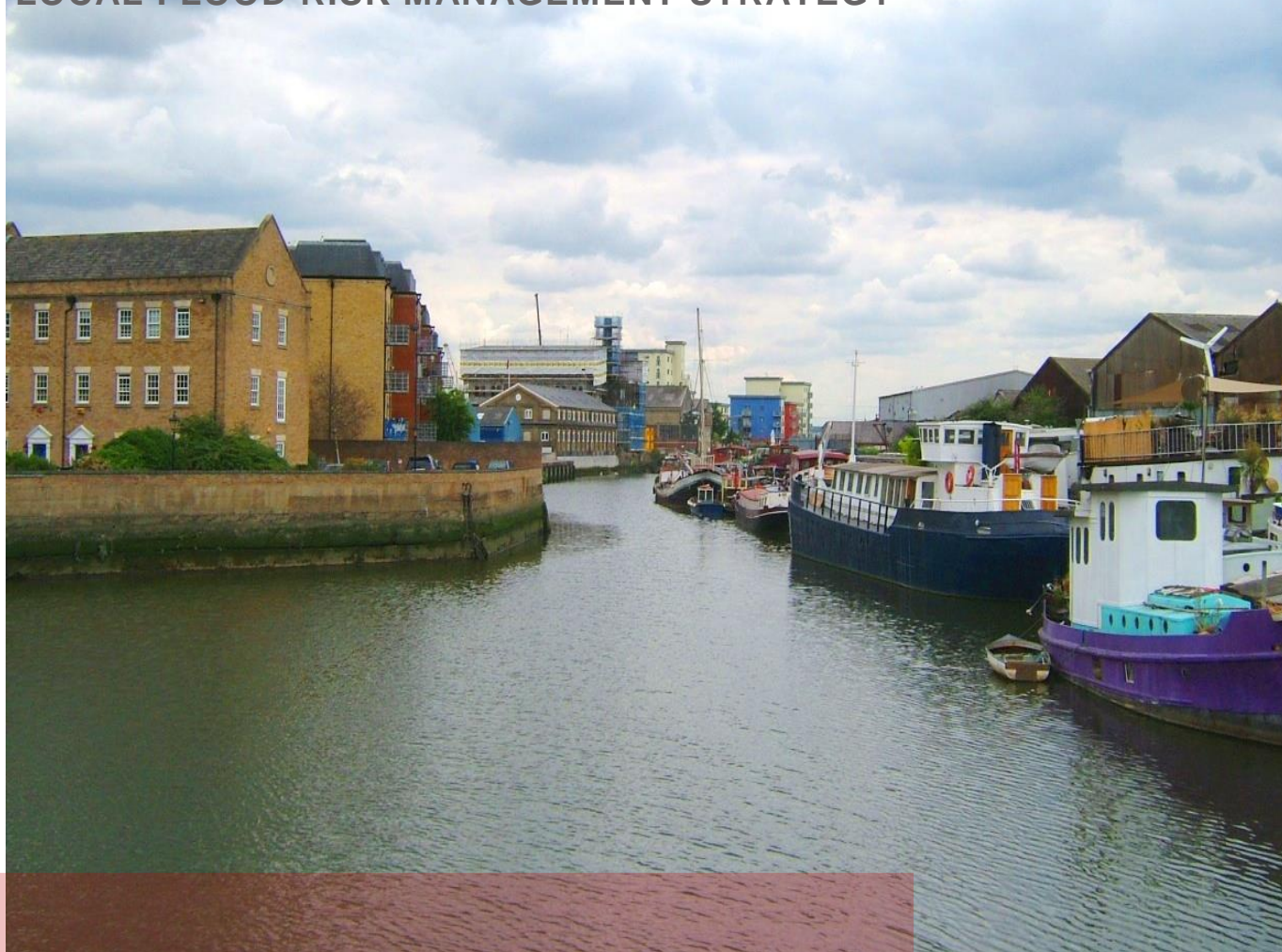
#### **List of appendices:**

- **Appendix A** – Local Flood Risk Management Strategy document
  - Annex A - Local Flood Risk Management Strategy Action Plan
  - Annex B – Map of Rivers
  - Annex C - Example of Investigation Priority
- **Appendix B** – One-page summary of the impacts of the Strategy
- **Appendix C** – Risk Assessment

This page is intentionally left blank

# LONDON BOROUGH OF BARKING AND DAGENHAM

## LOCAL FLOOD RISK MANAGEMENT STRATEGY



FINAL DRAFT

FEBRUARY 2017

**September 2017 – September 2023**

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



# LONDON BOROUGH OF BARKING AND DAGENHAM

## LOCAL FLOOD RISK MANAGEMENT STRATEGY

**Type of document (version)**  
**Final**

Project no: 3514006B  
Date: February 2017

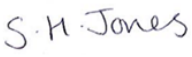
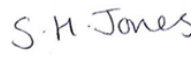


---

**WSP | Parsons Brinckerhoff**  
Kings Orchard  
1 Queen Street  
Bristol BS2 0HQ

Tel: +44 (0) 117 93 6200  
[www.wspgroup.com](http://www.wspgroup.com)  
[www.pbworld.com](http://www.pbworld.com)



# QUALITY MANAGEMENT

ISSUE/REVISION	DRAFT ISSUE	
Remarks	Issued for RMA stakeholder consultation review	Issued as final
Date	November 2016	February 2017
Prepared by	Stephanie Jones WSP Parsons Brinckerhoff	Stephanie Jones WSP Parsons Brinckerhoff
Signature		
Checked by	Joanna Goodwin WSP Parsons Brinckerhoff	Joanna Goodwin WSP Parsons Brinckerhoff
Signature		
Authorised by	Derek Drew-Smith Barking and Dagenham Flood Risk Manager	Derek Drew-Smith Barking and Dagenham Flood Risk Manager
Signature		
Project number	3514006B	3514006B
Report number	4.0	5.0

# FOREWORD

This Local Flood Risk Management Strategy sets out how Barking and Dagenham Council, working with its partners and stakeholders, will deal with flood risk in the Borough.

The Strategy communicates to all stakeholders, especially our residents, how various activities can assist in managing flood risk, such as better planning policy to ensure new development does not increase flood risk for its neighbours, the efficient management of surrounding landscape to reduce flooding at source and, to ensure that emergency responses are targeted where flood risk is greatest. There is also advice for residents on flood preparedness.

The activities identified in this Strategy can only contribute to the management of flood risk. It would not be realistic, even if we were not experiencing a period of austerity, to protect all property and infrastructure from flood risk. The activities ensure that the efforts of all involved, organisations and residents alike, reduce flood risk in practical ways, not only by reducing the probability of flooding, but also its impact by making sure that properties can cope in the event of a serious flood. The Strategy details the roles and responsibilities of all major stakeholders, including residents and community groups, so that there is better clarity and understanding about when different stakeholders should be involved.

Assessing levels of risk from flooding is a difficult task. With increasingly uncertain weather patterns, houses that have never been flooded in living memory may be at risk. We recognise householders may have concerns about using computer programmes that simulate rainfall events to determine areas of flood risk or areas likely to be at risk of flooding in the future, but these models are essential to ensure that available resources are used effectively in the highest risk areas to reduce the probability of properties being flooded and the consequent impacts.

This Strategy is our statement of intent as to what needs to be done to tackle flooding in Barking and Dagenham. We hope it will help you become better informed of everyone's responsibilities, how to find out your flood risk and what we can do to help you become safer.

*Lynda Rice*

Cllr Lynda Rice

Cabinet Member for Environment and Streetscene



# TABLE OF CONTENTS

<b>1</b>	<b>INTRODUCTION.....</b>	<b>1</b>
<b>2</b>	<b>THE COUNCIL’S VISION AND OBJECTIVES.....</b>	<b>5</b>
<b>3</b>	<b>LEGISLATION .....</b>	<b>7</b>
<b>4</b>	<b>ROLES AND RESPONSIBILITIES.....</b>	<b>15</b>
4.1	OVERVIEW.....	15
4.2	BARKING AND DAGENHAM COUNCIL .....	16
4.3	ENVIRONMENT AGENCY .....	18
4.4	THAMES WATER UTILITIES LTD .....	19
4.5	OTHER RESPONSIBLE AUTHORITIES.....	20
4.6	LANDOWNERS AND DEVELOPERS .....	20
<b>5</b>	<b>SUMMARY OF FLOOD RISK.....</b>	<b>21</b>
5.1	HOW FLOOD RISK IS QUANTIFIED .....	21
5.2	KEY SOURCES OF INFORMATION .....	22
5.3	OTHER SOURCES OF INFORMATION.....	25
5.4	A SUMMARY OF FLOOD RISK WITHIN BARKING AND DAGENHAM .....	27
<b>6</b>	<b>OBJECTIVE 1: IMPROVE KNOWLEDGE AND UNDERSTANDING OF LOCAL FLOOD RISK .....</b>	<b>33</b>
6.1	OVERVIEW.....	33
6.2	MAINTAINING FLOOD RECORDS .....	34
6.3	INVESTIGATING FLOOD EVENTS.....	37
6.4	COMPLETION OF FURTHER STUDIES.....	40
<b>7</b>	<b>OBJECTIVE 2: MANAGE AND REDUCE FLOOD RISK.....</b>	<b>42</b>
7.1	OVERVIEW.....	42
7.2	COMMUNICATION .....	42

7.3	ASSET REGISTER .....	43
7.4	MAINTENANCE .....	46
7.5	PRIORITISATION.....	47
7.6	DELIVERY OF SCHEMES.....	51
<b>8</b>	<b>OBJECTIVE 3: COMMUNICATE WITH COMMUNITIES AND WORK TOGETHER TO MANAGE RISK .....</b>	<b>53</b>
8.1	OVERVIEW.....	53
8.2	RIPARIAN OWNERSHIP RESPONSIBILITIES.....	53
8.3	COMMUNITY FLOOD GROUPS .....	54
8.4	ACTION TO TAKE IN THE EVENT OF A FLOOD.....	55
8.5	COMMUNITY-LED INITIATIVES .....	56
<b>9</b>	<b>OBJECTIVE 4: DEVELOP, MAINTAIN AND IMPLEMENT EMERGENCY RESPONSE AND RECOVERY PLANS .....</b>	<b>59</b>
9.1	OVERVIEW.....	59
9.2	EXISTING AND PROPOSED ACTIVITIES.....	60
<b>10</b>	<b>OBJECTIVE 5: MAKE SUSTAINABLE POLICY AND PLANNING DECISIONS INFORMED BY FLOODING ISSUES .....</b>	<b>64</b>
10.1	OVERVIEW.....	64
10.2	KEY COUNCIL DOCUMENTS.....	65
10.3	EXISTING AND PROPOSED ACTIVITIES.....	65
<b>11</b>	<b>DELIVERY AND FUNDING MECHANISMS.....</b>	<b>67</b>
11.1	INTRODUCTION .....	67
11.2	SOURCES OF FUNDING.....	67
11.3	DELIVERY .....	71
<b>12</b>	<b>REVIEW AND UPDATE .....</b>	<b>73</b>
12.1	STRATEGIC REVIEW.....	73
12.2	CONSULTATION .....	73

13	REFERENCES.....	74
----	-----------------	----

---

## APPENDICES

ANNEX A	ACTION PLAN 2017 – 2023
ANNEX B	MAP OF RIVERS
ANNEX C	EXAMPLE OF INVESTIGATION PRIORITY

# GLOSSARY

Term	Definition
Asset Management Plan	A five year plan for managing water and sewerage company infrastructure and other assets in order to deliver an agreed standard of service.
Catchment Flood Management Plan	A high-level planning strategy through which the Environment Agency works with their key decision makers within a river catchment to identify and agree policies to secure the long-term sustainable management of flood risk.
Civil Contingencies Act	This UK Parliamentary Act delivers a single framework for civil protection in the UK. As part of the Act, Local Resilience Forums have a duty to put into place emergency plans for a range of circumstances including flooding.
Climate Change	Long term variations in global temperature and weather patterns caused by natural and human actions.
Culvert	A channel or pipe that carries water below the level of the ground.
Environment Agency	Government agency reporting to Defra charged with protecting the environment and managing flood risk in England.
Indicative Flood Risk Areas	Areas determined by the Environment Agency as potentially having a significant flood risk, based on guidance published by Defra and the use of certain national datasets. These indicative areas are intended to provide a starting point for the determination of Flood Risk Areas by LLFAs.
National Flood and Coastal Erosion Risk Management Strategy	Strategy prepared by the Environment Agency. The strategy is required under the Flood and Water Management Act 2010 and describes what needs to be done by all involved in flood and coastal risk management to reduce the risk of flooding and coastal erosion, and to manage its consequences.
Flood defence	Infrastructure used to protect an area against floods such as floodwalls and embankments; they are designed to a specific standard of protection (design standard).
Flood Risk Area	See entry under Indicative Flood Risk Areas.
Flood Risk Regulations 2009	Transposition of the EU Floods Directive into English law. The EU Floods Directive is a piece of European Community (EC) legislation to specifically address flood risk by prescribing a common framework for its measurement and management.
Flood and Water Management Act 2010	An Act of Parliament which forms part of the UK Government's response to Sir Michael Pitt's Report on the Summer 2007 floods, the aim of which is to clarify the legislative framework for managing surface water flood risk in England and Wales. The Act was passed in 2010 and is currently being enacted in stages.
Fluvial Flooding	Flooding resulting from water levels exceeding the bank level of a watercourse (river or stream).
Lead Local Flood Authority	Local Authority responsible for taking the lead on local flood risk management. The duties of LLFAs are set out in the Flood and Water Management Act 2010.
LiDAR	Light Detection and Ranging, a technique to measure ground and building levels remotely from the air, LiDAR data is used to develop topographic models typically called Digital Terrain Models and Digital Elevation Models.

Term	Definition
Local Resilience Forum	A multi-agency forum, bringing together all the organisations that have a duty to cooperate under the Civil Contingencies Act, and those involved in responding to emergencies. They prepare emergency plans in a co-ordinated manner and respond in an emergency. Roles and responsibilities are defined under the Civil Contingencies Act.
Local Planning Authority	The Local Authority or Council that is empowered by law to exercise planning functions for a particular area. This is typically the local borough or district Council.
Main River	Main rivers are a statutory type of watercourse in England and are usually larger streams and rivers, but may also include some smaller watercourses. A main river is defined as a watercourse marked as such on a main river map, and can include any structure or appliance for controlling or regulating the flow of water in, into or out of a main river. The Environment Agency's powers to carry out flood defence works apply to main rivers only.
Ofwat	The Water Services Regulation Authority responsible for economic regulation of the privatised water and sewerage industry in England and Wales.
Ordinary Watercourse	All watercourses that are not designated a main river, and which are the responsibility of Local Authorities or Internal Drainage Boards (where they exist) are termed ordinary watercourses.
Partner	A person or organisation with responsibility for the decision or actions that need to be taken.
Pitt Review	Comprehensive independent review of the 2007 summer floods by Sir Michael Pitt, which provided recommendations to improve flood risk management in England and Wales.
Pluvial Flooding	Flooding from water flowing over the surface of the ground; often occurs when the soil is saturated and natural drainage channels or artificial drainage systems have insufficient capacity to cope with additional flow.
Preliminary Flood Risk Assessment	Assessment required by the EU Floods Directive which summarises flood risk in a geographical area. Led by Local Authorities.
Resilience Measures	Measures designed to reduce the impact of water that enters property and businesses; could include measures such as raising electrical appliances.
Resistance Measures	Measures designed to keep flood water out of properties and businesses; could include flood guards for example.
Risk	In flood risk management, risk is defined as a product of the probability or likelihood of a flood occurring, combined with the consequence of the flood.
Risk Management Authority	Defined by the Flood and Water Management Act as "the Environment Agency, a lead local flood authority, a district council for an area for which there is no unitary authority, an internal drainage board, a water company, and a highway authority".
Sewer flooding	Flooding caused by a blockage or incapacity in a sewer, or a rainfall event that overwhelms the sewerage network.
Stakeholder	A person or organisation affected by the problem or solution, or interested in the problem or solution. They can be individuals or organisations, includes the public and communities.
Sustainable Drainage Systems	Methods of management practices and control structures that are designed to drain surface water in a more sustainable manner than some conventional techniques. Includes swales, wetlands and ponds.
Surface water	Rainwater (including snow and other precipitation) which is on the surface of the ground (whether or not it is moving), and has not entered a watercourse, drainage system or public sewer. Refer to pluvial flooding.
Tidal	Relating to the actions or processes caused by tides.

# ABBREVIATIONS

Term	Definition
AMP	Asset Management Plan
CFMP	Catchment Flood Management Plan
CLG	Government Department for Communities and Local Government
Defra	Government Department for Environment, Food and Rural Affairs
EA	Environment Agency
FRR	Flood Risk Regulations 2009
FWMA	Flood and Water Management Act 2010
LLFA	Lead Local Flood Authority
LPA	Local Planning Authority
LRF	Local Resilience Forum
National FCERM Strategy	National Flood and Coastal Erosion Risk Management Strategy
NPPF	National Planning Policy Framework
PFRA	Preliminary Flood Risk Assessment
PLP	Property Level Protection
RBMP	River Basin Management Plan
RMA	Risk Management Authority
SFRA	Strategic Flood Risk Assessment
SMP	Shoreline Management Plans
SUDS	Sustainable Drainage Systems
SWMP	Surface Water Management Plan
TRFCC	Thames Regional Flood and Coastal Committee
TWU	Thames Water Utilities Ltd



# EXECUTIVE SUMMARY

Flooding can have a negative impact on families, communities and livelihoods as seen during national flood events over the past 10 years, most notably during 2000, 2007 and 2012. Barking and Dagenham has a history of flooding with a considerable number of people working and living within areas that are susceptible to or have flooded in the past. As a result, it is important to consider how these risks can be minimised.

The Local Flood Risk Management Strategy for Barking and Dagenham sets out the framework for how the London Borough of Barking and Dagenham, as the Lead Local Flood Authority (LLFA), will carry out its duties and responsibilities under the Flood and Water Management Act 2010 and how it will work in partnership with other Risk Management Authorities (RMAs). This Strategy is an important tool, for both RMAs and the general public, to improve the knowledge and understanding of local flood risks through clear communication and the promotion of partnership working between RMAs to reduce flood risk to communities and business within the Borough.

Under the Flood and Water Management Act, local flood risk is defined as flooding from surface water, ordinary watercourses and groundwater. As a result, this Strategy has a greater focus on these flood risks in line with the Council's responsibilities, although where appropriate consideration has been given to interactions with other sources of flooding.

The Strategy sets out five key Objectives that have been selected by the Council to improve the management of local flood risk. These five Objectives are focussed on improving the current level of understanding of local flood risks, improving communication between RMAs and 'at risk' communities, enhancing flood management infrastructure and resilience measures, implementing appropriate emergency response systems, and promoting sustainable development. Through the development and implementation of these Objectives, local communities and businesses will ultimately become better informed and better prepared for future flood events.

Delivery of flood risk management measures will always be dependent on sufficient funding being available. As a result this Strategy sets out a framework for how the Council, other RMAs and key stakeholders aim to obtain the necessary funding to deliver the key Objectives and effectively manage local flood risks.

The Strategy is accompanied by an Action Plan which sets out the measures for how the Council will strive to meet the key Objectives over the next six years. The Action Plan will act as a tool for monitoring progress for delivery of local flood risk management measures. The Strategy should be viewed as a living document and will be updated in line with new information and any changes in policy, as well as being subject to a full review every six years to ensure that the strategy remains relevant and up to date.

## INTRODUCTION

Recent history has shown the devastating impacts that flooding can have on lives, homes and businesses. A considerable number of people within Barking and Dagenham live and work within areas that have flooded in the past or that are susceptible to flooding in the future. Ideally communities and infrastructure should be moved away from these areas; however this is often not a practicable solution. For this reason careful consideration must be given to the range of alternative measures that can be put into place to minimise the risk to lives and livelihoods.

The London Borough of Barking and Dagenham is a **Lead Local Flood Authority** (LLFA) under the Flood and Water Management Act 2010. The Council must therefore prepare a Local Flood Risk Management Strategy that sets out the approach that has been adopted within the Borough to manage flood risks.

The Local Flood Risk Management Strategy is an important document for the on-going management of flood risk throughout the Borough. The Strategy sets out the framework for how the Council will work with other local flood risk management authorities and the general public to better understand and manage existing and future flood risks from all potential sources of flooding.

There are other risk management authorities also responsible for the management of flood risk within the Borough and surrounding area. These include:

- The **Environment Agency** who are the authority responsible for managing flooding from main rivers, such as the River Thames, and reservoirs;
- **Thames Water Utilities** who are the authority responsible for managing flooding from the public sewerage network;
- **Network Rail** and **Transport for London** who are responsible for managing flood risks within their railway and underground networks accordingly.

As LLFA, the Council will work to **ensure coordination between all relevant risk management authorities**. This will be reflected within the Strategy, with consideration also given to the way in which flooding from main rivers and the sewerage systems are managed.

The Strategy forms the framework within which communities have a greater say in local risk management decisions. In combination with the National Strategy, local strategies encourage more effective risk management by enabling people, communities, business and the public sector to work together.

The overall aim of this Strategy is to:

- Continue to improve understanding of flood risks within the Borough, both within the Council and general public;
- Ensure a clear understanding of the risks of flooding and erosion, nationally and locally, so that investment in risk management can be prioritised more effectively;
- Form links between the Local Flood Risk Management Strategy and local spatial planning;
- Continue to reduce flood risk to communities and business within the Borough, through fair and transparent means;
- Set out clear and consistent plans for risk management so that communities and businesses can make informed decisions about the management of the residual risk;
- Ensure good communication and coordination between the relevant risk management authorities for the management of flood risk;
- Encourage innovative management of flood and coastal erosion risks, taking account of the needs of communities and the environment (natural and historic);
- Ensure that emergency plans and responses to flood incidents are effective and that communities are able to respond properly to flood warnings; and
- Help communities to recover more quickly and effectively after incidents.

It will do this by acting as the evidence base for the decisions and actions required for managing flood risk. The minimum requirements for a local Strategy are summarised below:

- Identify Risk Management Authorities (RMAs) in the Local Authority's area;
- Describe the Flood and Coastal Erosion Risk Management functions that may be exercised by those Authorities in relation to the area;
- Set objectives for managing local flood risk;
- Describe the measures proposed to achieve those objectives;
- Define how and when the measures are expected to be implemented;
- Estimate the costs and benefits of those measures, and how they are to be paid for;
- Complete an assessment of local flood risk for the purpose of the Strategy;
- State how and when the Strategy is to be reviewed; and
- Show how the Strategy contributes to the achievement of wider environmental objectives.

## THE PURPOSE OF THE STRATEGY

The Strategy is an important new tool to help understand and manage flood risk within Barking and Dagenham. The management of flood risk in the Borough will be marked by better knowledge of the risks in the region, better co-operation between organisations involved in flood risk management and better communication with the public about those risks and what can be done. One of the key purposes of this Strategy is to highlight the steps that are to be taken to ensure the above points are established and are operational.

It should be noted that the London Borough of Barking and Dagenham, as a LLFA, is only responsible for management of **local flood risk - defined as surface water flooding, ordinary watercourse flooding and groundwater flooding**. This area of responsibility is defined by the Flood and Water Management Act 2010. Therefore, this Local Flood Risk Management Strategy only addresses local flood risk and the interactions it might have with other sources of flood risk.

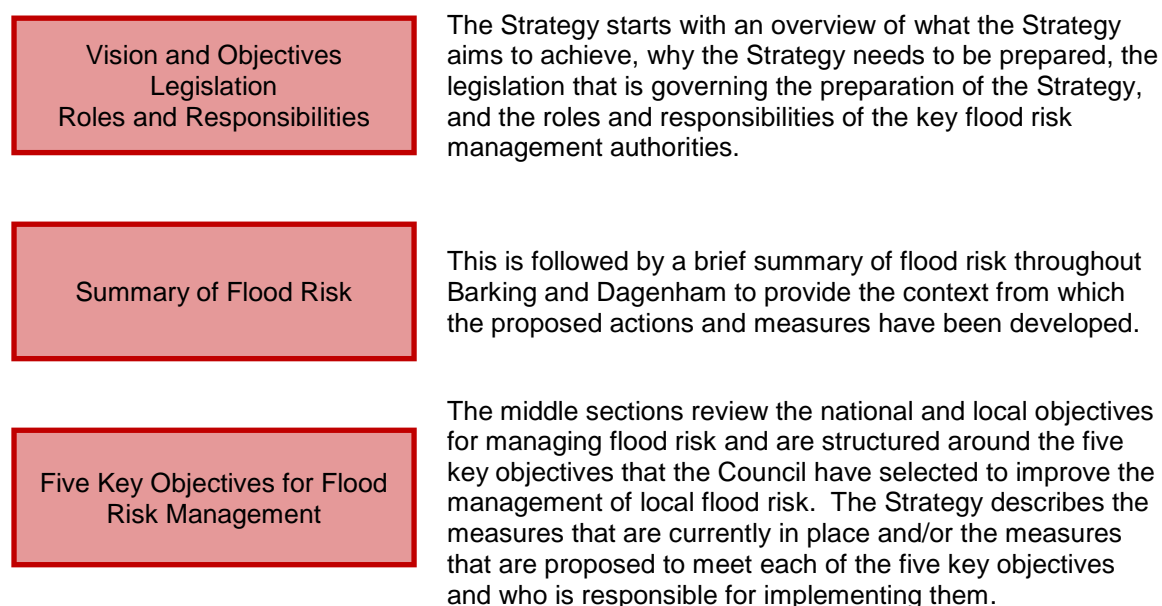
The Strategy is a living document and can be updated as new information or best practice becomes available or policies change. Notwithstanding this, it will also be subject to a full review every **six years** to ensure that it continues to reflect the way in which flood risk is managed within the Borough.

The Strategy is accompanied by an **Action Plan** that sets out how the Council will deliver the Strategy over the next six years. The Action Plan outlines the measures identified through this Strategy and the outcomes of each action are linked to the objectives of the Strategy so that we can monitor how we are delivering our local flood risk management measures.

## THE STRUCTURE OF THE STRATEGY

It is not possible to entirely prevent flooding from ever occurring in Barking and Dagenham, however it is possible to reduce flooding and be better prepared for flooding, including being better prepared for the potential effects of climate change. This Strategy therefore sets out how the Council are approaching flood risk management to meet the **five key objectives** (see Section 2) that have been selected by the Council to reduce the risk to lives and livelihoods.

The structure of the Strategy is set out below, with a summary of what each section aims to achieve.



Delivery and Funding  
Mechanisms

The Strategy provides a brief summary of the key sources of funding that may be available to the Council, other relevant authorities and the general public to help with the delivery of schemes and reduction of flood risk within the Borough.

Action Plan

The proposed measures are incorporated into an Action Plan that describes the proposed measures and the proposed timeframe for implementation. The Action Plan is a 'live' document that will be updated as measures are progressed and new measures are proposed. A copy of the Action Plan is provided in Annex A.

## 2

## THE COUNCIL'S VISION AND OBJECTIVES

**The Council's vision is to continually improve the way in which flood risks are managed throughout the Borough to reduce the impacts of flooding on lives and livelihoods.**

A key aim of the Local Flood Risk Management Strategy is to establish a series of local objectives that can be taken forward to deliver effective risk management through local measures and actions. The following local objectives have been developed based on the guiding principles of the Environment Agency's National Strategy (see Section 3) and are specific to Barking and Dagenham. Sections 6 to 10 of this Strategy detail the local objectives that have been proposed for Barking and Dagenham, along with the measures that will be used to achieve them.

It should be noted that London Borough of Barking and Dagenham, as LLFA, is only responsible for management of local flood risk - defined as flooding from surface water, ordinary watercourses and groundwater. This area of responsibility is defined by the Flood and Water Management Act 2010 (see Section 3). Therefore, the local objectives and actions proposed within this Strategy only address local flood risk and the interactions it might have with other forms of flood risk.

### THE COUNCIL'S PROPOSED OBJECTIVES FOR BARKING AND DAGENHAM

**Objective 1: Improve knowledge and understanding of local flood risk**

Continue to develop understanding of flood risk across the Borough. This will offer multiple benefits such as enabling the Council to identify those areas at greatest risk, prioritising measures to address known risks, validating the accuracy of modelled flood mapping, improving understanding of sewerage flooding and flooding from culverts and drains, raising awareness of risks to communities and developers, assisting with funding applications, and informing emergency response plans.

**Objective 2: Manage and reduce flood risk**

Maintain, and improve where necessary, local flood risk management infrastructure, the natural environment and related systems to reduce risk in targeted areas. Look to reduce the risk of flooding and the potential damages that can be caused by flooding. Investigate significant flooding events to better understand their causes and potential management options.

**Objective 3: Communicate with communities and work together to manage risk**

Work with communities and businesses located in at risk areas to collectively understand local risk, share up to date information and work together to manage risk. Clarity will be provided regarding the responsibilities of local communities and the ways in which local communities, with the support of the Council, can contribute to the management and reduction of flood risk and ultimately help themselves be more resilient to flooding.

**Objective 4: Develop, maintain and implement emergency response and recovery plans**

It is not possible to eliminate all flood risks therefore the Strategy will aim to raise awareness of flood warning and response systems for the benefit of local communities and others involved in the management of flood risks. Ensure emergency plans will be regularly updated with flood risk information and exercised with all relevant parties to provide a co-ordinated preparation, response and recovery plan.

**Objective 5: Make sustainable policy and planning decisions informed by flooding issues**

This objective focuses primarily on how flood risks and related environmental issues are considered in land use planning and development proposals to manage flood risk through consideration of development vulnerability and predicted flood hazard.

## 3

## LEGISLATION

## THE FLOOD AND WATER MANAGEMENT ACT 2010

The [Flood and Water Management Act \(2010\)](#) places new responsibilities on Local Authorities to manage and lead on local flooding issues. The Act requires Local Authorities to deliver new duties and responsibilities with regard to managing flood risk, including:

- Taking an active role leading flood risk management as LLFAs;
- Cooperating with other relevant authorities to manage local flood risk;
- Duty to investigate flood incidents and report upon them;
- Maintain an 'Asset Register' of infrastructure and assets that have a significant influence on local flood risk;
- Designate 'features' that have a significant influence on local flood risk;
- Regulation of works on 'ordinary watercourses';
- Development and implementation of a Local Flood Risk Management Strategy; and
- Acting as a Statutory Consultee in the planning process for matters relating to surface water management (*as of April 2015, this function replaced the previously defined Sustainable Drainage Systems Approval Body as originally defined in Schedule 3 of the FWMA*).

This Strategy is one of the new requirements of the Flood and Water Management Act. The Act reinforces the need to manage flooding holistically and in a sustainable manner. This has grown from the key principles within [Making Space for Water \(Defra, 2005\)](#) and was further reinforced by the summer 2007 floods and the [Pitt Review \(Cabinet Office, 2008\)](#), implementing several key recommendations of Sir Michael Pitt's Review of the summer 2007 floods.



Specifically, in relation to Local Flood Risk Management Strategies, Regulation 9 of the Act states:

#### **9. Local flood risk management strategies: England**

- (1) A lead local flood authority for an area in England must develop, maintain, apply and monitor a strategy for local flood risk management in its area (a "local flood risk management strategy").
- (2) In subsection (1) "local flood risk" means flood risk from -
  - (a) surface runoff,
  - (b) groundwater, and
  - (c) ordinary watercourses.
- (3) In subsection (2)(c) the reference to an ordinary watercourse includes a reference to a lake, pond or other area of water which flows into an ordinary watercourse.
- (4) The strategy must specify -
  - (a) the risk management authorities in the authority's area,
  - (b) the flood and coastal erosion risk management functions that may be exercised by those authorities in relation to the area,
  - (c) the objectives for managing local flood risk (including any objectives included in the authority's flood risk management plan prepared in accordance with the Flood Risk Regulations 2009),
  - (d) the measures proposed to achieve those objectives,
  - (e) how and when the measures are expected to be implemented,
  - (f) the costs and benefits of those measures, and how they are to be paid for,
  - (g) the assessment of local flood risk for the purpose of the strategy,
  - (h) how and when the strategy is to be reviewed, and
  - (i) how the strategy contributes to the achievement of wider environmental objectives.
- (5) The strategy must be consistent with the national flood and coastal erosion risk management strategy for England under section 7.
- (6) A lead local flood authority must consult the following about its local flood risk management strategy -
  - (a) risk management authorities that may be affected by the strategy (including risk management authorities in Wales), and
  - (b) the public.
- (7) A lead local flood authority must publish a summary of its local flood risk management strategy (including guidance about the availability of relevant information).
- (8) A lead local flood authority may issue guidance about the application of the local flood risk management strategy in its area.
- (9) A lead local flood authority must have regard to any guidance issued by the Secretary of State about -
  - (a) the local flood risk management strategy, and
  - (b) guidance under subsection (8).

The Flood and Water Management Act also places additional duties on the Environment Agency to provide a national strategic overview role for flood risk management. The Environment Agency has therefore produced a National Strategy for Flooding and Coastal Erosion Risk Management (the National Strategy). The Local Strategy prepared by the Council aligns with the Environment Agency's National Strategy that is discussed in subsequent sections.

## LAND DRAINAGE ACT 1991

The Environment Agency and Barking and Dagenham Council also have additional duties and powers associated with the management of flood risk under the [Land Drainage Act 1991](#). As the Land Drainage Authority, the Council must give consent for any permanent or temporary works that could affect the flow within an ordinary watercourse in order to ensure that local flood risk is not increased. The Environment Agency has a similar role for any permanent or temporary works that could affect the flow within a main river. The Land Drainage Act specifies that the following works will require formal consent from the appropriate authority:

- Construction, raising or alteration of any mill dam, weir or other like obstructions to the flow of a watercourse;
- Construction of a new culvert;
- Any alterations to an existing culvert that would affect the flow of water within a watercourse.

The Land Drainage Act also sets out the maintenance responsibilities riparian owners have in order to reduce local flood risks. Riparian owners, who are land owners with a watercourse either running through their land or adjacent to, have the responsibility to ensure that the free flow of water is not impeded by any obstruction or build-up of material within the watercourse. A riparian owner has the duty to accept the natural flow of water from upstream and has the right to convey the flows unimpeded downstream.

If any ordinary watercourse is found to be blocked or restricting the flow of water, the Council have the enforcement powers to serve notice on the relevant land owner under Section 25 of the Land Drainage Act requiring works to maintain the flow of water to be undertaken. If no action is taken to restore the natural flow of water, the Council may carry out the necessary works and recharge the full costs incurred to the relevant land owner.

## FLOOD RISK REGULATIONS 2009

The [Flood Risk Regulations \(2009\)](#) are the transposition of the European Union Floods Directive into English and Welsh law. The Regulations required three main types of assessment / plan to be produced:

- a) Preliminary Flood Risk Assessments (PFRA) completed by all LLFAs and the Environment Agency, published by Barking and Dagenham Council in 2012. Flood Risk Areas, at potentially significant risk of flooding, were identified. Maps and management plans were developed on the basis of these flood risk areas.
- b) Flood Hazard Maps and Flood Risk Maps. The Environment Agency, on behalf of LLFAs, produced Hazard and Risk Maps for all sources of flooding in 2013. These maps are publicly available on their website.
- c) Flood Risk Management Plans. The Environment Agency and LLFAs were required to produce Flood Risk Management Plans for 'Flood Risk Areas'. The Environment Agency has produced the Thames Flood Risk Management Plan for the London area published in 2016, including a local document specific to Barking and Dagenham.

Chapter 6 of the Barking and Dagenham PFRA shows that Barking and Dagenham is located within an indicative 'Flood Risk Area' as identified by the Environment Agency. Since publication of the PFRA, the Environment Agency has confirmed that all of greater London is classified as a Flood Risk Area.

## NATIONAL PLANNING POLICY FRAMEWORK 2012

The [National Planning Policy Framework](#) (NPPF) was published in March 2012 and outlines national policy on development and flood risk assessment. The NPPF states that inappropriate development in areas at risk of flooding should be avoided by directing development away from areas at highest risk, but where development is necessary, making it safe without increasing flood risk elsewhere.

Of key importance within the NPPF is the aspiration of 'sustainable development'. The NPPF sets out the three key dimensions of sustainable development to include economic, social and environmental aspects. Economic considerations can include ensuring that sufficient land of the right type is available in the right places and providing the required infrastructure. Social considerations can include creating a high quality built environment and ensuing safe and healthy communities. Environmental considerations can include protecting and enhancing our natural, built and historic environment and, as part of this, helping to improve biodiversity and mitigate and adapt to climate change. All of these aspects are relevant to the management of flood risk and delivery of flood management schemes.

The NPPF is supported by the [National Planning Practice Guidance](#). The Flood Risk and Coastal Change section of the guidance (April 2015) advises on how planning can take account of the risks associated with flooding and coastal change in plan-making and the application process.

## NATIONAL STRATEGY FOR FLOOD AND COASTAL EROSION RISK MANAGEMENT

The Flood and Water Management Act 2010 requires the Environment Agency to develop, maintain, apply and monitor a strategy for flood and coastal erosion risk management in England. The [National Strategy](#)<sup>1</sup> states that Government will work with individuals, communities and organisations to reduce the threat of flooding and coastal erosion.

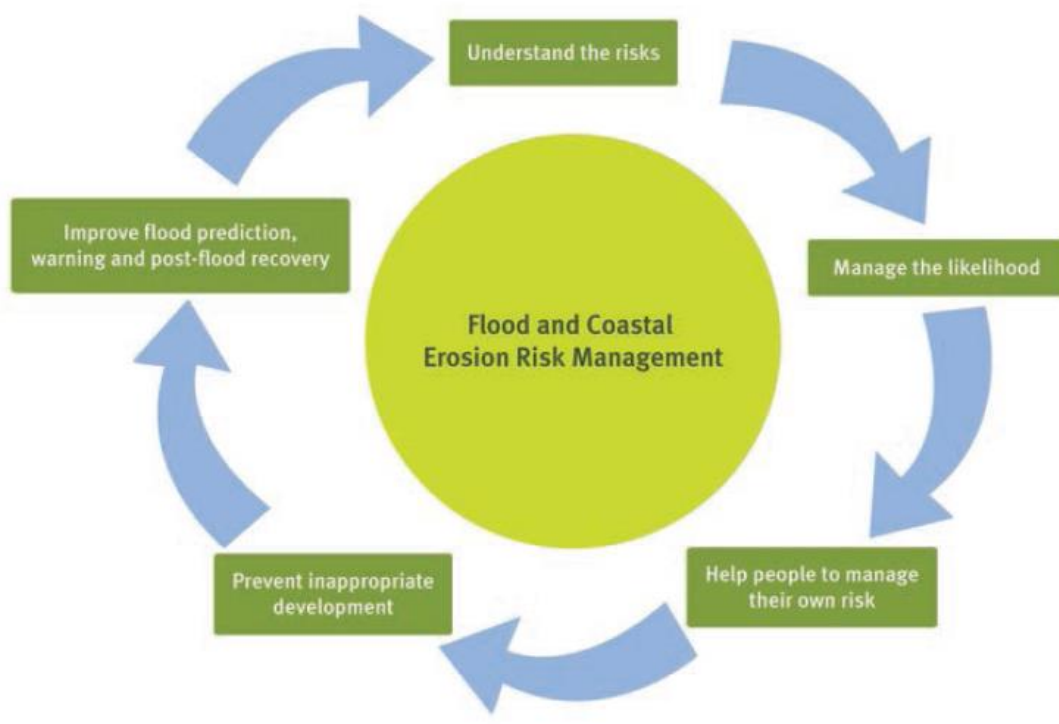
The National Strategy also sets out a statutory framework that will help communities, the public sector and other organisations to work together to manage flood and coastal erosion risk. It will make sure that risks are managed in a co-ordinated way across catchments and along each stretch of coast. This includes the development of Local Strategies by LLFAs, as well as their strategic overview of all sources of flooding and coastal erosion.

The measures set out by the Council, as LLFA, within this Local Strategy are therefore compatible with the Environment Agency's National Strategy. The strategic aims and objectives of the National Strategy are illustrated in Figure 1.

---

<sup>1</sup> Defra, Environment Agency (2011) The National Flood and Coastal Erosion Risk Management Strategy for England [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/228898/9780108510366.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/228898/9780108510366.pdf)

Figure 1 Strategic aims and objectives of the National Strategy



The National Strategy states that the Government will work with individuals, communities and organisations to reduce the threat of flooding and coastal erosion by:

- Understanding the risks of flooding and coastal erosion, working together to put in place long-term plans to manage these risks and making sure that other plans take account of them;
- Avoiding inappropriate development in areas of flood and coastal erosion risk and being careful to manage land elsewhere to avoid increasing risks;
- Building, maintaining and improving flood and coastal erosion management infrastructure and systems to reduce the likelihood of harm to people and damage to the economy, environment and society;
- Increasing public awareness of the risk that remains and engaging with people at risk to encourage them to take action to manage the risks that they face and to make their property more resilient;
- Improving the detection, forecasting and issue of warnings of flooding, planning for and co-ordinating a rapid response to flood emergencies and promoting faster recovery from flooding.

The National Strategy outlines six high level principles; these have been used to develop the five local objectives detailed from Section 6 of this report:

→ **Community focus and partnership working**

RMA's need to engage with communities to help them understand the risks, and encourage them to have direct involvement in decision-making and risk management actions. Working in partnership to develop and implement Local Strategies will enable better sharing of information and expertise, and the identification of efficiencies in managing risk;

→ **A catchment and coastal “cell” based approach**

In understanding and managing risk, it is essential to consider the impacts on other parts of the catchment or coast. Activities must seek to avoid passing risk on to others within the catchment or along the coast without prior agreement. In developing Local Strategies, LLFAs should ensure that neighbouring LLFAs within catchments are involved in partnerships and decision making. Strategic plans such as Catchment Flood Management Plans (CFMPs) and Shoreline Management Plans (SMPs) should be used to help set strategic priorities for local strategies. Regional Flood and Coastal Committees will have an important role in this approach;

→ **Sustainability**

LLFAs should aim to support communities by managing risks in ways that take account of all impacts of flooding (for instance on people, properties, cultural heritage, infrastructure and the local economy) and the whole-life costs of investment in risk management. Where possible, opportunities should be taken to enhance the environment and work with natural processes. Risk management measures should also be forward looking, taking account of potential risks that may arise in the future and being adaptable to climate change;

→ **Proportionate, risk-based approaches**

It is not technically, economically or environmentally feasible to prevent all flooding and coastal erosion altogether. A risk-based management approach targets resources to those areas where they have greatest effect. All aspects of risk management, including the preparation and implementation of Local Strategies, should be carried out in a proportionate way that reflects the size and complexity of risk. The assessment of risk should identify where the highest risks are and therefore the priorities for taking action. The Local Strategy provides an opportunity to agree a local framework for risk based decisions and interventions with local communities and stakeholders;

→ **Multiple benefits**

As well as reducing the risks to people and property, Flood and Coastal Erosion Risk Management can bring significant economic, environmental and social benefits. In developing and implementing Local Strategies, LLFAs should help deliver broader benefits by working with natural processes where possible and seeking to provide environmental benefits, including those required by the Habitats, Birds and Water Framework Directives. Measures such as the use of Sustainable Drainage Systems (SuDS) to manage risk should be considered wherever possible as they can also deliver benefits for amenity, recreation, pollution reduction and water quality. Further benefits can be realised in relation to regeneration, growth and emergency planning;

→ **Beneficiaries should be encouraged to invest in risk management**

The benefits achieved when flood and coastal erosion risks are managed can be both localised and private, through the protection of specific individuals, communities and businesses. In developing Local Strategies, LLFAs should consider opportunities to seek alternative sources of funding for managing local flood risk rather than relying solely on Government funds. However, LLFAs should consider the balance they wish to achieve in relation to major coastal and fluvial schemes, where the scale of local contributions required to make up partial national funding may be much more significant than that usually needed for surface water management schemes.

## OTHER RELEVANT LEGISLATION

Flood Risk Management is affected by a range of other guidance and legislation. Some of these include:

- Public Health Act (1936);
- Wildlife and Countryside Act (1981);

- Countryside and Rights of Way Act (2000);
- Strategic Environmental Assessment Directive (2001);
- Civil Contingencies Act (2004);
- Water Framework Directive (2007);
- Climate Change Act (2008); and
- Conservation of Habitats and Species Regulations (2010).

## RELATED DOCUMENTS

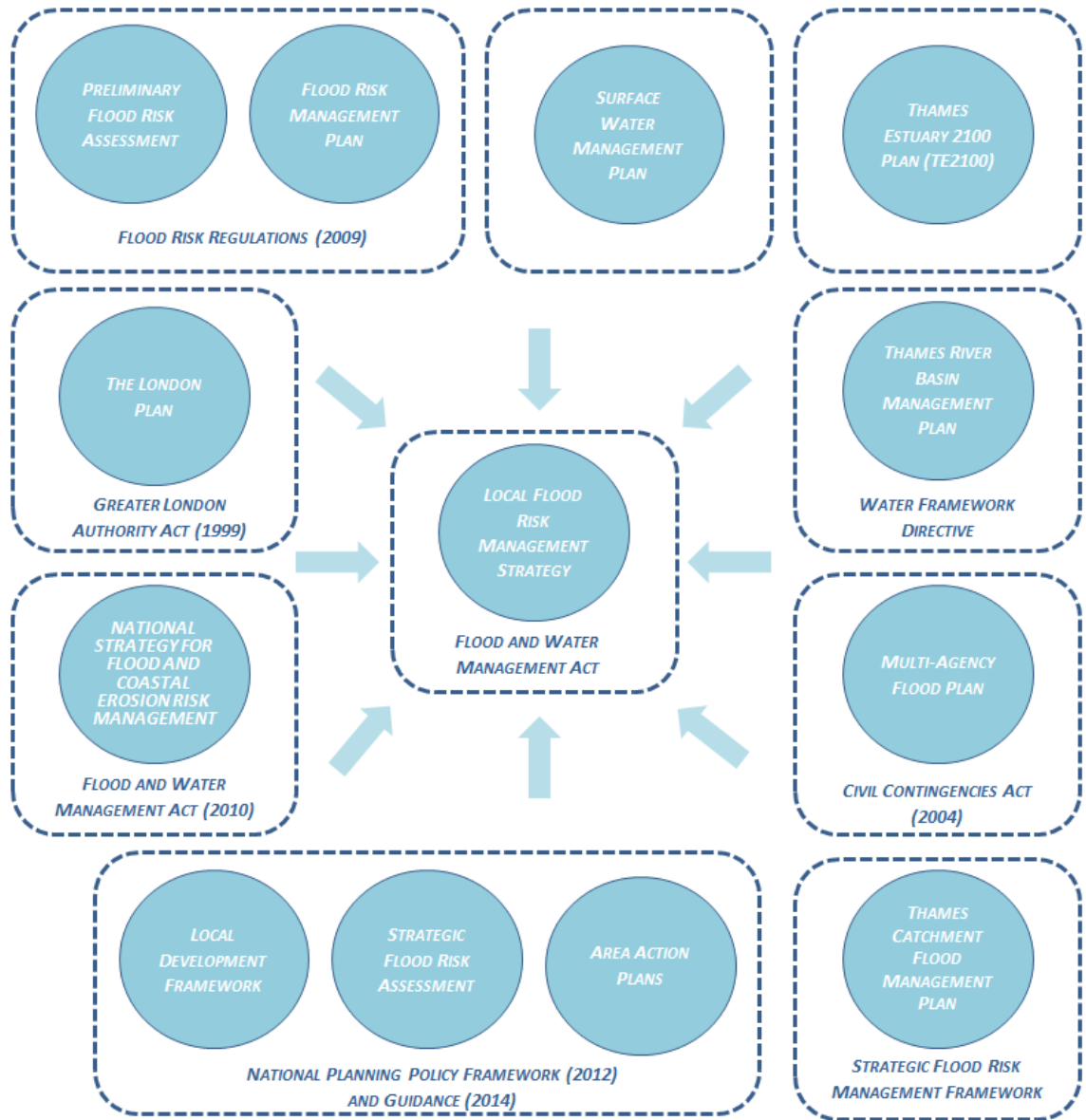
A number of related documents have been prepared which provide details on the assessment and management of flood risk within Barking and Dagenham. It is intended that the Strategy is an over-arching document, drawing together existing flood risk plans and assessments into a single document that outlines how the Borough will manage local flood risk going forwards.

As part of the assessment of flood risk, the Strategy draws on technical information and historic records of flooding presented in the Surface Water Management Plan (SWMP)<sup>2</sup>, Strategic Flood Risk Assessment (SFRA)<sup>2</sup> and Preliminary Flood Risk Assessment (PFRA)<sup>2</sup>. The Strategy also draws from wider environmental plans covering the Thames catchment including the [Thames River Basin District Management Plan](#) (Thames RBMP) and [Thames Catchment Flood Management Plan](#) (Thames CFMP) to ensure a coordinated approach to flood risk management across London. Figure 2 shows the key related documents and associated legislation. Information relating to these key documents can be found in Section 5.2.

---

<sup>2</sup> Available on request via Barking and Dagenham Council

Figure 2 Legislative drivers and supporting documents for the Strategy



## 4

## 4.1

## ROLES AND RESPONSIBILITIES

## OVERVIEW

Risk Management Authorities (RMA) are defined in the Flood and Water Management Act. Within Barking and Dagenham they comprise one of the following:

- London Borough of Barking and Dagenham as the relevant LLFA;
- The Environment Agency;
- Thames Water Utilities as the incumbent sewerage provider; and
- Transport for London and Network Rail.

The majority of responsibility for flood risk management in Barking and Dagenham resides with the key RMAs as outlined below. A detailed summary is provided in the following sections.

Table 1: Responsibilities of key flood risk management authorities

Source of flooding	Environment Agency	Barking and Dagenham Council	Thames Water Utilities	Transport for London & Network Rail
Main Rivers	✓			
Tidal Estuaries	✓			
Ordinary Watercourses		✓		
Surface Water Runoff		✓		
Highway Assets		✓		✓
Rail Assets				✓
Public Sewerage System			✓	
Groundwater		✓		
Reservoirs	✓			

The most significant flood risk issues in Barking and Dagenham are typically associated with fluvial (river) and tidal sources, most notably from the defended River Thames. However, following the significant nation-wide floods of 2007, greater consideration has been given to the potential risks posed by local sources of flooding such as surface water, groundwater and sewerage flooding.



A summary of the key risk management authorities is provided below, along with a description of the type of flood risk that each authority is responsible for managing:

## 4.2

### BARKING AND DAGENHAM COUNCIL

Under the Flood and Water Management Act the London Borough of Barking and Dagenham, as the LLFA, is the lead authority responsible for managing **local flood risk** and fulfilling the LLFA's responsibilities under the Act as summarised in Section 3 of this Strategy. Local flood risk is typically associated with flooding from **surface water**, **groundwater** and **ordinary watercourses** as described in greater detail below.

#### FLOODING FROM ORDINARY WATERCOURSES

Any watercourse that is not designated as a main river is classed as an ordinary watercourse. Ordinary watercourses are usually smaller watercourses that are not considered strategic or critical in terms of flood risk and environmental status. However, ordinary watercourses still have the potential to cause significant localised flooding and this has been recognised within the Flood and Water Management Act. Ordinary watercourses can also include smaller lakes, ponds or other areas of water that flow into an ordinary watercourse and/or are the responsibility of the Council, such as Parsloes Lake. A map of key rivers within Barking and Dagenham is provided within Annex B.

Similar to main rivers, fluvial flooding from ordinary watercourses can occur when a watercourse has insufficient capacity to contain the river's flow, causing water to burst or overtop the riverbanks. Fluvial flooding can also be as a result of a breach in local formal or informal flood defences, blockage within the river channel, defective outfall structures, or inability of the river to discharge to a tidally influenced river due to high tide levels.

There are a number of ordinary watercourses located throughout Barking and Dagenham. The vast majority of these are located within the south of the Borough, south of the A13 and within the areas of Creekmouth, Dagenham Docks and the land in-between. Other significant ordinary watercourses include the upper reaches of Gores Brook between Parsloes Park and Goresbrook Park. The majority of ordinary watercourses flow in open channels, although many of these are maintained channels.

#### FLOODING FROM SURFACE WATER RUNOFF

Flooding from surface water is typically attributed to surface water runoff that has not entered a watercourse, land drainage system or public sewer. Surface water flooding can also often be attributed to groundwater emergence or sewer flooding (as discussed below) as these sources of flooding also result in the overland flow of water not associated with a watercourse or the sea. Similarly, it is common for burst water mains to be incorrectly identified as a surface water flooding incident.

Surface water flooding typically follows the ground's topography, flowing overland from areas of higher ground towards areas of lower ground. Predictive surface water modelling flood maps use this assumption to map areas that are most likely to be susceptible to surface water flooding, i.e. those areas that are located at the lowest elevations in the Borough or within local 'dips' in topography. Predictive surface water modelling flood maps also take into account barriers to the flow of water, such as elevated railway embankments, although smaller features such as boundary walls are harder to take into account.

#### FLOODING FROM GROUNDWATER

Groundwater emergence typically occurs after prolonged periods of heavy rainfall, causing the water table to rise. This can often cause flooding to underground structures such as basements

or services. Groundwater could also rise as far as the ground's surface and be recognised as overland flow. Groundwater flooding usually occurs in catchments which have a high water table, perched water table and/or responsive underlying geology such as chalk or gravels.

Groundwater emergence can also occur as a result of changes in adjacent tide and/or river levels that may cause a localised rise in hydraulically linked groundwater levels.

Groundwater flooding is often confused or masked by surface water flooding, as discussed above, as well as by burst water mains.

### FLOODING FROM HIGHWAY ASSETS

The Council is also the local highways authority and, as such, is responsible for managing flood risk associated with **highway assets** in the Council's ownership (excluding infrastructure managed by Network Rail or Transport for London).

Flooding from highway assets typically includes flooding from the highway's surface water drainage system and structures such as culverts that pass beneath the carriageway. The Council is responsible for managing flood risk from adopted roads and adopted highway assets that are within the Council's ownership, which include the majority of highways within the Borough.

Flooding from highway assets typically occurs when there is insufficient capacity within the drainage network to cope with unusually high flows, or when drains/culverts become blocked thus reducing capacity to cope with 'normal' flows.

### OTHER DUTIES

As the **local highways authority**, the Council is responsible for the adoption of public highways that are not adopted by Highways England, including the adoption of drainage assets (including SuDS) that serve the public highway. The Council must undertake regular inspection & maintenance to ensure highway drainage systems are clear and blockages cleared, where reasonably practicable, and has powers to undertake works to prevent the highway from flooding and to divert or carry out works to an ordinary watercourse as necessary.

The Council is also the relevant **Land Drainage Authority** and is therefore responsible for the consenting of works to ordinary watercourses and has powers to enforce un-consented and non-compliant works. This includes any works (including temporary) that affect flow within the channel of any ordinary watercourse (such as in channel structures or diversion of watercourses).

As the **Local Planning Authority**, the Council are responsible for the preparation of the local development plan, supported by an appropriate assessment of flood risk (in accordance with NPPF) and determining planning applications. The Council also ensures new development applications are supported by appropriate drainage proposals.

The Council is also a **category one responder** under the Civil Contingencies Act (2004) and the role is set out in the Borough's Multi Agency Flood Plan. The Council is responsible for the development of Emergency Plans and Business Continuity Plans; providing advice and assistance to businesses and voluntary organisations regarding business continuity management; developing arrangements for civil preparedness; making information available for public use; and maintaining a system for warning, informing and advising the public in the event of an emergency.

The Council also holds a **Memorandum of Understanding** with the Environment Agency to attend blockages at Mayes Brook Outlet Trash Screen and Kingsbridge Tidal Sluice Trash Screen during major flooding incidents whereby the Environment Agency operatives may be overstretched and unable to attend.

## 4.3

**ENVIRONMENT AGENCY**

The Environment Agency is responsible for taking a strategic overview of the management of all sources of flooding and coastal erosion throughout England – as set out within the National Flood and Coastal Risk Management Strategy discussed in Section 3. The Environment Agency also has operational responsibility for managing the risk of flooding from **main rivers, estuaries, the sea** and **reservoirs**, and is also responsible for **flood forecasting** and **flood warning**.

The Environment Agency reviews the assessments, plans and maps produced by the London Borough of Barking and Dagenham to ensure compliance with the Flood Risk Regulations 2009. They provide grants to local RMAs to support the implementation of their powers and issue levies to LLFAs to support the implementation of coastal erosion and flood defence schemes. They support collaboration, knowledge-building and sharing of good practice.

The Environment Agency support communities to be flood resilient through sharing best practice and provision of information. They advise on the planning process and are a Statutory Consultee for the majority of development proposed in Flood Zones 2 and 3, and for works within or located within 20m of the top of the bank of a main river. The Environment Agency are also the consenting authority for Flood Risk Activity Permits for any works within 8m of the bank of a main river, or 16m if it is a tidal main river, and within 16m of a sea/tidal defence structure.

**FLOODING FROM MAIN RIVERS**

Main rivers are typically larger rivers or rivers that are considered critical in terms of flood risk or environmental status. Main rivers within Barking and Dagenham include the River Thames, River Roding, Barking Creek, Loxford Water, Mayes Brook, Ship and Shovel Relief Sewer, Gores Brook, Wantz Stream, Dagenham Breach and Beam River. A map of key rivers within Barking and Dagenham is provided within Annex B.

Fluvial flooding from main rivers can occur when a watercourse has insufficient capacity to contain the river's flow, causing water to burst or overtop the riverbanks. Fluvial flooding can also be as a result of a breach in local formal or informal flood defences, blockage within the river channel, defective outfall structures, or inability of the river to discharge to a tidally influenced river due to high tide levels.

The majority of main rivers flow in open channels, although within Barking and Dagenham many of these are maintained channels or culverts (specifically sections of Loxford Water, Mayes Brook, Ship and Shovel Relief Sewer and upper reaches of Wantz Steam).

**FLOODING FROM TIDAL SOURCES AND ESTUARIES**

The River Thames experiences a high tidal range at Barking and Dagenham, and typically this large tidal range and potential for tidal surge poses the greatest flood risk to the Borough. Many of the other watercourses within Barking and Dagenham are significantly influenced by the tidal range of the River Thames, including the River Roding, Barking Creek, Dagenham Breach and Beam River.

Tidal flood risks are often attributable to tidal surges, wave overtopping, breach in tidal defences, or during an event greater than the standard of protection offered by tidal defences. Risks can also often be a result of high fluvial flows combined with high tide levels that prevent water from discharging to the downstream tidally influenced watercourse.

The Thames Estuary 2100 (TE2100) Plan is a strategic flood risk management document which sets out a number of recommendations and actions needed to manage flood risk to the end of this century. Further information on TE2100 is provided in Sections 5 and 6.

## FLOODING FROM RESERVOIRS

Reservoir flooding is rare but could occur following the breach or overtopping of the reservoir embankments. A reservoir under the jurisdiction of the Environment Agency is typically defined as one that holds over 25,000 m<sup>3</sup> of water. Bodies within Barking and Dagenham that are large enough to be classified as a reservoir include the Beam Washlands and Mayes Brook Park Lakes. Reservoirs located in neighbouring Boroughs also pose a flood risk to Barking and Dagenham.

The likelihood of reservoir failure is low and all large reservoirs are stringently governed under the Reservoirs Act 1975. However, a large volume of water could escape with little or no warning if a failure were to occur. As such, the Environment Agency completed a programme of breach assessments to ascertain the areas at potential risk. However, the maintenance and regular inspection of the reservoirs is the responsibility of the owners. There are also a number of smaller lakes, balancing ponds and other water bodies in the Borough; the residual risk of flooding from these water bodies is unknown.

### 4.4

## THAMES WATER UTILITIES LTD

The relevant water and sewerage authority, in this case Thames Water Utilities, is responsible for managing the risks of flooding from surface water, foul or combined **public sewerage systems** that serve more than one property. This can include sewer flooding, burst pipes or water mains or floods caused by system failures. Where there is frequent and severe sewer flooding, water and sewerage undertakers are required to address this through their capital investment plans. Funding priorities are defined using a five year cycle called Asset Management Plans (AMP). The AMP is the programme of work agreed with the Regulator (Ofwat). Thames Water Utilities are in the AMP6 period (2015 – 2020) and will soon be consulting on their 2020-2025 plan which will set out how Thames Water Utilities will provide water and sewerage services and the required investments during that period.

Thames Water Utilities have duties to act consistently with the National Strategy, have regards to the relevant Local Flood Risk Management Strategy, and cooperate with other authorities, including the sharing of data. Thames Water Utilities, as reservoir owners, also have responsibilities under the Reservoirs Act to produce on site plans.

Thames Water Utilities often adopt private sewers and sewers offered for adoption by developers and are a Statutory Consultee in the planning process when any connections to a public sewer are required. For existing sewers, Thames Water Utilities adopt existing sewers that pass Section 102 of the Water Industry Act 1991 - this requires the sewers to be properly designed, constructed and maintained. For new sewers, an agreement can be made with Thames Utilities to adopt a sewer prior to construction and developers will need to apply for a Section 104 Sewer Adoption. Sewers that are adopted by Thames Water Utilities will become part of the Thames Water Utilities sewerage network and maintained at their expense.

A key distinction between the responsibility for surface water and sewer flooding between Thames Water Utilities and the London Borough of Barking and Dagenham is that Thames Water Utilities have an agreed level of service with their industry regulator, Ofwat, for sewerage capacity. The agreed level of service states that *“Increased demands on the sewerage system should not put properties at risk of flooding from storm events with a return period less than 1 in 20 years”*. If flooding occurs during an event that exceeds this defined level of service, then it is classified as surface water flooding. Thames Water Utilities is responsible for internal and external property flooding caused by sewer systems operating under their normal design conditions.

## FLOODING FROM THE SEWERAGE SYSTEM

Sewers typically flood when there is insufficient capacity within the sewerage network to cope with unusually high flows, or when sewers become blocked thus reducing capacity to cope with 'normal' flows. Within Barking and Dagenham, flooding from sewers may also occur if their outfall is below the receiving river water level, particularly during times of high tide within tidally influenced rivers. Water will typically emerge from manholes or gullies, subsequently flowing overland from areas of higher ground towards areas of lower ground. As many of the sewers within Barking and Dagenham are combined sewers (i.e. carrying both foul and surface water flows) this water can often be heavily polluted and can pose a risk to health.

Flooding from sewers can be difficult to predict as it is often dependent on the capacity of the sewers during a rainfall event (i.e. presence of a partial or full blockage). However, if a sewer were to surcharge and cause flooding, the areas at greatest flood risk would most likely be similar to those at risk from surface water flooding as any water that emerges from the sewerage network would respond to surrounding topography in a similar way to rainfall.

Flooding from sewers is often confused or masked by surface water flooding or groundwater emergence, as discussed above. Sewer flooding and surface water flooding is also intrinsically linked, as surface water flooding typically occurs when there is insufficient capacity within the sewerage system (or the sewerage system is overwhelmed by rainfall intensity) for the system to receive surface water runoff.

### 4.5 OTHER RESPONSIBLE AUTHORITIES

**Network Rail** and **Transport for London** are responsible for the effectual drainage of surface water from their infrastructure and for managing flood risks that are associated with or may affect their assets. They are responsible for ensuring that drains, including kerbs, gullies and ditches, and the pipe network which connect them to the sewers, are effective and correctly maintained.

### 4.6 LANDOWNERS AND DEVELOPERS

Although not classified as a key risk management authority, landowners that own land through which an ordinary watercourse or main river flows are the responsible '**riparian owner**' for the watercourse. The Environment Agency has developed a guide entitled "Living on the Edge" that provides specific advice regarding the rights and responsibilities of riparian landowners.

Landowners and developers have the primary responsibility for protecting their land and property against the risk of flooding, but must not build defences that have an adverse impact to adjacent properties. They are also responsible for managing the drainage of their land without increasing flood risk elsewhere, and for the management of flood risks from private sewerage systems.

The responsibilities of landowners and developers are discussed in greater detail in Section 8.

## 5

## SUMMARY OF FLOOD RISK

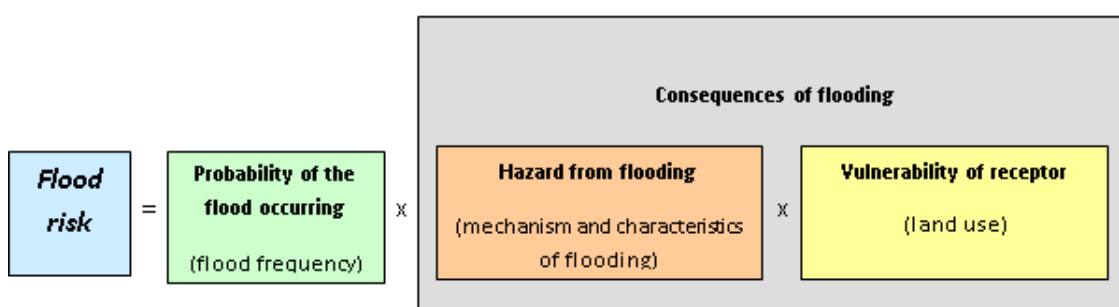
This section of the Strategy provides an overview of flood risk throughout the Borough to provide the context from which the objectives and associated measures will be derived.

## 5.1

## HOW FLOOD RISK IS QUANTIFIED

Flood risk is defined as a combination of the *chance* (or probability) of a particular flood occurring and the *impact* (or consequence) that the flood would cause if it occurred. This is illustrated in Figure 3.

Figure 3 Conceptual definition of flood risk



The consequences of flooding are typically assessed based on the hazard that flooding would pose to potential receptors (such as the depth or velocity of flood waters), as well as the vulnerability of the receptors to flooding (for example a residential care home would be considered more vulnerable than a leisure facility).

The consequences of flooding can also be assessed in quantitative financial terms to help prioritise and direct funding. Analysis of financial consequences can also help with applications for additional external funding. However, the consequences of flooding can be difficult to value, particularly the social impacts of displacement, loss and fear of repeat events. All available information and past experiences have been considered in developing local objectives for managing future flood risk in Barking and Dagenham.

The likelihood or chance (i.e. the probability) of a flood occurring is often identified in terms of the 'return period' or 'annual probability'. For example, a 1 in 100 year flood event has a 1 in 100 (or 1%) annual probability of occurring. Table 2 provides the conversion between commonly used return periods and annual probabilities.

Table 2 Flood probability conversion table

Return Period (years)	2	5	10	20	50	100	200	1000
Annual Probability (%)	50	20	10	5	2	1	0.5	0.1

Scientific consensus is that the global climate is changing as a result of human activity. While there remain uncertainties in how a changing climate will affect areas already vulnerable to flooding, it is expected to increase risk significantly over time. Generally, it is considered that rainfall events will become shorter and more intense, with an increase in average rainfall in the winter months and a reduction in average rainfall in the summer months. It should be noted that

most drainage systems in the UK have been designed to take prolonged light rainfall events; the consequence of the climatic change could therefore overwhelm our existing systems.

The Environment Agency has recently published updated climate change guidance to be taken into account in the planning and design of new development. This is available at GOV.UK<sup>3</sup> and, in regard to Barking and Dagenham, provides recommended allowances for three different aspects:

- Recommended increase to peak rainfall intensities, which will have the greatest effect on flooding from surface water and drainage systems;
- Recommended increase to peak river flows, which will have the greatest effect on flooding from fluvial sources associated with main rivers and ordinary watercourses;
- Recommended increase to sea level rise, which will have the greatest effect on flooding from tidal sources, including risks to the overtopping or breach of flood defences.

The implications of these recommendations are discussed in detail in the Barking and Dagenham Strategic Flood Risk Assessment. In summary, over the next 100 years climate change is predicted to increase river flow by an average of 25%, rainfall intensity by an average of 20% and sea levels by an average of 1.2m.

## 5.2

### KEY SOURCES OF INFORMATION

A number of previous studies have been undertaken to assess and map flood risks within Barking and Dagenham. The best and most up to date of these sources are listed below, and all are readily available from the Council and Environment Agency for use by the general public and risk management authorities:

- Indicative flood maps published via the Environment Agency's website<sup>4</sup>
- Strategic Flood Risk Assessment (SFRA), 2016
- Surface Water Management Plan (SWMP), 2011

A brief summary of these key sources of information is provided below.

### ENVIRONMENT AGENCY INDICATIVE FLOOD MAPS

The Environment Agency Indicative Flood Maps provide the most comprehensive and up to date overview of flood risks from fluvial, tidal, surface water and reservoir sources throughout England. The maps are updated regularly following periodic review and/or following changes to flood management infrastructure. The most useful maps in terms of understanding flood risk include:

- Flood Map for Planning (Rivers and Sea)
- Risk of Flooding from Rivers and the Sea
- Flood Warning Areas
- Risk of Flooding from Surface Water
- Risk of Flooding from Reservoirs

<sup>3</sup> <https://www.gov.uk/guidance/flood-risk-assessments-climate-change-allowances>

<sup>4</sup> <http://maps.environment-agency.gov.uk/wiyby/>

## FLUVIAL AND TIDAL FLOOD RISK

The Environment Agency's Flood Map for Planning (Rivers and Sea) shows the natural fluvial (river) and tidal (sea) floodplain, ignoring the presence of defences and, therefore, areas potentially at risk of flooding from rivers or the sea.

The Flood Map for Planning is principally used to inform land use planning and uses the terminology of high, medium and low probability 'Flood Zones' to align with the terminology of the NPPF to indicate the predicted annual probability of flooding from fluvial and tidal sources. In summary, for planning purposes all land within England is indicated to fall within one of the following Flood Zones:

- **Flood Zone 1** (low probability) - less than 0.1% annual probability of flooding from fluvial or tidal sources.
- **Flood Zone 2** (medium probability) - between 1% and 0.1% annual probability of flooding from fluvial sources, or between 0.5% and 0.1% annual probability of flooding from tidal sources.
- **Flood Zone 3** (high probability) - greater than 1% annual probability of flooding from fluvial sources, or greater than 0.5% annual probability of flooding from tidal sources.

Table 3 summarises the relationship between Flood Zone category and the identified flood risk.

Table 3 Flood Zones for Planning

Flood Risk Area	Identification	Annual Probability of Fluvial Flooding	Annual Probability of Tidal Flooding
Zone 1	Low Probability	<0.1%	<0.1%
Zone 2	Medium Probability	1% – 0.1%	0.5% – 0.1%
Zone 3a	High Probability	>1%	>0.5%
Zone 3b	Functional Flood Plain	>5%*	>5%*

\* The functional floodplain, Flood Zone 3b, is defined as those areas in which "water has to flow or be stored in times of flood". Typically this includes areas subject to flooding up to the 1 in 20 year / 5% annual probably flood event, or that are designed to flood up to the extreme 1 in 1000 year / 0.1% annual probability flood event.

The Environment Agency has also published a second set of flood maps called the Risk of Flooding from Rivers and the Sea maps. These illustrate similar extents of fluvial and tidal flooding as that illustrated within the Environment Agency's Flood Map for Planning, but delineates the likelihood of flooding from rivers and the sea whilst considering the presence and effect of all flood defences and predicted flood levels. It describes the probability of flooding in accordance with one of four categories:

- High - greater than 3.3% annual probability of flooding from fluvial or tidal sources.
- Medium - less than 3.3% but greater than 1% annual probability of flooding from fluvial or tidal sources.
- Low - less than 1% but greater than 0.1% annual probability of flooding from fluvial or tidal sources.
- Very Low - less than 0.1% annual probability of flooding from fluvial or tidal sources.



It is important that users of these resources do not confuse the description of risk within the Environment Agency's Risk of Flooding from Rivers and the Sea map with the mapped zones as provided within the Environment Agency's Flood Map for Planning.

Flooding from many smaller watercourses is not illustrated within the Flood Map for Planning (Rivers and Sea) or the Risk of Flooding from Rivers and the Sea map, usually due to the size of the watercourse catchment. Flood risk associated with these watercourses are usually better defined by the surface water flood risk maps, as presented within the SWMP and discussed below.

### FLOOD WARNING

The Environment Agency's Flood Warning map indicates those areas that benefit from the Environment Agency's flood warning schemes. The schemes have been set up for a number of areas that are considered to be at particular risk from fluvial and tidal flooding. These areas are called Flood Warning Areas. Within these areas, the Environment Agency can warn residents in advance when flooding may be likely and how severe the flooding could be. Information about registering for these warnings is available on the Environment Agency's website.

### SURFACE WATER FLOOD RISK

The Environment Agency's Risk of Flooding from Surface Water map shows the approximate areas that would flood as a result of rainfall being unable to soak into the ground or enter a drainage system, leading to overland flow. As with the Environment Agency's Risk of Flooding from Rivers and the Sea map, the probability of flooding from surface water is defined as being high, medium, low or very low in line with the definitions below:

- High - greater than 3.3% annual probability of flooding.
- Medium - less than 3.3% but greater than 1% annual probability of flooding.
- Low - less than 1% but greater than 0.1% annual probability of flooding.
- Very Low - less than 0.1% annual probability of flooding.

The maps are very indicative and, depending on the location, may not accurately represent all flow paths, for example pipe drainage systems or small culverts on watercourses may not be included. The purpose of the map is to highlight those areas potentially at risk of flooding.

The Environment Agency's Risk of Flooding from Surface Water map is currently deemed the best available information for local sources of flood risk, and supersedes the mapping provided within SWMP (discussed below). However a comparison between the two datasets indicates that they are in close agreement and therefore the flooding hotspots identified within the SWMP are still considered valid.

### RESERVOIR FLOOD RISK

The Environment Agency's Risk of Flooding from Reservoirs map shows the likely extent of flooding in the event of reservoir failure. All large reservoirs are stringently governed under the Reservoirs Act 1975 and therefore the likelihood of such an occurrence is low. However, a large volume of water could escape with little or no warning if a failure were to occur.

## STRATEGIC FLOOD RISK ASSESSMENT

The Strategic Flood Risk Assessment (SFRA) is a statutory document required under the NPPF that must be prepared by Barking and Dagenham Council, as the local planning authority, to inform the Local Plan, risk management, and the planning and design of development within the Borough. The SFRA has recently been updated (2017) and provides a detailed overview of flood

risk throughout Barking and Dagenham from all sources of flood risk, now and in the future, taking account of the impacts of climate change, and assesses the impact that land use changes and development in the area will have on flood risk.

Specifically the SFRA is used to:

- Determine the variations in risk from all sources of flooding.
- Inform the sustainability appraisal of the Local Plan, so that flood risk is fully taken into account when considering allocation options and in the preparation of plan policies.
- Apply the Sequential Test and, where necessary, the Exception Test in accordance with National Planning Policy Framework when determining land use allocations.
- Identify the requirements for site-specific flood risk assessments in particular locations, including those at risk from sources other than river and sea flooding.
- Set out the recommended approach to the management of flood risk that can be applied through the design and planning of development within the Borough.
- Determine the acceptability of flood risk in relation to emergency planning capability.
- Consider opportunities to reduce flood risk to existing communities and developments.

The SFRA is informed by flood data primarily obtained from the Environment Agency and uses the same terminology as that used within the Environment Agency's indicative flood maps.

## **SURFACE WATER MANAGEMENT PLAN**

Surface Water Management Plan (SWMP) studies are undertaken in partnership with key local stakeholders who are responsible for surface water management and drainage. Within Barking and Dagenham, key stakeholders include the Environment Agency, The Greater London Authority, London Councils, Thames Water Utilities, Transport for London and Network Rail. The partners work together to understand the causes and effects of surface water flooding and agree the most cost effective way of managing surface water flood risk for the long term.

The Barking and Dagenham SWMP was completed in 2011 as part of the Drain London Project. The project sought to gain better understanding of flood risks from overland flow and ordinary watercourses, and made a number of recommendations for the improved management of identified flood risks going forward.

In order to assess the risk of flooding, 2D pluvial (rainfall) modelling was completed. The output from the model was then used to identify the critical locations within the Borough at risk from surface water flooding and designate flooding hotspots, known as Local Flood Risk Zones (LFRZs), which in turn were used to define 'Policy Areas' reflecting strategic issues and recommendations.

In addition to the surface water mapping, the SWMP developed an increased Potential for Elevated Groundwater map (iPEG). The purpose of this mapping was that it would be used in conjunction with the surface water maps to identify where groundwater may emerge and, if so, the flow route the water may take.

### **5.3**

## **OTHER SOURCES OF INFORMATION**

A number of other studies have been completed to better understand flood risks within Barking and Dagenham and are also readily available from the Council and Environment Agency, as appropriate, for use by the general public and risk management authorities:

- **Preliminary Flood Risk Assessment (PFRA), 2012**

- Thames Catchment Flood Management Plan (CFMP), 2016
- Thames Estuary 2100 (TE2100)

A brief summary of these sources of information is provided below.

## PRELIMINARY FLOOD RISK ASSESSMENT

The Preliminary Flood Risk Assessment (PFRA) was commissioned by the Council in 2012. It is a statutory document required under the Flood Risk Regulations 2009 that provides a relatively high level assessment of flood risk from all sources of flooding to identify designated 'Flood Risk Areas' that warrant further examination through the production of maps and management plans.

The whole of Barking and Dagenham, and the majority of Greater London, was defined as a Flood Risk Area and, as such, requires the production of a flood management plan. The Environment Agency has produced the Thames Flood Risk Management Plan (FRMP) for the London area published in 2016, including a local document specific to Barking and Dagenham.

The PFRA provides an overview of flood risk from all sources of flooding although this has largely been superseded by the updated SFRA.

## THAMES REGION CATCHMENT FLOOD MANAGEMENT PLAN

The Environment Agency has produced Catchment Flood Management Plans (CFMPs) for each river catchment providing recommendations for managing flood risk over the next 50 – 100 years. The plans also take into account the likely impacts of climate change and how areas could be developed to meet our present day needs without compromising the ability of future generations to meet their own needs.

As part of the Thames Region CFMP a policy appraisal was carried out. Six standard policies for managing flood risk within the Thames catchments were considered. This policy will tend to be applied to those areas where the case for further action to reduce flood risk is most compelling, for example where there are many people at high risk, or where changes in the environment have already increased risk. Taking further action to reduce risk will require additional appraisal to assess whether there are socially and environmentally sustainable, technically viable and economically justified options. The proposed actions to implement the preferred policy are the following:

- To deliver actions recommended in Flood Risk Management Strategies;
- To encourage partners to develop policies, strategies and initiatives - in the short-term - to increase the resistance and resilience of all new development at risk of flooding. Land that might be needed to manage flood risk in the future will need to be protected. Working with partners to identify opportunities for this and recreate river corridors in urban areas will be essential.
- In the long-term, land and property owners will need to adapt the urban environment to be more flood resilient. This includes the refurbishment of existing buildings to increase resilience and resistance to flooding.
- To promote the management of flood consequences. Working with partners will improve public awareness and local emergency planning (i.e. identifying infrastructure at risk and producing community flood plans).

The Thames catchment was divided into 43 sub-areas. The selected strategic policy for the Beam and Ingrebourne catchments is to "take further action to sustain the current level of flood risk into the future, responding to the potential increases in risk from urban development, land use

change and climate change". The selected strategic policy for the Lower River Roding catchment is to "take further action to reduce flood risk".

### THAMES ESTUARY 2100

The Thames Estuary 2100 (TE2100) is a strategic flood risk management plan for London and the Thames Estuary through to the end of the century. TE2100 covers the whole of the tidal portion of the Thames and its floodplain from Teddington in the west to Sheerness / Shoeburyness in the east, dividing the area into 23 sub-areas.

The selected strategic policy for Barking and Dagenham is to "take further action to keep up with climate change and land use change so that flood risk does not increase".

The findings of TE2100 show that the Thames estuary has the best coastal flooding defence in the UK. These findings provide well founded reassurance to the communities throughout Thames Gateway and estuary, showing tidal flooding is not a barrier to sustainable economic development.

## 5.4

### A SUMMARY OF FLOOD RISK WITHIN BARKING AND DAGENHAM

This section provides an overview of flood risks within the Borough of Barking and Dagenham. Areas that have been identified to be at risk of flooding have been informed through a mixture of local knowledge, recorded historic flood events and predicted (modelled) flood events. As discussed above, a much more detailed summary of flood risk is available through review of the Environment Agency's Indicative Flood Map and the Council's SFRA and SWMP.

Identification of areas known or predicted to be at risk of flooding will help prioritise the need for further investigation and/or measures to manage or reduce the identified risks. Unfortunately it is not possible to predict all flood scenarios and flooding may still occur in areas that have not been identified to be at risk. Similarly, the erratic nature of the UK's weather can also mean that flooding can occur in a different way than recorded in previous events or than predicted by flooding models. However, by building up an understanding of known flood risks based on historic events and by undertaking more detailed studies into those areas that are predicted to be at significant risk, a greater level of confidence can be achieved.

As highlighted in the sections above, flooding can originate from a number of sources, namely:

- Fluvial flood risks from 'main rivers'.
- Fluvial flood risks from 'ordinary watercourses'.
- Tidal and coastal flood risk from the sea, estuaries, or tidally influenced rivers such as the River Thames.
- Pluvial (rainfall) that causes overland surface water flow.
- Groundwater emergence.
- Emergence from the below ground sewerage system.
- Artificial sources, such as reservoirs.

It is often hard to distinguish the source of a flooding event, principally because flooding is often from multiple or interdependent sources, such as a heavy rainfall event that causes overland flow and surcharging of the public sewerage system. Within Barking and Dagenham, the tidally influenced River Thames can have a significant impact on the risk of fluvial and surface water flood risk as watercourses and drainage systems may be unable to discharge at periods of high tide.

The catchments within Barking and Dagenham are principally urban, with approximately two-thirds of the Borough classified as urban and approximately one-third of the Borough classified as green space containing areas of wildlife habitat, including Eastbrookend Country Park and the Chase, Beam Parklands and the River Thames. Urban catchments can significantly contribute to local flood risk as rainfall will land on hard, impermeable, surfaces and quickly flow towards the lower areas of the catchment. Adding to this, very little water will be able to naturally infiltrate into the ground as it would in a natural environment.

Whilst the physical size of the Borough is relatively small compared to other counties and boroughs throughout England, the population density within the Borough is relatively high with over 5,000 people per square kilometre. As is the case in many areas of England, an ever increasing 'squeeze' is evident through competing needs for government funding for flood defence and an increasing potential risk of flooding due to pressure for future development and climate change. For this reason, a key focus of the Thames CFMP is the need to proactively deliver a reduction in flood risk through the planning process – in simple terms, guiding vulnerable development away from areas that are most at risk, and adopting sustainable design techniques.

## USE OF HISTORIC AND MODELLED FLOOD DATA

The use of historic flood records is invaluable when trying to understand flood risk and prioritise the management of flood risk throughout the Borough of Barking and Dagenham. The historic flood data available for Barking and Dagenham ranges from 1707 to the present day and is summarised within the SFRA. However, the way in which historic flooding events have been recorded is not consistent or complete and, following a review of the records held, many of the events are unlikely to reoccur due to improvements made to flood defences and drainage infrastructure in the Borough. It is also often difficult to ascertain the cause of observed flooding or the magnitude of the event that caused the flooding, particularly after the flood waters have receded.

The use of modelling software to 'predict' where flooding may occur is essential in understanding those areas of the Borough that are at greatest risk and most vulnerable to flooding from all sources of flood risk. Predictive modelling can provide clarity to those areas that have flooded in the past (i.e. to better understand why the flood occurred and magnitude of event that would have resulted in flooding) and information about how and where flooding may occur in the future. Predictions of flood risk are produced using combinations of hydrological and hydraulic modelling and analysis of past hydrological records to make future predictions. A detailed summary of predictive flood modelling and the techniques used to generate this modelling is provided within the SFRA and SWMP.

The outputs from models are only as good as the data and software used to run the model. Most previous models have made a series of assumptions due to cost, time and computing limitations. It is Barking and Dagenham's plan to proceed with an enhanced model of the Borough to eliminate as many assumptions as feasible to generate a model that has a high level of confidence in its flood predictions. This enhanced model is likely to be complete in summer 2017. The enhanced model will better inform the Council's applications for funding to mitigate flood risk and will also update the Environment Agency's Risk of Flooding from Surface Water mapping for the Borough.

A brief summary of flood risk associated with each potential source of flooding is provided below, with information obtained from both historic records and current predictive modelling. For a detailed overview, the reader should refer to the Environment Agency's Indicative Flood Map and the Council's SFRA and SWMP.

## TIDAL AND COASTAL FLOOD RISK

The greatest source of flood risk to Barking and Dagenham, and arguably the greatest risk to the greater London area, is from the tidal River Thames. The natural floodplain of the River Thames within London is now almost fully developed and land within the south of Barking and Dagenham that adjoins the River Thames is identified to be at significant risk of tidal and coastal flooding. This can be attributed principally to flooding from the River Thames, although tidal flood risk can also occur from the tidally influenced watercourses that discharge to the River Thames. For the most part, tidal and coastal flood risk has been well managed by the construction of tidal and coastal flood defences along the banks of the River Thames, River Roding and Beam River, and through the use of flow control structures such as sluice gates, penstocks and flapped outfalls.

The greatest flood risks associated with tidal and coastal flooding would be as result of breach of the flood defences, failure of flow control structures, or a restriction of the discharge of water from upstream fluvial watercourses into tidal watercourses that subsequently causes tidally-influenced fluvial flooding. Modelling of breach scenarios was completed to inform the preparation of the SFRA and indicated an extreme risk to the majority of Barking Town Centre, Creekmouth, Dagenham Dock and land to the south of the A13 and A1306.

The most significant extent of undefended tidal flood risk is associated with the River Roding that is predicted to occur to the north of the Barking Bypass and encompass the areas around Gascoigne Road, Boundary Road and The Shaftesburys. Flood defences have been constructed along the banks of the River Roding and downstream on the banks of Barking Creek and, for the most part, provide a standard of protection up to the 1 in 100 (1%) annual probability event. However, the standard of protection is reported to be less within the area of Barking Town Centre and may only provide a standard of protection up to the 1 in 20 (5%) annual probability event.

The Environment Agency operates a flood warning service for the areas within Barking and Dagenham identified to be at tidal flood risk.

## FLUVIAL FLOOD RISK FROM MAIN RIVERS

Fluvial flood risk from main rivers within Barking and Dagenham is generally limited to land and properties located immediately adjacent to the Beam River, Mayes Brook and Gores Brook. Extensive areas of predicted fluvial flood risk are located in the south of the Borough in the area of Dagenham Dock. The majority of these areas are currently defended by existing flood defences located adjacent to the Beam River, Mayes Brook and Wantz Stream. However, consideration should still be given to residual risks within these areas associated with over topping or breach of the flood defences. The rate of inundation associated with over topping or breach of the flood defences is provided within the Council's SFRA.

The largest extent of undefended fluvial flood risk associated with the Mayes Brook is predicted to occur along the north of River Road, encompassing land adjacent to Bastable Avenue and Thames Road. This flood risk is most likely attributed to insufficient capacity within the Mayes Brook, possibly associated with restricted discharge into the tidally influenced River Roding/Barking Creek.

Large areas of undefended flood extents are also shown within the Dagenham Dock areas, most likely associated with Gores Brook and Dagenham Breach that could also be partially attributed to restricted discharge into the tidally influenced River Thames and Beam River.

## FLUVIAL FLOOD RISK FROM ORDINARY WATERCOURSES

Flooding from ordinary watercourses is accounted for within the surface water flood risk modelling, presented within the Environment Agency's Risk of Flooding from Surface Water maps and the Council's SWMP, and (particularly for larger catchments) within the Environment

Agency's fluvial and tidal flood mapping. For the most part, the flood extents of ordinary watercourses that were modelled during fluvial and tidal flood studies are similar to those modelled for the surface water flood studies.

During the 1 in 100 (1%) annual probability event, the upper reaches of Gores Brook are predicted to cause flooding within Goresbrook Park. This risk may be attributed to the capacity of the culvert under Goresbrook Road, and could be exacerbated by blockages or reduced capacity within the culvert. Shallow flooding is also predicted to occur within the rear gardens of properties in Treswell Road on the southern fringe of Goresbrook Park.

Fluvial flood risk associated with the network of ordinary watercourses south of the A13 and within the areas of Creekmouth and Dagenham Docks has not been extensively modelled, beyond modelling that was undertaken to inform the understanding of surface water flood risks. Modelling indicates many isolated areas where surface water could collect with potential to affect roads, notably River Road, Thames Road, and areas around Bastable Avenue and King Edwards Road. Ponding on the A13 may also occur at various locations and within the Ripple Road Sidings that form the eastern portal of High Speed 1.

Predictive flood mapping cannot predict all scenarios that may result in localised flooding. For example, it cannot predict blockages within the river channel or defective outfall structures that may restrict the discharge of water. Due to the typically small nature of ordinary watercourses, blockages that cause water to 'back up' the watercourse may be more likely.

## **SURFACE WATER FLOOD RISK**

Recent flooding in June 2016 affected multiple properties and roads across the Borough including areas around Saxham Gardens, Whiting Avenue, River Road and A13 underpass. The source and characteristics of this flood event are currently being investigated by the Council.

Predictive surface water mapping identifies those areas that are more likely to be vulnerable to surface water flooding based on a review of local topography and potential barriers to the flow of water. For the purpose of informing the Environment Agency and SWMP surface water flood maps, surface water was considered to include flooding associated with pluvial runoff, sewers and small ordinary watercourses or ditches that may occur during heavy rainfall events in urban areas.

Surface water flood maps take into account the public sewerage network by assuming that the sewers have capacity for a moderate volume of runoff before the sewers surcharge and subsequently result in overland flow. However, sewers can often have a greater influence on surface water flood mapping as they can effectively intercept and 'transport' surface water flooding into a different catchment. For example, surface water may be re-routed below ground and emerge within a different area of the Borough, thus effecting the predicted flooding associated with surface water runoff. It is difficult to consider these interactions within the surface water flood modelling and mapping until an enhanced integrated modelling exercise has been completed.

The overland flow routes associated with surface water flooding across the Borough generally follow naturally occurring drainage pathways, some of them containing watercourses, some following the route that a watercourse would have taken before being culverted.

There are numerous predictions for surface water flooding through Barking and Dagenham as illustrated within the SWMP and Environment Agency's Risk of Flooding from Surface Water map. This is typical for any city as surface water flood mapping simply assesses the natural flow of rainfall and surface water runoff within urban area. The surface water flood maps simply highlight the likely flow routes for this runoff and the likely end points or 'receptor areas' where surface water runoff will pond in areas of lower topography and/or become trapped by a barrier to the flow of water, such as a road or railway embankment.

Recognising that areas identified to be at risk of surface water flooding can be highly indicative, the SWMP included a validation exercise of modelled flood risk, with data considered to be validated if it met one or more of the following criteria:

- One or more historic records confirm predicted surface water flooding.
- Good correlation with Environment Agency Flood Map for Surface Water [now superseded by the Risk of Flooding from Surface Water map].
- Site visit undertaken and probable flood mechanism confirmed.

The SWMP identified that many of the areas identified to be at risk of surface water flooding are considered to be non-validated. The Council therefore propose to undertake an enhanced integrated modelling exercise to improve confidence and reduce uncertainty of those areas most likely to be at risk (discussed further under Objective 1, Section 6).

## FLOOD RISK FROM GROUNDWATER EMERGENCE

Geology within Barking and Dagenham predominantly comprises relatively impermeable London Clay which suggests a low risk of groundwater flooding. However, the geology of certain areas of Barking and Dagenham comprise alluvial drift deposits, such as gravels, that sit over the top of the London Clay. In these areas, 'perched' water tables can occur, formed by rainwater that has percolated through the upper permeable superficial deposits and effectively become trapped on top of the impermeable bedrock geology.

Groundwater flooding may also occur in areas of alluvium and river terrace deposits in those areas near to tidally influenced watercourses. As the water levels in the watercourse rises, this can cause groundwater that is hydraulically linked to the watercourse to rise as well. There is evidence within adjoining Boroughs of groundwater emergence occurring some distance from the Thames and its tributaries as a result of water finding a pathway through the gravels during high river levels. A large proportion of the River Thames corridor is characterised by gravelly soils referred to as 'Thames Gravels' and there are large swathes of gravel deposits throughout Barking and Dagenham. As water levels within the river rise, the water table rises within the gravel layer, resulting in groundwater flooding. Also, in other parts of London, areas characterised by these gravel deposits have been noted for their shallow groundwater table and perched groundwater tables. These areas respond rapidly to rainfall and can cause minor groundwater emergence.

Maps for increased Potential for Elevated Groundwater (iPEG) have been prepared to define broad areas of groundwater flooding susceptibility based on geology of superficial deposits and topography, essentially identifying those areas where groundwater may rise to within 2m of the ground's surface. These are included within the SFRA.

Based on a review of these maps, a number of areas within Barking and Dagenham are considered to be at greater risk of groundwater emergence. These areas are located adjacent to the River Roding, Loxford Water, Mayes Brook, Gores Brook, Beam River and scattered within the wards of Thames, River, Gascoigne, Eastbury, Village, Longbridge, Mayesbrook, Parloes, Alibon, Becontree, Heath, Whalebone and Chadwell Heath.

It should be recognised, however, that although the iPEG map may provide an indication of where ground water may emerge, once at the surface the resultant flow is likely to follow the topography. It is therefore not necessarily those areas susceptible to groundwater emergence that are at risk, but the areas that are located downhill of those areas.



## FLOOD RISK FROM RESERVOIRS

The Environment Agency Risk of Flooding from Reservoirs Map indicates the west of the Borough between the River Roding and the A406 to be at risk of flooding from the Basin Reservoir in Wanstead and the Perch Pond Reservoir in Wanstead Park. The east of the Borough, in the vicinity of Choats Manor Way and the railway line, is shown to be at risk of flooding from the Washlands Flood Storage Area.

## FLOOD RISK FROM SEWERS

Risks pertaining to flooding from the public sewerage network are provided by Thames Water Utilities who are responsible for the maintenance of public sewers within Barking and Dagenham. Flood records are provided for postcode areas (i.e. RM5 2) rather than on a property-level basis and it is therefore difficult to accurately map this source of flooding. However, these records do indicate that flooding incidents occur throughout the Borough.

It is also recommended that consideration is given to the Environment Agency's Risk of Flooding from Surface Water map, as discussed above, as this will provide an indication of likely flow routes should surcharging of the sewerage system occur.

The causes of incidents of flooding from the sewerage network are currently unknown and flooding could be attributed to a number of factors such as blockage, reduced capacity, restricted outfall and/or exceedance of the sewerage system caused by high rainfall intensity.

# 6

## OBJECTIVE 1: IMPROVE KNOWLEDGE AND UNDERSTANDING OF LOCAL FLOOD RISK

### 6.1

#### OVERVIEW

Identification of areas known or predicted to be at risk of flooding is essential to understanding those areas at greatest risk and will help prioritise the need for further investigation and/or measures to manage or reduce the identified risks.

Unfortunately it is not possible to predict all flood scenarios and flooding may still occur in areas that have not been identified to be at risk. Similarly, the erratic nature of the UK's weather can also mean that flooding can occur in a different way than recorded in previous events or than predicted by flooding models. However, by building up an understanding of known flood risks based on historic events and by undertaking more detailed studies into those areas that are predicted to be at significant risk, a greater level of confidence can be achieved.

As summarised in Section 5, a significant amount of data is available that identified the areas within Barking and Dagenham that are at greatest risk of flooding from fluvial, tidal, surface water, groundwater and sewers. The best source of data is recorded data of historic flooding events that have occurred within Barking and Dagenham. However, the accuracy and reliability of this data is dependent on the quality of data that has been captured and, as discussed, the way in which historic flooding events have been recorded is not consistent or complete.

Predictive flood modelling has been completed for fluvial, tidal, surface water and groundwater sources. This data provides a good overview of areas within Barking and Dagenham that are likely to flood, but actual flooding may be very different from predicted flooding that can only make assumptions about how certain areas will respond to high rainfall and/or high river flows. It is also difficult for predictive flood modelling to take into account issues such as blockages or reduced capacity.

In order to continue to improve the understanding of flood risk within the Borough, the Council will continue to record and investigate flooding events as well as continue to improve understanding of flood risk through the completion of flood management studies.

In summary:

Understanding flood risk throughout the Borough to achieve the aims of Objective 1 will be met through the following key measures:

- Recording of flood events and maintaining flood records to improve knowledge of flooding;
- Investigation of flood events to improve knowledge of flooding, identify responsible parties and recommend required action;
- Strengthening and developing understanding of flood risk issues by all stakeholders through the use, review and completion of flood risk studies;
- Improving understanding and communication of vulnerable land uses and communities/infrastructure at greatest risk;
- Undertaking a Borough-wide enhanced surface water modelling exercise to eliminate as many assumptions as can be achieved in a cost effective way.

The activities required to meet this objective comprise a mixture of maintaining current recording and investigation measures and procedures, as well as proposed improvements to these existing systems and datasets as discussed in greater detail below.

## 6.2

### MAINTAINING FLOOD RECORDS

Barking and Dagenham Council holds historic flood data for a number of events that have occurred within Barking and Dagenham from 1707 to the present day. However, prior to the Pitt Review and subsequent Flood and Water Management Act, local authorities that are now identified as LLFAs were not required to investigate significant flood events or collate records of flooding within their boundaries and, therefore, the quality and completeness of historic flood records currently held by the Council is limited.

Known records of past flooding events are summarised within the Council's SFRA, SWMP and PFRA. These records provide a good indication of areas that may be at risk of flooding, but are considered somewhat incomplete in the context of modern recording requirements. In particular, where flooding events have been recorded in the past, this has not been undertaken in a consistent manner and, similarly, little is known about the consequences of these flooding events, for example the number of properties affected or lives put in danger.

The Council is implementing a new system for recording larger flooding events using a multi-functional software package called FloodStation. However, the Council recognise the importance of clarifying the criteria for how and where flood events are recorded, including the criteria for which events are recorded in FloodStation and which events are recorded elsewhere. This will include flood events that pose risk to property, highways, critical services and other non-critical infrastructure.

#### HISTORIC FLOOD RECORDS

One of the Council's first actions will be to review and document the historic flood records currently held by the Council. This will provide a record of the historic flood records that are available to Council staff including details of the source of this data, the information collected, the format that the data is held in, if the records can be geo-referenced, and where the data is saved/filed. During this exercise the Council will strive to combine all known historic flood records

into a single location or into a format that is compatible with other records. Where possible, the next step will be to collate suitable datasets into a Global Information System (GIS) layer to enable easy mapping of these events to inform future flood management and planning activities.

#### **IMPROVED APPROACH FOR RECORDING FLOOD EVENTS**

The Council propose to continue to use FloodStation for the recording of notable flood events that occur within Barking and Dagenham. The Council also propose to develop an improved method of working that clarifies the procedures for recording information and aspirations regarding the extent and type of useful information to be captured.

The method of recording data and the detail to be recorded for each flood event will be dependent on the nature and significance of the flood event and will therefore take the characteristics of each flood event into account. At minimum, it is proposed that significant flooding events associated with local sources of flooding (in particular those that warrant a Section 19 Investigation as discussed in Section 6.3) will be recorded in FloodStation. Other smaller events maybe recorded in FloodStation or maybe recorded in a standalone spread sheet or database format.

The method of recording flood events will be discussed and agreed with the relevant departments of the Council prior to implementation. The information to be captured for each flood event will also depend of the nature and significance of the flood event and it is proposed that this will adopt an approach similar to that summarised in Table 4. Of key importance will be ensuring that the 'core' data of each flood event (i.e. that considered a minimum for minor or isolated events) is recorded in a consistent manner regardless of the nature or significance of the flood event.

The Council also intends to enable captured flood records to be geo-referenced to allow the graphical visualisation of historic flooding. This will enable to Council to gain a better understanding of areas at risk and how these areas may interrelate, as well as inform better decision making with regards to pro-active maintenance regimes and advice for land use planning.

Where applicable, flood events will be linked to known assets associated with the flood event. For example, where a flood event is the result of a blocked culvert in an ordinary watercourse, the event will be linked to that asset as listed within the asset register (as discussed in Section 7 of this document).

Table 4: Data to be captured commensurate with flood event characteristics

Characteristics of flood event		
Very minor or isolated events that caused no internal property flooding or travel disruption	Minor to major flooding events associated with local sources of flooding that may have caused some internal property flooding or travel disruption, but that are not classified as Section 19 events	Major flooding events associated with local sources of flooding that warrant a Section 19 Investigation (discussed in Section 6.3)
Type of data to be collected		
Date	Date	Date
Location	Duration	Duration
Primary source of flooding	Location	Location
Affected receptors	Primary and secondary sources of flooding	Primary and secondary sources of flooding
	Description of event	Description of event
	Depth of flooding	Depth of flooding
	No. of residential properties internally flooded	Flow paths
	No. of commercial properties internally flooded	Rainfall/river gauge data
	Addresses of flooded properties	No. of residential properties internally flooded
	Roads flooded	No. of commercial properties internally flooded
	Photographs	Addresses of flooded properties
		Roads flooded
		Name and extent of flooded roads
		Critical infrastructure affected
		Photographs
		Recommended actions

Other key risk management authorities with relevance to Barking and Dagenham, most notably the Environment Agency and Thames Water Utilities, maintain their own records of flooding that are attributable to their assets. For all authorities, these records are essential for driving future investment. As per above, the level of detail recorded will depend on the type and consequence of the flooding event, for example all authorities record more information for flooding events that have caused internal property flooding when compared to those events that only caused flooding of external gardens.

The sharing of data between the key risk management authorities is important to ensure a full understanding of the risks within Barking and Dagenham. The Council therefore propose to build a closer relationship with the Environment Agency and Thames Water Utilities, including an aspiration to share records of flooding that has occurred within the Borough every quarter. This is likely to be associated with flood events that are considered to be 'significant', in accordance with Section 19 of the Act.

The Council's Ambition 2020 requires the relevant, resilient, infrastructure to be in place to grow the Borough in a sustainable way to meet expectations and, while under mounting financial pressure, to effectively prioritise the approach to mitigating the flood risk in the Borough. In line with the Council's Ambition 2020 aspirations, other ways to capture flooding events that are reported by the public are to be investigated. The current method of capturing data requires members of the public to report issues to the Council's call centre. This method will still be promoted, particularly when the Council may be required to respond to a flooding incident, but alternative methods of post-event data capture could also prove useful in building up a more complete picture of issues throughout the Borough. The use of an on-line data capture system

will be investigated that will allow anyone to upload information about a flooding incident to the Council's website.

In response to this and to meet the aims of Objective 1:

The Council proposes to improve the way in which flooding events are recorded to meet the requirements of the Flood and Water Management Act. The consistent recording of flooding events will enable the Council to better understand those areas at greatest risk, communicate this risk to the relevant stakeholders and, where necessary, inform the need to take mitigating action to reduce the risk of reoccurrence. The Council also proposes to improve the sharing of data between key risk management authorities.

Specifically, the Council will:

- Review, document and, where appropriate, collate historic datasets into a single location or into a format that is compatible with other records.
- Review current methods of recording flooding events and develop an improved method of working that reflects the nature and scale of the event, and which will allow graphical visualisation.
- Implement an agreed method of sharing flood event data with other key risk management authorities.

### 6.3

## INVESTIGATING FLOOD EVENTS

Prior to the Pitt Review and subsequent Flood and Water Management Act, Local Authorities that are now identified as LLFAs were not required to investigate significant flood events. However, Section 19 of the Flood and Water Management Act places a duty on the LLFA to investigate significant flood events within their area. This duty includes identifying which authorities have flood risk management functions with respect to the incident and what they have done or intend to do. LLFAs are required to publish the results of any investigations carried out and notify any relevant risk management authorities.

Specifically, Section 19 of the Act states:

### **19 Local authorities: investigations**

- (1) On becoming aware of a flood in its area, a lead local flood authority must, to the extent that it considers it necessary or appropriate, investigate -
  - (a) which risk management authorities have relevant flood risk management functions, and
  - (b) whether each of those risk management authorities has exercised, or is proposing to exercise, those functions in response to the flood.
- (2) Where an authority carries out an investigation under subsection (1) it must -
  - (a) publish the results of its investigation, and
  - (b) notify any relevant risk management authorities.

The investigation of flooding events will help to identify the causes of flooding, the risk posed to people and infrastructure, and the likelihood of reoccurrence. This will ultimately inform the need to undertake further analysis, take mitigating action and/or liaise with other risk management authorities.

In accordance with the Act, only events that have 'significant harmful consequences' will be investigated by the Council. There is no national definition of 'significant harmful consequences' as local receptors respond in different ways. However, Barking and Dagenham Council will be adopting the approach summarised in Table 5 below that takes into consideration impacts to human health, the economy, the environment and cultural heritage.

**Table 5 Proposed criteria for flood investigations**

Impact	Parameter	Threshold	Justification
Human Health	Number of People	20 persons/8.46 properties (assuming 2.36 people per property) flooded internally	One order of magnitude less than national threshold set by DEFRA
	Critical Services, for example: <ul style="list-style-type: none"> <li>→ Hospitals, health centres, clinics, surgeries, pharmacies, care homes</li> <li>→ Schools, colleges, day nurseries</li> <li>→ Police, fire, ambulance stations</li> <li>→ Electricity stations and substations, gas stations</li> <li>→ Railway stations</li> </ul>	1 service disrupted	Disruption to critical services can have a significant impact
Economic Activity	Non-residential Properties	10 non-residential properties flooded internally	Significant impact to local businesses
	Roads and Rail	20 linear metres of Primary Route flooded to 30cm depth, or 50 linear metres of rail flooded to any depth	Disruption to key transport links has a significant impact on economic activity
Environment	Non-statutory designated sites, locally designated sites, and sites important for amenity value	1 or more sites where flooding has damaged the ecological value and/or prevented amenity access for 2 weeks or more	Potential impacts to be identified and reviewed on a case-by-case basis (i.e. some habitats may benefit from seasonal flooding)
	Number of nationally / internationally important heritage features	1 or more features adversely impacted by flooding	Potential impacts to be identified and reviewed on a case-by-case basis (some features may not be detrimentally impacted by flooding)

It is important to note that it is not only the events that meet the criteria above that will be investigated by the Council. Other smaller events will also be investigated to a degree that is considered appropriate to the magnitude, severity and consequences of the event – however these events will not be classified as ‘Section 19 events’ in accordance with the Act.

The Council propose to develop a protocol for the investigation of significant flooding events in accordance with Section 19 of the Act and the proposed significance ‘criteria’ as set out within Table 5. This will clarify how significant events are identified, who is responsible for undertaking the investigation, the data that needs to be collected, how the findings of the investigation are documented, and how the findings of the investigation shared with other departments, risk management authorities and the public as appropriate. It will also clarify how overall priority for further investigation will be determined, as summarised below.

Table 6 presents a matrix for determining overall priority for further investigation based on the parameters in Table 5. Each parameter (No. of Residential Properties, Critical Service etc.) has a threshold. According to that threshold it is decided whether each parameter is of low, medium or high priority for each ward. Each parameter is then assigned a score of 1, 3 or 5 according to the priority classification. The overall score for all of the parameters in each ward is the one used to populate the Overall Investigation Priority (Table 6) according to the Overall Investigation Priority ranges which are presented below:

- High = 19+
- Medium = 8 to 18
- Low = 0 to 7

An example of the priority classification and the scoring system can be found in the Annex C.

**Table 6 Parameter priority scoring and classification (Preliminary)**

Parameter	Priority Classification and Score		
	More than zero but less than Threshold	Equals or Exceeds Threshold	Significant Historic Flooding Experienced
Number of People	Low (1)	Medium (3)	High (5)
Critical Services	Low (1)	High (5)	High (5)
Non Residential Properties	Low (1)	Medium (3)	High (5)
Roads and Rail	Low (1)	Medium (3)	Medium (3)
Internationally or Nationally Designated Site	Low (1)	High (5)	High (5)
Number of Nationally or Internationally Important Heritage Features	Low (1)	High (5)	High (5)



If a flooding event that is considered to have significant harmful consequences occurs multiple times in the same locality, the Council do not propose to undertake multiple investigations of that event. However, should repeat flooding supplement data that was collected during the initial investigation, this will be added to the initial investigation and taken into consideration.

The other key risk management authorities, namely the Environment Agency and Thames Water Utilities, have their own processes for investigating flooding events that are dependent on the type and consequence of the flooding event. These prioritise the investigation of events that have resulted in internal property flooding. As discussed in Section 6.2, the Council propose to build a closer relationship with the Environment Agency and Thames Water Utilities, including an aspiration to share records of flooding that has occurred within the Borough every quarter.

In response to this requirement and to meet the aims of Objective 1:

The Council proposes to develop a protocol for the investigation of all significant flood events that occur within the Borough of Barking and Dagenham in line with the requirements of the Flood and Water Management Act to better understand the causes and effects of flooding and identify the need for further action. The investigations completed by the Council will be made available to other risk management authorities, stakeholders and the public.

The Council will continue to investigate other smaller events to a degree that is considered appropriate to the magnitude, severity and consequences of the event.

## 6.4

### COMPLETION OF FURTHER STUDIES

The Council has completed a number of robust studies to better understand flood risks within the Borough, most notably the SFRA, SWMP and PFRA. These are updated as and when is necessary to reflect updates in predicted modelling data, historic flooding incidents and improvements to flood management infrastructure – most recently demonstrated through the updates to the SFRA in 2017. The Council are also in regular communication with the Environment Agency who review their indicative flood maps on a regular basis to ensure that they reflect the best available information.

The SWMP included an Action Plan of recommended activities to improve the understanding and management of local sources of flooding throughout Barking and Dagenham. Many of these activities are addressed within this Strategy, such as the need to maintain an asset register and improve the recording of flood events, but others relate to improving the understanding of risk through further analysis and, where necessary, looking to undertake capital works.

The Council propose to undertake further analysis to supplement the data already presented within the SWMP. One such action will be the development of an enhanced integrated pluvial (surface water) model that includes Thames Water Utilities' infrastructure and removes many of the assumptions made in the current SWMP models. It is intended that this will be complete by summer 2017. The outputs of the enhanced modelling will be considered against fluvial (river) and groundwater risks to demonstrate the interaction between all forms of flood risk in the Borough.

The outputs from this proposed enhanced modelling will aid scheme prioritisation and potential solutions for reducing identified and historic flood risk. The costs associated with delivering potential solutions will heavily influence if and when these activities can be undertaken, but the Council are committed to reviewing the recommendation of the SWMP in detail to understand

which activities align best with the implementation of this Strategy, which activities are likely to offer greatest benefit, and which activities can be achieved within the 6 year programme of this Strategy.

To meet the aims of Objective 1:

The Council are committed to ensuring that, wherever practicable, the most up to date flood data is made available to all relevant stakeholders and used in the delivery of all flood risk management activities.

The Council also propose to review the findings of the Surface Water Management Plan and, where appropriate and achievable, undertake the activities as outlined within the SWMP Action Plan. One such activity will be developing enhanced modelling outputs to better inform the assessment and selection of potential solutions.

## 7

## OBJECTIVE 2: MANAGE AND REDUCE FLOOD RISK

## 7.1

### OVERVIEW

It is not possible to eliminate the risk of flooding within Barking and Dagenham. However, the Council are committed to managing flood risks as far as practicable whilst taking into consideration factors such as the source of flood risk, frequency, hazard, the vulnerability of the affected communities and infrastructure, available funding and community support.

This section sets out the processes that are currently in place to manage the likelihood and impacts of flooding, and any improvements to these processes that could be explored further. There are a large number of initiatives that are considered within this Objective and in summary these include:

Managing the likelihood and impacts of flooding throughout Barking and Dagenham to achieve the aims of Objective 2 will be met through the following key measures:

- Communication with relevant Council departments, other risk management authorities and adjacent London Boroughs;
- Maintaining a register of assets that are considered important for flood risk management;
- Undertaking maintenance of assets that are considered important for flood risk management;
- Developing a clear method of prioritising those communities that are considered to be at greatest risk, and prioritising the most appropriate measures for managing flood risks;
- Delivery of schemes to mitigate and reduce areas identified to be at risk of flooding.

The activities required to meet this objective comprise a mixture of maintaining current asset management practices and flood management works, as well as proposed improvements to these existing systems as discussed in greater detail below.

## 7.2

### COMMUNICATION

Flooding typically originates from multiple sources and is rarely attributable to one single source. Effective communication between all key risk management authorities and other affected stakeholders is therefore essential to the effective management of flood risk. This will include communication with the adjacent London Boroughs as flooding is regularly a cross-boundary issue, particularly as many of the watercourses that flow through Barking and Dagenham originate outside of the Borough's administrative area.

As discussed in Section 4, the key RMAs within Barking and Dagenham include the Council (as LLFA, Land Drainage Authority, Local Highway Authority and Local Planning Authority), the

Environment Agency and Thames Water Utilities. Communication between these organisations is therefore paramount, as is communication with the adjacent London Boroughs of Redbridge, Newham and Havering. However, there are a number of other key stakeholders that will play an important part in the management of flood risk, such as the Council's Civil Protection Team, Transport for London, Network Rail, the North East London Local Resilience Forum as well as local communities – particularly through riparian ownership responsibilities.

The Council intend to improve communication with the Environment Agency and Thames Water Utilities, principally to discuss areas within Barking and Dagenham that are at risk of flooding risk and to identify any opportunities to reduce flood risk in a collaborative manner. In addition to the proposed sharing of flood records on a quarterly basis, the Council will aspire to meet with the Environment Agency and Thames Water Utilities on a yearly basis to discuss flood management activities and opportunities. Collaboration between the risk management authorities is often key in the delivery of schemes, particularly those that may offer multiple opportunities and that, therefore, may secure funding from multiple sources.

The East London Partnership, formed from the Drain London programme, consists of Barking and Dagenham Council, Havering Council and Redbridge Council. These three Boroughs meet on a quarterly basis to discuss flood risk management matters. Also invited are the Thames Regional Flood and Coastal Committee member for the partnership, together with representatives from the Environment Agency, Thames Water and London Councils. The purpose of the Drain London partnerships are to enable Boroughs to work together to better understand surface water flood risk and build capacity to manage these risks. The initial focus of the Drain London partnerships was to establish ownership of London's drainage assets, assess their condition and secure a better understanding of the risk from surface water flooding, so that Boroughs and the GLA could manage and improve drainage assets and mitigate the risk from this type of flooding. The partnership now focuses on how sustainable drainage techniques can be used to address flood risk in the area, sharing best practice, and ensuring cross-borough coordination and collaboration with the valuable input of our key RMA partners.

In summary, to meet the aims of Objective 2:

The Council will undertake periodic consultation with key stakeholders for the purpose of understanding areas at greatest risk of flooding, exploring opportunities for reducing flood risks, and discussing opportunities for collaboration.

Communication between these key authorities is also essential for the management of risk during and after a flood event. A good example of this communication is the Memorandum of Understanding between the Council and Environment Agency to attend blockages at Mayes Brook Outlet Trash Screen and Kingsbridge Tidal Sluice Trash Screen during major flooding incidents whereby the Environment Agency operatives may be overstretched and unable to attend. Further demonstration of the importance of good communication is provided in Section 9 which discusses flood response and recovery plans.

### 7.3

#### ASSET REGISTER

In his review of the summer 2007 floods, Sir Michael Pitt recommended that local authorities should collate and map the main flood risk management and drainage assets (over and underground) including a record of their ownership and condition. Pitt explained that by collating information and mapping these assets, local authorities would be able to:

- Develop more informed maintenance regimes which can take account of assets important for managing flood risk, particularly in high risk areas;

- Establish where all local drainage and watercourse systems are, allowing for quicker identification of the responsible authority in incidences of flooding;
- Produce and publish a maintenance schedule for their own assets as well as providing guidance to riparian owners as to how they should maintain their assets.

It is important to realise the full potential of a maintaining a robust asset register. The asset register is not simply a system for recording assets that are likely to have a significant effect on a flood risk. The asset register presents an opportunity to:

- Inform the public of key flooding assets in their area;
- Understand how assets contribute to flood risk;
- Understand how assets assist in the management of flood risk;
- Assist investigations of significant flood events by linking flood events to assets within the area that could contribute to and/or alleviate flooding;
- Inform and influence the proactive inspection and maintenance of assets to reduce and manage flood risk;
- Inform, influence and prioritise funding requirements to reduce and manage flood risk;
- Identify multiple benefits, such as assets important for effective operation of highways as well as for flood risk management.

The Flood and Water Management Act implements those recommendations made by Sir Michael Pitt including the recommendation for local authorities to establish and maintain a record of assets. Specifically, Section 21 of the Act states:

**21. Lead local authorities: duty to maintain a register**

- (1) A lead local flood authority must establish and maintain –
  - (a) a register of structures or features which, in the opinion of the authority, are likely to have a significant effect on a flood risk in its area, and
  - (b) a record of information about each of those structures or features, including information about ownership and state of repair.
- (2) The Minister may by regulations make provision about the content of the register and record.
- (3) The lead local flood authority must arrange for the register to be available for inspection at all reasonable times.
- (4) The Minister may by regulations provide for information of a specified description to be excluded from the register or record.
- (5) In this section, “the Minister” means -
  - (a) the Secretary of State in relation to authorities in England, and
  - (b) the Welsh Ministers in relation to authorities in Wales.

The legal characteristics of the asset register and record are outlined in Table 7.

Table 7 Asset register requirements

	Register	Record
a.	Must be made available for inspection at all reasonable times.	Up to the LLFA to decide if they wish to make it available for inspection.
b.	Must contain a list of structures or features which in the opinion of the authority, are likely to have a significant effect on a local flood risk.	For each structure or feature listed on the register, the record must contain information about its ownership and state of repair.
c.	s.21 (2) of the Act allows for further regulations to be made about the content of the register and record. There is currently no plan to provide such regulations therefore their content should be decided on by the LLFA depending on what information will be useful to them.	
d.	There is no legal requirement to have a separate register and record although as indicated above, only the register needs to be made available for public inspection.	

The Council currently record assets in a number of ways, most commonly associated with the recording of highways assets including gullies. It is acknowledged, however, that a more comprehensive and consistent method for recording assets, most notably assets that are important for flood management, is required to meet the requirements of the Act.

The Council will therefore undertake a review of the current methods of recording assets to understand the most appropriate way to record flood management assets. Where appropriate, the Council are committed to recording assets that are important for flood management using FloodStation. This will enable the Council to link assets with flooding events that are also recorded in FloodStation. However, it may not be appropriate to record all flood management assets in FloodStation and existing or alternative systems, such as systems to record road gullies and other highway assets within the Borough, will be maintained. A clear method of working will be developed that clarifies the procedures for recording flood management assets depending on the nature and location of the asset.

As discussed in Section 6.2, assets will be linked to flood events where possible and, as discussed in Section 7.4, will inform the need for a proactive inspection and maintenance regime. Assets will be geo-referenced to enable the mapping of assets – this will help understand the location of key assets throughout the Borough and link assets with geo-referenced historic flood records.

Populating the asset register and adding data such as location coordinates will be an on-going process as existing assets are added and opportunities to improve existing information are identified. The Council therefore propose to utilise the following approach to enhance their asset register and to meet the requirements of the Flood and Water Management Act:

1. Quick wins – add data that is easily available that may be held on existing records;
2. High risk – add assets that are located in known high risk areas or that could result in a high risk scenario should the asset fail;
3. Flood incidents – add assets that are identified through undertaking flood investigations;
4. Inspection and maintenance activities – add assets identified through planned or reactive inspection and maintenance works;
5. All other assets – add all other known assets not identified through the means listed above.

Assets that are typically included within the asset register (in this case within FloodStation) comprise both natural and manmade structures and features such as:

- Flood defences and flood storage areas
- Pumping stations
- Flap valves, sluice gates, penstocks and other outfall structures
- Open channels and watercourses
- Culverts and culverted watercourses
- Piped drainage systems
- Grills and trash screens
- Highways gullies
- Bridges over watercourses and open drains
- SUDS features, ponds and flood attenuation features

The Council also intend to collate information on important assets that are in private ownership or fall under riparian ownership responsibilities that could have significant consequences if they were to fail, for example, assets such as large private drainage systems.

The Council can designate a feature that is located on private land or that is in private ownership as a 'flood risk management asset'. Features that have been designated as a flood risk management asset cannot be altered, removed or replaced without the consent of the Council.

Comprehensive asset registers are also held by the other key risk management authorities, namely the Environmental Agency and Thames Water Utilities. Given the extensive area that is under the responsibility of these organisations and the number of assets that will be important for flood risk management, the Council do not intend to combine all assets into a single register. However, the Council will maintain information regarding assets that are considered crucial for flood management, such as the Thames Tidal Defences and the Barking Barrier, and any assets that are maintained by the Council on behalf of other risk management authorities.

In summary, to meet the aims of Objective 2:

The Council will maintain a register of assets important for flood management that are within the Council's ownership and/or for which the Council are responsible, and strive to include assets that are within private or third party ownership that are considered likely to have a significant effect on a flood risk.

## 7.4

### MAINTENANCE

Many of the local flooding incidents within Barking and Dagenham are a result of temporary blockages that reduce the capacity of a feature or prevent the feature from operating as it should. Regular maintenance of these assets is therefore essential for flood risk management. Unfortunately the funding currently available for undertaking proactive and routine maintenance is limited and therefore the Council are relying more on the reactive maintenance of reported problem areas.

However, using FloodStation to record the location and condition of flood management assets as well as record the location of flooding incidents will help the Council apply a risk-based priority system to prioritise which assets would benefit the most from a proactive maintenance regime.

This approach will enable those assets that are either in poor condition and/or that can be attributed to flooding within the Borough to be prioritised above those that are in good condition and/or have no known flood-related risks.

It is important for the Council, other risk management authorities and the public to recognise the importance of both proactive and reactive maintenance activities. Implementing a proactive inspection and maintenance regime will not eliminate the need for reactive maintenance, but it should reduce the volume of reactive maintenance activities and reduce the impacts caused by defective assets.

In summary, to meet the aims of Objective 2:

The Council will continue to undertake reactive maintenance of assets to address local flood risk issues.

The Council will also aim to develop a proactive maintenance regime for those assets that are considered to pose the greatest flood risk, as informed by data collected in Flood Station regarding the condition of the asset and recorded flooding events.

## 7.5

### PRIORITISATION

Section 5 of this Strategy has highlighted that large areas of Barking and Dagenham are considered to be at risk of flooding from one or more sources. The greatest risks are typically associated with a breach in the Thames Tidal Defences, although the risk from surface water runoff and malfunctioning of assets is also quite considerable. The more 'strategic' measures discussed above (i.e. the recording of flooding events, creation of the asset register and prioritisation of maintenance activities) will offer a significant improvement to the management of flood risks within these areas, however, a clear and transparent method is required to prioritise those areas that are considered to be in greatest need.

Financial and resource constraints limit the actions that can be taken by the relevant flood risk management authorities, including the Council, in addressing and reducing flood risk throughout Barking and Dagenham. It is simply not possible or practical for the Council to address all flood risk issues in the Borough. It is therefore necessary for the Council to implement a clear and transparent system for the prioritisation of communities and other infrastructure that are considered to be at greatest risk of flooding or that may experience the greatest consequences should a flood event occur.

#### PRINCIPLES OF PRIORITISATION

The principles of prioritisation outline what is considered 'significant' when considering the impacts of a flood event and the characteristics of that event. All flood events and the impacts of those flood events will be assessed against these principles to create a priority 'shortlist'.

Whilst we appreciate that flood events that are not deemed significant (in terms of the criteria below) may still cause considerable stress, damage and inconvenience, the restrictions posed by financial and resource limitations unfortunately dictate that priority must be given to those people considered to be in greatest need.

The principles outlined in Figure 4 are the principles that will be adopted by the Council to guide the prioritisation process in Barking and Dagenham.



Figure 4 Principles to guide the prioritisation of areas at flood risk

**The priorities in Barking and Dagenham are to reduce:**

1	Risk to loss of life	Did flooding cause risk to human life? Is it likely to do so in future flooding?
2	Receptor impact	Did properties flood internally? Were important roads impassable or dangerous?
3	Flood frequency	Has flooding occurred before? If so how often? How likely is it that flooding will occur again?
4	Depth and/or velocity	Was the flood water deep or fast flowing? Or both?

These priorities are not intended to capture every important feature of every flood event but rather to highlight the most significant events that pose greatest risk or cause greatest impact to those affected. The priorities aim to provide structure to a method which will alert decision makers to receptors and/or communities that may require the most immediate action to reduce flooding or reduce the effects of flooding.

**OTHER INFLUENCING FACTORS**

The final decision of where action will be taken to reduce flooding will be decided by the relevant risk management authorities and will consider other factors that must be taken into account. This will include looking in greater detail at the other characteristics of the flood event, such as:

- The number of properties that flooded or are at risk;
- The historical or cultural importance of the affected property(s);
- The ability of those affected to protect themselves;
- The severity of health or pollution risks associated with the flood event;
- The duration and extent of the flood event;
- The scale of damage caused, associated costs and disruption, and the ability to recover;
- The impact to other receptors, such as land or features with important historic, archaeological, environmental or recreational importance;
- The support given by the people that are affected by flooding, for example through local flood groups or local funding opportunities.

It is also important for the Council to consider flood risks at an individual property level scale and a community level scale. Consideration of individual properties is important to ensure that a single property is not discounted as low priority simply because of its individual susceptibility to flooding. That said, consideration of larger communities is also extremely important as this will highlight those communities where multiple properties are at risk and therefore where multiple benefits can be achieved by taking action.

The same principles will be applied to individual and multiple properties at risk of flooding, although priority may have to be first given to actions that can address multiple properties if this is where the greatest reduction in flood risk can be achieved.

## METHODOLOGIES

Data used to inform the prioritisation process will be obtained from three key sources:

1. Records of historical flood events and anecdotal evidence;
2. Predictions of future flood events based on modelled outputs;
3. New records of flood events that will be collated by the Council as and when flooding occurs.

Priority will be given to those areas that are known to have experienced flooding in the past, although it is recognised that the quality of historic flood records in Barking and Dagenham is currently limited. The quality and quantity of recorded flood data will improve in the future as the Council implement the new method of flood recording (as discussed Section 6).

Modelled flood data is useful to predict areas that are at a high risk of flooding within Barking and Dagenham but which may not have flooded yet and also to supplement data on historical flood events, particularly for those areas of Barking and Dagenham that may not have recorded many historical flood events. Modelled data is also a useful validation tool to be able to better understand historical flood events and how the flooding incident may have occurred.

## PRIORITISATION OF MEASURES

After consideration has been given to those areas of Barking and Dagenham that are considered to be at greatest risk, consideration must be given to the type of measures that can be implemented and the standard of protection that can be provided. It is often not possible to protect communities from all sources of flood risk or from the most extreme of flood events.

The prioritisation of measures needs to take into account a number of considerations as summarised in Table 8.

**Table 8 Method of prioritisation of flood management measures**

Criteria	Commentary
Committed measures	Certain measures may have already been committed as part of another scheme or plan, for example improvements to existing flood defences or cyclical maintenance works.
The time scale and timing of the measures	Measures could be quick win solutions that can be implemented quickly to provide an immediate solution to a problem. Measures may be given priority depending on available funding opportunities at the time of assessing the problem.
Strategic or non-strategic	Some measures may only address flooding in a small area (such as property level protection) whilst other measures may offer benefit to a much wider area (such as an upstream storage pond).
Cross-boundary	Some measures may require and/or benefit from input from multiple risk management authorities, either due to geographical location (e.g. to address flooding that extends beyond Barking and Dagenham) or due to the nature of the flood risk (e.g. combined fluvial and surface water flooding) which can bring benefit (e.g. additional funding) or cause delay (e.g. due to additional coordination requirements).

Criteria	Commentary
Multiple benefits	Measures may offer multiple benefits beyond the management of flood risk, such as improvements in water quality, air quality, biodiversity or open space. These measures may also meet the objectives of other Council departments and legislation, such as the Water Framework Directive. Measures may also offer protection to important historic assets or sites of archaeological importance.
Cost and funding	This not only applies to the capital cost of the proposed measures, but also on-going maintenance requirements and deciding who would be best placed to take responsibility for this. Consideration must also be given to available funding opportunities and the criteria that need to be met to secure funding from the identified source(s).
Legislation	Certain measures may be required to meet legislative requirements, such as completing an asset register or reducing pollution risks to river catchment.

At this stage it is difficult to define the prioritisation process for specific measures as these will be heavily dependent on the flood risk characteristics within the area identified to be at risk of flooding. However, Barking and Dagenham has identified a number of critical strategic measures that are required to be implemented immediately. These include:

- The need to prepare this Flood Risk Management Strategy;
- The need to record details of flooding events;
- The need to investigate significant flood events;
- The need to create a register of assets that are likely to have a significant effect on flood risk; and
- The need to undertake periodic inspections and maintenance of 'high risk' assets using a risk based priority system.

#### OTHER RISK MANAGEMENT AUTHORITIES

The other key risk management authorities, most notably the Environment Agency and Thames Water Utilities, also have their own methods of prioritisation. These will vary from the criteria used by the Council, but the overall principles will be similar – most notably that priority will nearly always be given to those properties that are at greatest risk in terms of flood damages, hazard, frequency and past flood history.

The Environment Agency operates a 'Communities at Risk' initiative. This is a tool that will help the Environment Agency prioritise schemes throughout England, focussing more on the use of proactive measures rather than just reactive measures (i.e. predicting those areas that are at greatest risk rather than addressing issues after a flooding event has occurred). The Environment Agency will work closely with the Council to look for cohesion between the prioritisation completed by the Environment Agency and the prioritisation completed by Barking and Dagenham Council.

In summary, to meet the aims of Objective 2:

The Council will implement a clear and transparent system for the prioritisation of areas that are considered to be at greatest risk of flooding or that may experience the greatest consequences should a flood event occur. This will take into consideration the vulnerability of those at risk, multifaceted opportunities to coordinate with other risk management authorities, and the support of the local community.

## 7.6

### DELIVERY OF SCHEMES

Wherever possible, the Council will strive to manage flood risks through the undertaking of regular maintenance, raising awareness of risks, using new development to aid in reducing flood risk elsewhere, and avoiding inappropriate development in areas identified to be risk. However, if the risk of flooding is considered significant and cannot be avoided by the above measures, the Council will investigate alternative options that may include capital works. This encompasses a wide range of measures but could be the replacement of an undersized culvert, the reinstatement of naturalised floodplains, or the provision of flood defence structures. A significant amount of work in the form of feasibility studies and optioneering studies is required to inform the design and selection of these types of schemes. The type of scheme put forward will also be heavily dependent on the funding available, as discussed in greater detail in Section 11.

Two examples of significant schemes that have been delivered within Barking and Dagenham in recent years include the Mayes Brook Park naturalisation project and the Beam Washlands flood storage improvements.

The Mayes Brook Park project comprised the restoration of the river that flows through the park to provide multiple benefits to wildlife, the community and to flood risk – with a particular focus on adapting to the potential effects of climate change. The project was brought about by an innovative partnership of public, private and community organisations lead by the London Borough of Barking and Dagenham, the Environment Agency, Thames Rivers Restoration Trust, Natural England, London Wildlife Trust and the Mayor of London. The project is presented as a 'demonstration project' to highlight how this approach could be implemented effectively elsewhere. Central to the scheme is approximately 1.5 hectares of flood plain alongside the restored brook that safely stores floodwater and slowly releases it at a controlled rate. The floodplain itself is complex patchwork of seasonal ponds, reed beds, acid grassland and scrub vegetation. The improved park provides a home for a range of wildlife, some of which are rare in London such as freshwater fish, water birds, amphibians and bats.

The Beam Washlands is another multi-ward winning partnership project with Barking and Dagenham Council, the Environment Agency and the Land Restoration Trust. Further investment came from the European Regional Development Fund, Thames Gateway Parkland Fund and the Landfill Tax Credit Scheme (LFTCS). The project improved the integrity and capacity of this flood storage washland, providing better protection to over 570 homes and 90 businesses, including the Ford Dagenham plant, major infrastructure including Barking power station, and several strategic development sites. The project also provides a large, wildlife-rich, community parkland within 53 hectares of regenerated open space.

The Council are also currently in discussion with the Environment Agency regarding opportunities to address known flood risks at a number of other locations within Barking and Dagenham. The viability of these projects will require further investigation that will include a cost-benefit analysis of the protection that could be provided by a range of different schemes, the availability of funding streams and partnership funding opportunities, and the ability to offer multiple benefits such as improved biodiversity and public open space.

In summary, to meet the aims of Objective 2:

The Council will continue to pursue and support schemes to continually reduce the risk of flooding throughout Barking and Dagenham in accordance with the principals of prioritisation as set out within Section 7.5. Where possible, these will offer multiple benefits to the community and to wildlife and will be delivered in partnership with other relevant authorities and organisations.

## 8

## OBJECTIVE 3: COMMUNICATE WITH COMMUNITIES AND WORK TOGETHER TO MANAGE RISK

## 8.1

### OVERVIEW

The people of Barking and Dagenham play an essential role in the management of flood risk. Raising awareness of community responsibilities and opportunities is an important part of the Council's strategy for flood risk management throughout the Borough.

Local people have an opportunity to assist in achieving every objective that is proposed within the Local Flood Risk Management Strategy and community support is essential to their success. The financial pressures that are faced by local councils are well understood and the Council must therefore look to local communities for support in providing places that are safe for all to live and work.

As discussed in Section 7, the Council will implement a clear and transparent system for the prioritisation of areas that are considered to be at greatest risk of flooding or that may experience the greatest consequences should a flood event occur. One of the factors that will be taken into consideration by the Council when selecting schemes to be taken forward will be the support that is provided by the local community. In these times of austerity it is essential that all those involved in the management of flood risks join together to provide a partnership approach to flood risk management.

Some of the key responsibilities and opportunities for local communities are discussed in this section.

Local communities play an essential role in the management of flood risk. Responsibilities and opportunities that can be explored to achieve the aims of Objective 3 will include:

- Raising awareness of riparian ownership responsibilities and taking action to enforce this within Barking and Dagenham;
- Encouraging local communities that are at risk of flooding to form, join or support a local Community Flood Group;
- Raising awareness of what to do in the event of a flood and how local communities should report flooding issues;
- Raising awareness of action that can be taken by local communities to better protect their properties.

## 8.2

### RIPARIAN OWNERSHIP RESPONSIBILITIES

If a main river, ordinary watercourse, ditch, drainage feature or other form of flood defence asset is located within or bordering privately owned land, these features are the responsibility of the

land owner unless specific arrangements have been made with another risk management authority. This responsibility is known as 'riparian ownership' and is a requirement in accordance with the Land Drainage Act as discussed in Section 3.

The Environment Agency has published a guide entitled "Living on the Edge" that provides advice regarding the rights and responsibilities of riparian owners. Key points of relevance to this Strategy include but are not limited to:

- If you own land that has a watercourse running through or underneath it (i.e. within a culvert) it is assumed that you own the stretch of watercourse that runs through your land;
- If your land boundary is next to a watercourse it is assumed that you own the land up to the centre of the watercourse, unless it is clearly stated otherwise;
- You must let water, including flood waters, flow through your land without any obstruction or diversion that may affect others.
- You are responsible for the maintenance of the watercourse and any associated features within your land, including keeping the banks and channel clear of anything that could cause obstruction and increase flood risk, and clearing debris from structures such as culverts, trash screens, weirs and mill gates.

Riparian owners have the right to protect their property from flooding or land from erosion. However, all works to a watercourse (and within c.9m of the channel edge) must be agreed with the relevant risk management authority – for example the Environment Agency for main rivers or Barking and Dagenham Council for ordinary watercourses.

As discussed in Section 7.3, the Council can designate a feature that is located on private land or that is in private ownership as a 'flood risk management asset'. **Features that have been designated as a flood risk management asset cannot be altered, removed or replaced without the consent of the Council.** However, the Council will give the riparian owner at least 28 days notice if they decide to do this and the riparian owner has a right to challenge any designation if they do not agree with what is proposed.

If a watercourse or its associated infrastructure is not adequately maintained by the riparian owner, this can cause flooding of properties, the highway and surrounding land. The relevant risk management authority, namely the Environment Agency for main rivers and Barking and Dagenham Council for ordinary watercourses, can take enforcement action against riparian owners if they do not believe that the required maintenance activities are being undertaken and/or if the riparian owner has undertaken works that has increased the risk of flooding.

In summary, to meet the aims of Objective 3:

The Council will continue to raise awareness of riparian ownership responsibilities and, where necessary, take enforcement action to ensure riparian owners undertake the necessary maintenance of their assets and do not undertake works that may increase flood risk to properties, the highway or surrounding land.

## 8.3

### COMMUNITY FLOOD GROUPS

Barking and Dagenham Council support the role of the **Community Flood Group** in providing an invaluable role in helping communities to be prepared for flooding, both in terms of understanding local flood risks and helping communities to respond to and recover from a flooding event should it occur.

The Community Flood Group initiative is also supported by the Environment Agency and a considerable amount of information is available via the GOV.UK website<sup>5</sup>. The group can be formed by anyone with the interest and enthusiasm to coordinate the group. The Council's Civil Protection Team are keen to provide further advice and support to establish these groups within those areas that are identified to be at risk of flooding from tidal, fluvial or surface water sources.

One of the key actions of the Community Flood Group is to prepare a **Community Flood Plan** that summarises where flooding is likely to occur, the 'triggers' that will indicate when the Plan should be implemented, and the actions that should be taken to implement the Plan.

It is also recommended that occupants of properties that are in an area at risk of flooding or that have flooded in the past should also have a **Personal Flood Plan** to set out their emergency actions. It should include who does what when flooding is forecast and emergency contact numbers. A Personal Flood Plan template has been prepared by the Environment Agency, and is available via the GOV.UK website<sup>6</sup>.

It is likely that newer development in areas at risk of tidal or fluvial flooding, in particular developments located in the Barking Riverside and Dagenham Docs areas, will have a flood evacuation or flood response plan in place as part of the planning application approval requirements. Residents should make sure that they are aware of any such plans and their responsibilities within these plans.

The Barking and Dagenham Civil Protection Team can provide advice and guidance for communities and individuals wishing to prepare Community Flood Plans or Personal Flood Plans, or would like to discuss the availability of plans that may have already been prepared for their community.

In summary, to meet the aims of Objective 3:

The Council promote communities and individuals at risk of flooding to form a Community Flood Group and, if necessary, prepare and implement a Community Flood Plan and/or Personal Flood Plan in consultation with the Council's Civil Protection Team.

## 8.4

### ACTION TO TAKE IN THE EVENT OF A FLOOD

The action to take in the event of a flood will be dependent on the severity of the event and the source of the flooding. In an emergency situation, people at risk should always contact the emergency services.

Floodwater can be very dangerous - six inches of fast-flowing water can knock you off your feet and two feet can sweep away a car. While the Council endeavours to provide assistance wherever possible, **it is an individual responsibility to protect your person and your property.**

If you are located within a Flood Warning Area as defined by the Environment Agency, it is strongly recommended that you sign up to receive alerts from the Environment Agency. These

<sup>5</sup> <https://www.gov.uk/government/publications/flood-plan-guidance-for-communities-and-groups>

<sup>6</sup> <https://www.gov.uk/government/publications/personal-flood-plan>



are updated every 15 minutes and will provide early warning that a fluvial flooding event may occur.

There are no flood warning services available for flooding from ordinary watercourses, surface water or groundwater sources. However, Barking and Dagenham Council will endeavour to provide real-time information of significant flood events via local radio/news.

If you become aware of a flooding issue such as a blocked culvert or flooding of a highway, you are advised to contact the Council to report the issue. The action taken by the Council will depend on the nature and severity of the issue, and must also take into account other pressures that the Council may be facing at that time.

If you become aware of a flooding issue associated with a main river or the public sewerage network, you are advised to contact the Environmental Agency or Thames Water Utilities. If you are unsure of the source of flooding, contact the Council for advice.

In summary, to meet the aims of Objective 3:

The Council will continue to raise awareness of flood events and the actions to take during a flood event through information provided via the Council website and via local radio and news.

The Council will also continue to reinforce the individual's responsibility to protect themselves and their property during a flood event.

The Council's Civil Protection Team can provide further advice and guidance on what action to take in the event of a flood.

If you or your community experience flooding, details of this flood event should be reported to the Council in order to inform the Council's record of flooding and meet the aims of Objective 1. The information that is required will include details such as the date, location, duration, source of flooding, if internal property flooding was experienced, how many properties were affected, and if there were any other hazards such as impassable roads.

## 8.5

### COMMUNITY-LED INITIATIVES

Barking and Dagenham Council are keen to promote individual and community responsibility for managing local flood risks, thereby promoting ownership of the actions that are taken and the measures that may be implemented.

Community-led initiatives could include:

- Creating or joining a Community Flood Group, as discussed above.
- Preparing and implementing a Community Flood Plan or Personal Flood Plan, as discussed above;
- Installing Property Level Protection measures;

- Undertaking maintenance of assets, such as ordinary watercourses, within the community;
- Investigating options and discussing opportunities for improved flood management with the Council;
- Applying for, securing and contributing towards the funding required to deliver flood management schemes.

### PROPERTY LEVEL PROTECTION

It is the responsibility of all homeowners to protect their property against flooding. Property Level Protection (PLP) measures can provide temporary or permanent protection against flood risk, depending on the nature of flood risk to the affected property. It is advised that people who live in areas at risk of flooding investigate the options that may be available to them and the benefits that they could offer.

Some PLP measures aim to keep flood waters out of a property, for example the use of flood-proof doors and flood-proof air bricks. Other PLP measures will allow flood waters to enter a property, but will minimise the risk of damage to facilitate a quick recovery.

Some PLP measures can protect more than one property and it is recommended that the need for PLP is discussed as part of a Community Flood Group.

A lot of good information about PLP is available through websites such as the Blue Pages ([www.bluepages.org.uk](http://www.bluepages.org.uk)), the Property Care Association ([www.property-care.org/PCSearch.asp](http://www.property-care.org/PCSearch.asp)) and the National Flood Forum ([www.nationalfloodforum.org.uk](http://www.nationalfloodforum.org.uk)).

PLP measures are typically paid for by the property owner. However, if a community and/or individual property is considered to be at significant and/or repeated risk of flooding it will be assessed as part of the Council's prioritisation process as set out in Section 7.5. If, after undertaking an assessment of the risk, the use of PLP measures are considered to be the most appropriate then the Council may assist in the funding of these measures.

### MAINTAINING ASSETS

As discussed in Section 7.4, the maintenance of assets such as watercourses and ditches can be extremely effective in managing flood risks. Whilst the Council do not promote local communities to undertake works that would put people in danger, the Council are in full support of local communities undertaking relatively minor works that could have a big impact in reducing local flood risk. This could include activities such as removing vegetation from river banks, clearing leaves from gullies or removing small branches that have fallen into a ditch. The Council should be notified of any proposed works so that they can assess the potential risks and provide advice as necessary.

The Council also promote local communities to contact the Council if they notice any other maintenance works that are required to prevent or alleviate flood risk – especially any works that would put members of the community at risk.

### FLOOD MANAGEMENT SCHEMES

Local communities are often best placed to understand the causes and effects of flooding within their local area. As discussed in Section 7.5, the Council may also be able to give preference to those communities which are actively supporting a flood management scheme.

As part of a Community Flood Group, the Council encourage local communities to investigate and present opportunities for managing flood risks within their area. Wherever possible, the Council will look to assist with the funding of these schemes if they are in-line with the Council's

prioritisation hierarchy, or if the schemes can offer multiple benefits or partnership funding opportunities (i.e. if the scheme can offer other benefits such as improved biodiversity, or if the scheme can be part funded by another organisation or the community itself).

### FUNDING OPPORTUNITIES

The Council's budget for implementing flood management schemes or undertaking other activities such as maintenance of flood assets is extremely limited and must be carefully planned for each year. It is often very difficult for the Council to fully fund flood management schemes, especially those that might not be within the top priority list.

The Council encourages local communities to research and apply for other sources of funding that may be available for flood risk management initiatives. Government grants are often available after significant flooding events, for example the Repair and Renew Grant that was made available to homeowners and business owners following the Spring 2014 floods.

Further information regarding potential sources of funding is provided within Section 11.

In summary, to meet the aims of Objective 3:

The Council encourages local communities to propose and implement local initiatives for managing local flood risk, and where appropriate will support these initiatives in the Council's role as Lead Local Flood Authority.

## 9

## OBJECTIVE 4: DEVELOP, MAINTAIN AND IMPLEMENT EMERGENCY RESPONSE AND RECOVERY PLANS

## 9.1

### OVERVIEW

Within Barking and Dagenham, flood warning, response and recovery is managed by the Council's Civil Protection Team as part of the Civil Protection Service. The Civil Protection Service is a shared service with the London Borough of Waltham Forest. This helps to keep costs low, while developing knowledge that can be shared across both Boroughs.

The Council's Civil Protection Service is part of a Borough Resilience Forum that is chaired by the Police and contributed to by the Council's Civil Protection Team. This is a multi-Borough forum that feeds into Multi-Agency Flood Plan which sets out the approach to managing a major flooding incident, such as a breach of the Thames Tidal Defences, should one occur. The Borough Resilience Forum meet on a quarterly basis to discuss topical issues, such as a recent flooding event, and ensure the appropriateness and robustness of the relevant emergency response plans, including the Multi-Agency Flood Plan.

Barking and Dagenham Council is designated as a Category 1 Responder under the Civil Contingencies Act 2004 and therefore has defined responsibilities to assess risk and respond appropriately in case of an emergency, including (for example) a major flooding event. Under the Civil Contingencies Act, the Council's primary responsibilities are:

- Assess the risk of an emergency occurring;
- Assess the risk of an emergency making it necessary or expedient for the person or body to perform any of his or its functions;
- Maintain plans for the purpose of ensuring, so far as is reasonably practicable, that if an emergency occurs the person or body is able to continue to perform his or its functions;
- Maintain plans for the purpose of ensuring that if an emergency occurs or is likely to occur the person or body is able to perform his or its functions so far as necessary or desirable for the purpose of:
  - preventing the emergency,
  - reducing, controlling or mitigating its effects, or
  - taking other action in connection with it.

The Flood Forecasting Centre is run by the Environment Agency and Met Office and provides forecasts for all natural forms of flooding, i.e. from rivers, surface water, tidal/coastal and groundwater. The Flood Forecasting Centre provides Category 1 and 2 Responders with a daily Flood Guidance Statement to aid with emergency planning and resourcing decisions. The statement provides an overview of flood risks across five days and identifies possible severe weather, which could cause flooding and significant disruption. A version of the Flood Guidance

Statement is published for the general public on the Environment Agency website called the Three Day Flood Risk Forecast<sup>7</sup>.

The Environment Agency also constantly monitors rainfall, river levels and sea conditions to forecast the possibility of flooding<sup>8</sup>, and if flooding is forecast the Environment Agency will issue Flood Warnings and Alerts. Flood Warnings are issued to specific areas where flooding is expected. Flood Alerts cover larger areas and are issued more frequently to areas when flooding is possible.

## 9.2

## EXISTING AND PROPOSED ACTIVITIES

### MULTI-AGENCY FLOOD PLAN

The aim of the Multi-Agency Flood Plan is to provide a coordinated multi-agency response framework to mitigate the impact of a large-scale flood event in the London Borough of Barking and Dagenham. It provides guidance on a strategic multi-agency response to deliver the following objectives:

- Prepare key parts of the community susceptible to flooding through the provision of advice and information;
- To prioritise the identification and required responses to protect the vulnerable within the community;
- To support the Environment Agency in the provision of warnings to communities at flood risk, where technically feasible;
- Manage precautionary actions to preserve life for the highest impact flood risks;
- Provide accurate and timely information to public and local business on flood response;
- Manage the wider impact of Borough flooding events to reduce disruption to the utilities, communities and environment;
- Lead recovery activity to support the recovery of communities and business;
- Maintain critical services within each organisation as part of business continuity arrangements.

In summary, the Multi-Agency Flood Plan sets out the procedures to warn communities of severe flood events, help the most vulnerable of communities and infrastructure during a flood event, and assist with the post-event recovery. A copy of the Multi-Agency Flood Plan for Barking and Dagenham can be requested from the Council's Civil Protection Team.

### FLOOD WARNINGS

As discussed in Section 8.4, the Environment Agency operates a flood warning service for properties that are located within their Flood Warning Areas. These are updated every 15 minutes and will provide early warning that a fluvial or tidal flooding event may occur. If you are located within a Flood Warning Area, it is strongly recommended that you sign up to receive these alerts from the Environment Agency<sup>9</sup>.

The majority of land to the south of the A13 Alfreds Way / Ripple Road can register to receive Environment Agency's Flood Warnings. A detailed map of the areas that receive this service is

<sup>7</sup> <http://apps.environment-agency.gov.uk/flood/3days/125305.aspx>

<sup>8</sup> <https://flood-warning-information.service.gov.uk/river-and-sea-levels>

<sup>9</sup> <http://apps.environment-agency.gov.uk/flood/>

available on the Environment Agency's website<sup>10</sup> and within the Barking and Dagenham Strategic Flood Risk Assessment.

The Environment Agency also publishes flood forecasts and real-time information on their website, including regular updates of the Environment Agency's Live Flood Warning Map<sup>11</sup>.

In the build-up to a flooding incident, the media are also routinely sent all warning messages issued by the Environment Agency, Met Office and Flood Forecasting Centre.

There are currently no flood warning services available for flooding from ordinary watercourses, surface water or groundwater sources. However, the Council will endeavour to provide real-time information of significant flood events via local radio/news. This will include sustained road closures.

If a flooding event is considered likely, local communities should implement their Community Flood Plan or Personal Flood Plan as recommended in Section 8.3, and provide assistance to the most vulnerable people within the community.

## FLOOD RESPONSE

The type of response will be heavily dependent on the nature and scale of the flood event. Smaller flooding events commonly associated with surface water runoff or blocked highway gullies will be managed by the Barking and Dagenham Council Highways Authority and should be reported to the Council directly. In the most extreme of events, the Multi-Agency Flood Plan will come into effect and the Emergency Services will be deployed to provide assistance.

During a flooding event, the Council's Civil Protection Team in conjunction with the wider Borough Resilience Forum will aim to provide assistance to those at greatest risk, such as the elderly or infirm. The Council are committed to housing people that are displaced during a flood event and who are unable to stay with nearby friends and family. Emergency evacuation centres and short term shelters will be established when necessary in accordance with the Barking and Dagenham Short Term Shelter Response Plan. Information will be disseminated to communities through local media and on-the-ground staff such as the Emergency Services and Environment Agency.

For those areas that are already identified to be at greatest risk of flooding, it is recommended that the actions to be taken by the local community during a flood event are included within a Community Flood Plan and issued to all members of the community that are likely to be at risk.

For any new developments that are proposed within the defended and undefended high risk flood zones (as identified within Environment Agency's indicative flood maps and within the Barking and Dagenham Strategic Flood Risk Assessment), developers are likely to be required to prepare a site-specific flood evacuation plan or flood response plan. This will be made available to all residents of these developments and will set out the procedures to be followed in the event of a flood. This plan could also form the Community Flood Plan or Personal Flood Plan as recommended in Section 8.3.

The Environment Agency provides the following advice for aspects to be considered when preparing a site-specific flood evacuation plan or flood response plan for new development:

- *before* – lack of preparedness – ensure people are aware (sign up to Environment Agency's Flood Warning service), infrastructure is protected or resilient;

<sup>10</sup> <http://maps.environment-agency.gov.uk/wiyby>

<sup>11</sup> [www.flood-warning-information.service.gov.uk](http://www.flood-warning-information.service.gov.uk)

- *during* – property and infrastructure is flood-resistant, escape and access is appropriate, refuge areas are provided;
- *after* – recovery is maximised - ensure emergency services can reach those most at risk/affected, no basement-only properties in areas of most flood risk, ensuring properties are properly flood-resilient.

For larger developments, vulnerable developments and/or developments in areas at high risk, the site-specific flood evacuation plan or flood response plan should include, but is not limited to, the following:

- Evacuation procedures or procedures for safe refuge;
- People responsible for evacuation and/or safe refuge;
- Evacuation and emergency refuge routes;
- Flood warning codes; and
- Local emergency services contact details.

#### **MEMORANDUM OF UNDERSTANDING**

Good communication and collaborative working is essential to the management of major flooding incidents. To this end, Barking and Dagenham Council hold a Memorandum of Understanding with the Environment Agency to attend blockages at Mayes Brook Outlet Trash Screen and Kingsbridge Tidal Sluice Trash Screen during major flooding incidents whereby the Environment Agency operatives may be overstretched and unable to attend. The Council are obliged to provide resources within a response time of 45 minutes to clear any blockages on the respective screens.

#### **FLOOD RECOVERY**

The framework to facilitate the rebuilding, restoration and rehabilitation of communities following a flood event is set out by the Borough Resilience Forum within documents such as the Multi-Agency Flood Plan and Short Term Shelter Response Plan. These plans summarise the key roles and responsibilities of the key risk management authorities, such as the Environment Agency and Barking and Dagenham Council, and also sets out the activities that are expected of local communities.

Short term housing of displaced people may be available by the Council for the most vulnerable and who are unable to stay with nearby friends and family. The Council will provide advice to those that are likely to be displaced for a longer period of time, although it is ultimately the responsibility of individuals to arrange longer term accommodation in consultation with their insurance companies.

Capturing data for the purpose of understanding the causes, extent, duration and damages of a flood event will also form an important part of the flood recovery process. This is closely linked to Objective 1, as understanding flooding events will assist in being better prepared for future events and, where possible, reducing the likelihood of reoccurrence. For significant events, the Council or the relevant risk management authority will undertake an investigation in accordance with Section 19 of the Flood and Water Management Act (as discussed in Section 6.3).

In summary, to meet the aims of Objective 4:

The Council will continue to implement existing processes for flood warning, response and recovery in collaboration with other relevant organisations and authorities through the Borough Resilience Forum, preparation of Community Flood Plans and Personal Flood Plans, and raising awareness of risks and procedures via local media.



## 10

## OBJECTIVE 5: MAKE SUSTAINABLE POLICY AND PLANNING DECISIONS INFORMED BY FLOODING ISSUES

## 10.1

### OVERVIEW

Avoiding development within areas that are identified to be at risk of flooding is often the most secure way to reduce the number of people and property at risk. This is, however, often difficult to achieve due to increased land use pressure, the redevelopment of sites that are identified to be at flood risk and many other factors that influencing site selection. This is particularly true of the Barking Riverside and Dagenham Docks areas which are undergoing significant regeneration and redevelopment.

A risk-based approach must be taken when selecting sites for development and deciding on the type of development that would be considered acceptable. This must take into account the type of flooding that is predicted, the likely consequences of flooding, and any measures that can be included to improve the resistance or resilience of the development to flooding.

All development can assist in the reduction of flood risk, either to the development itself or to people and property elsewhere. The Council encourage all new development to go beyond what is considered 'minimum requirements' and instead explore opportunities for 'best practice'.

The Council has prepared a number of documents that set out the way in which flooding will influence the selection of sites and type of development that would be considered appropriate for those sites. Key documents prepared by the Council include the Local Plan and Core Strategy; Barking Town Centre Area Action Plan; and the Barking and Dagenham Strategic Flood Risk Assessment. These documents are informed and supplemented by many other planning and guidance documents including (but by no means limited to) the NPPF and its supporting Planning Practice Guidance; Non-Statutory Technical Standards for Sustainable Drainage; The SuDS Manual; and standing advice provided by the Environment Agency via the GOV.UK website.

In summary:

The tools used by the Council that are considered key in the promotion of sustainable and appropriate development include:

- The preparation of an appropriate Local Plan and Strategic Flood Risk Assessment;
- Ensuring that local and national policies are taken into account within the planning application and approval process;
- The promotion of best practice design techniques, including the use of sustainable drainage systems.

## 10.2

**KEY COUNCIL DOCUMENTS****LOCAL PLAN AND CORE STRATEGY**

The [Core Strategy](#) is the primary and strategic Development Plan Document for the Borough; it guides the content of the other Local Development Documents (including Area Action Plans and Supplementary Planning Documents). It sets out the spatial planning framework for Barking and Dagenham to deliver the Sustainable Community Strategy priorities and outcomes and sets strategic locations for delivering this vision. The Core Strategy takes account of national and regional issues, Barking and Dagenham Council's corporate aims and objectives, as well as the strategies of organisations where there are implications for the development and use of land. The Core Strategy supports the approach to flood risk management as set out within NPPF and its supporting Planning Practice Guidance 'Flood Risk and Coastal Change'.

The Council is currently preparing their updated Local Plan to guide development in the Borough up to 2030 and set out the overall strategic planning framework. The Local Plan is made up of a number of documents, one of which is the Core Strategy.

**BARKING TOWN CENTRE AREA ACTION PLAN**

An Area Action Plan (AAP) is a Development Plan Document (DPD) that provides specific planning policy and guidance for an area where significant regeneration or investment needs to be managed. AAPs address the specific challenges of an area and to specify the required land uses in particular locations and identify key strategic interventions. AAPs have a strong focus on delivery and implementation, and form a statutory component of the Local Development Framework.

The [Barking Town Centre Area Action Plan](#) was adopted in February 2011 and sets out the vision for how the town centre will function in the future and objectives concerning commercial, transport, housing, social infrastructure, urban design and public realm, parks and open spaces, sustainability and developer contributions to achieve the vision.

**BARKING AND DAGENHAM STRATEGIC FLOOD RISK ASSESSMENT**

The SFRA is a statutory document required under the NPPF that informs the Local Plan and the planning and design of development within the Borough. In regard to informing planning and policy decision, the SFRA is used in the selection and subsequent development of strategic development sites to ensure future development is considered appropriate at that location and that any identified risks can be adequately managed. The SFRA also identifies the requirements for site-specific flood risk assessments and the measures that should be embedded into development proposals to ensure that the development will remain safe over the lifetime of the development without increasing flood risk elsewhere.

## 10.3

**EXISTING AND PROPOSED ACTIVITIES****THE PLANNING APPLICATION PROCESS**

The planning application process is essential in ensuring that new development is not at unacceptable risk of flooding and that new development does not increase flood risk elsewhere. All applications for development within Barking and Dagenham must take into account the planning policies as set out within the Local Plan and NPPF. All applications for new development must also take into consideration any additional recommendations made within the SFRA and the London Plan.

The Council promotes early discussions with developers through the pre-application advice service. This aims to advise developers on the likely flood risk within their area and the measures

that may be required to adequately protect against flooding. Through consideration of the Sequential and Exception Tests in accordance with NPPF, this service may also identify that the proposed development is not considered suitable within an area identified to be at risk and is therefore likely to be refused planning permission.

The Council will expect all developers to demonstrate that a sequential approach has been taken in the selection of development sites and in the proposed layout of the development. This requires flood risks to be taken into account by directing the most vulnerable aspects of a development towards areas at lowest risk. If a development needs to be located within an area at risk of flooding, the Council will require the developer to demonstrate how the development will be made safe. This could include flood resistance measures such as raising internal floor levels, or it could include flood resilience measures such as providing a safe means of escape. For vulnerable developments within areas identified to be at risk, a site-specific flood evacuation plan or flood response plan may be required.

For all new developments, the developer will be required to demonstrate that the development will not cause any notable increase in flood risk to people, property or infrastructure elsewhere.

### **BEST PRACTICE DESIGN TECHNIQUES**

Wherever possible, the Council will promote opportunities for new development to reduce the risk of flooding to the development site or to people, property or infrastructure elsewhere. This is most likely to be associated with opportunities for the sustainable management of surface water runoff, particularly within areas of Barking and Dagenham that are known to experience flooding from surface water runoff.

At minimum, developers should be striving to ensure that new developments do not increase the rate or volume of surface water runoff when compared to the current situation. However, for previously developed sites and for larger strategic development sites, the Council expect developers to be demonstrating betterment over current conditions, particularly if there are known local flooding issues.

Developers should also be looking for opportunities to contribute to other flood management schemes, particularly in communities that have established flooding problems. Providing betterment to local communities is also likely to gain more local support for new developments.

The development of flood management measures must also take into account the potential impacts of these schemes on other aspects of the natural and built environment to ensure that, in accordance with the NPPF, the planning system continues to contribute to the achievement of sustainable development. This must include consideration of the economic, social and environmental effects of a flood management scheme – noting that environmental aspects include natural, built and historic environments.

In summary, to meet the aims of Objective 5:

The Council will continue to promote sustainable and appropriate development through the Local Plan and planning approval process. The Council will also work closely with developers to identify opportunities for new development to improve the risk of flooding to the development site or to people, property or infrastructure elsewhere.

## 11

## DELIVERY AND FUNDING MECHANISMS

## 11.1

**INTRODUCTION**

As the Council faces further economic uncertainty and substantial funding cuts, the need for a clear strategy to set a framework within which the Borough can operate becomes increasingly important. We will continue to work with our partner RMAs, residents and other key stakeholders to ensure that we are better able to influence flood risk management policies and investment agenda in the future, and take advantage of new and innovative funding opportunities as they emerge.

The Pitt Review undertaken in 2007 recommended that 'Government should develop a scheme that allows and encourages local communities to invest in flood risk management measures'. This recommendation has been realised through the new Government policy of Flood and Coastal Resilience Partnership Funding ('partnership funding') that came into force in April 2012.

There is a large number of National and Local funding streams available to contribute towards the funding of flood risk management schemes and activities, commonly referred to as Flood & Coastal Erosion Risk Management (FCERM) schemes and activities.

The majority of funding is provided by Central Government via Defra and passed down to the Environment Agency as Flood Defence Grant-in-Aid (FDGiA). The Environment Agency spends this funding directly on FCERM, but also passes some on as grants to local authorities, such as Barking and Dagenham Council. Other secondary sources of funding that can supplement these key sources of funding include the Local Levy, Community Infrastructure Levy and Partnership Funding schemes.

Delivery of flood risk management measures will always be dependent on sufficient funding being available. The funding available for any measure will be linked to the outcomes it will provide. Measures that deliver benefits beyond flood risk management, such as enhanced ecosystems, public amenity, economic growth or cultural heritage, are likely to attract funding from alternative sources beyond those typically used to support flood risk management. This has been evident in the delivery of the Mayes Brook Park and Beam Washlands projects that secured funding from multiple organisations.

This section of the document provides further information regarding potential funding opportunities for FCERM schemes and activities together with how these will be delivered.

## 11.2

**SOURCES OF FUNDING****FCERM GRANT IN AID FUNDING**

The majority of funds available from Defra are given to the Environment Agency as Flood Defence Grant-in-Aid (FDGiA). Local authorities, such as Barking and Dagenham Council, can apply to the Environment Agency for grants to assist with the delivery of FCERM schemes and activities.

The FDGiA financing model supports a new partnership funding approach. The amount of funding that will be provided for each scheme that the Council are requesting funding for is calculated based on the number of households protected by the scheme, the damages that will be prevented, and any other benefits to the environmental, amenity, agricultural productivity or economy.

Every worthwhile project has the potential to be supported by national FDGiA funding based on the benefits that a scheme provides. The amount of FDGiA funding available may be sufficient to fully fund schemes that have a high benefit to cost ratio. However, any outstanding costs must be met through other funding streams that are available to Barking and Dagenham Council, other stakeholders or local communities. This partnership funding approach allows Central Government to contribute to a wider range of schemes rather than meeting the full costs of a limited number of schemes.

FDGiA funding will be closely aligned to local flood risk management strategies and development plans produced by local authorities, in consultation with communities or local flood action groups. As long as minimum criteria are met, all new defences and capital maintenance projects are eligible for partnership funding, as are those protecting individual properties and managing risk from surface water and groundwater.

If a FCERM scheme or activity qualifies for partial funding of the total costs, then local partners including local authorities can decide what to do. For example, a project qualifying for 90% FDGiA funding can still go ahead if costs are reduced by 10%, or a 10% contribution is found, or a combination of the two.

The FDGiA system aims to improve the transparency of funding and to provide greater certainty to communities over the prospect of national funding for a flood management scheme.

The value of available funding that can be obtained through the FDGiA considers three aspects of a project:

- The value of benefits for householders as a result of flood risks being managed, especially in deprived areas and where risks are significant;
- The value of other benefits achieved, such as the benefits to businesses, agricultural productivity and protection for national and local infrastructure, across the whole-life of the scheme;
- The environmental benefits of the scheme, needed to maintain healthy ecosystems as well as offset any habitats lost when defences are built to protect people and property.

The maximum amount of funding for a project will be based on multiplying each of the aspects above by a set of payment rates, which are fixed amounts of national funding per unit of outcome or benefit achieved. Payment rates for protecting households will be higher in deprived areas, so that schemes in these areas are more likely to be fully funded by Government.

The share of funding for a project that can be obtained through the FDGiA is therefore equal to:

$$\text{Share of costs funded by FDGiA} = \frac{\text{Household benefits} + \text{other whole life benefits} + \text{environmental outcomes} \times \text{Fixed payment rates}}{\text{Amount of funding required}}$$

This shows that the percentage of FDGiA funding increases in line with the benefits being delivered.

Funding is also available for the design stages of a project to develop suitable measures for flood risk management. Barking and Dagenham Council would need to bear the cost of the first stages of the business case to identify areas at greatest risk of flooding, prioritise those areas, initially assess the flood management solutions in terms of costs and benefits and identify suitable

funding partners. However, FDGiA funding can be applied for to continue the development of the scheme through detailed studies and design works. Funding for these early stages does not guarantee that the project will be funded for the remaining appraisal, design, construction and maintenance phases of the scheme.

## LOCAL LEVY

Local levy funding is an additional locally-raised source of income, gathered by way of a levy on local authorities and collected via council tax. Barking and Dagenham's levy is administered by the Thames Regional Flood and Coastal Committee (TRFCC) and the TRFCC is responsible for deciding how the levy is spent within the region each year.

The TRFCC initiative aims to bring together all the LLFAs within the Thames catchment to discuss and develop appropriate catchment-wide plans for managing flood risks; encourage efficient, targeted and risk-based investment in FCERM; and provide a link between the Environment Agency, LLFAs, and other relevant bodies to build understanding of flood risks.

The levy that can be granted by the TRFCC can be used to support flood risk management projects that are not considered to be national priorities and hence do not attract national funding through FDGiA. Alternatively, local levy funding can be applied to FDGiA projects, at the discretion of the TRFCC, to meet the partnership funding requirements.

## REVENUE FUNDING FOR LEAD LOCAL FLOOD AUTHORITIES

The Government is making additional funds available to Councils in the short term to fulfil their new roles and responsibilities under the Flood and Water Management Act. Once allocated, the grants are managed by the London Borough of Barking and Dagenham according to its needs and priorities. The amount allocated is based on the level of risk in each LLFA.

## COUNCIL TAX AND BUSINESS RATE SUPPLEMENTS

Local Authorities may choose to invest in flood risk management from income generated through council tax levies and precepts. This approach has been successfully used in the past to promote flood risk management schemes although may require approval through a referendum. The London Borough of Barking and Dagenham is responsible for setting council tax and managing spend. Business rate supplements could be levied in a similar manner.

## COMMUNITY INFRASTRUCTURE LEVY

The Community Infrastructure Levy (CiL) was introduced in April 2010 and provides Councils with an alternative source of potential funding for flood defence schemes. It enables the Council to raise funds from new development in Barking and Dagenham in order to support growth and pay for the impact that the development has on local infrastructure.

The CiL is designed to provide a fair, fast and transparent system of requesting contributions and allocating funds. It gives local authorities the freedom to set their own priorities for what the money should be spent on and makes the system more transparent for local people as local authorities have to report what they have spent the levy on each year.

In areas where a CiL is in force, land owners and developers must pay the levy to the local authority, in this case Barking and Dagenham Council. The charges are set by the Council based on the size and type of the new development and the value of the land in that location.

The money raised from the CiL can be used to fund new infrastructure that the Council, local community and neighbourhoods want, like new road schemes, park improvements, schools or

flood defence works. This can include the construction new infrastructure and increasing the capacity of existing infrastructure.

## SECTION 106 AGREEMENTS

Section 106 of the Town and Country Planning Act allows a local planning authority to enter into a voluntary agreement with a landowner or developer in association with the granting of planning permission. A Section 106 agreement is used to address issues that are necessary to make a development acceptable to the local planning authority, such as supporting the provision of services and infrastructure.

One of the recommendations of Making Space for Water<sup>12</sup> was that local planning authorities should make more use of Section 106 agreements to ensure that there is a strong planning policy to manage flood risk. This means that any flood risk which is caused by, or increased by, new development should be resolved and funded by the developer.

Where possible, Barking and Dagenham Council will seek to use Section 106 agreements to obtain funding to deliver flood risk management schemes that are required to facilitate the new development.

## NEW HOMES BONUS

The New Homes Bonus is a grant paid by central Government to local councils to reflect and incentivise housing growth in their areas. The grant funding matches the funds that will be raised by the additional council tax that will be generated by new homes and long-term empty properties brought back into use, with an additional amount given for affordable homes. Payments are made for the 6 years following the provision or rehabilitation of properties. Councils can choose how they wish to spend the grant funding, with the potential for funding to be used to fund local flood risk activities.

## FUNDING PARTNERSHIPS

As discussed above, the Environment Agency will often only allocate FDGiA to fund a project if the lead authority can secure additional contributions to help fund the project – although 100% FDGiA project funding is possible for some projects that are considered eligible (typically projects that would offer significant risk reduction as well as other amenity, biodiversity and/or economic benefits).

Implementing schemes that offer multiple benefits are therefore more likely to secure the necessary funding and therefore more likely to be implemented. For schemes that offer multiple benefits, it is expected that the key stakeholders that are associated with the scheme and/or that will benefit from the scheme will also contribute in some part towards the required funding.

Organisations that may contribute towards flood risk management projects are typically those that would benefit from the scheme and/or those with a vested interest in flood risk management. This could include organisations such as:

- Relevant departments within Barking and Dagenham Council, such as the Parks Department and Highways Department.
- The Environment Agency, especially for projects that contribute to combined flood risk management from local sources and main rivers (for example);

<sup>12</sup> Making Space for Water, Defra, 2004

- Thames Water Utilities;
- Network Rail and Transport for London;
- Borough Resilience Forum;
- Community Flood Groups;
- Natural England or local wildlife groups such as the Thames River Restoration Trust;
- English Heritage or local archaeological groups;
- Riparian owners;
- Developers;
- The local community and local businesses.

The partnership funding approach was demonstrated extremely well by the recent Mayes Brook Park and Beam Washlands schemes that provided consideration flood protection as well as biodiversity enhancement and amenity benefit.

## THAMES WATER CONTRIBUTIONS

Thames Water Utilities maintains a database of properties at risk of flooding from incapacity of the public sewer network. Often the areas that are highlighted as having surface water problems appear on the Thames Water Utilities database. There is an opportunity for the London Borough of Barking and Dagenham and Thames Water Utilities to work together to deliver effective flood risk management collaboratively. Partnership funding where the cost is split or part funded by the key stakeholders (such as Thames Water Utilities) is another option available; this would be decided as specific schemes come forward.

## OTHER SOURCES OF FUNDING

A number of other sources of funding are available to local communities and organisations. These are often released after a significant flood event, for example the Repair or Renew grants that were made available by the Government for the 2014 floods – these were one off payments for the most affected properties. Barking and Dagenham Council will endeavour to let communities know about the help that may be available following a flooding event.

Communities may also wish to explore opportunities for funding via schemes such as the National Lottery Grants and local fundraising.

For further information regarding available funding, communities are advised to consult with Barking and Dagenham Council and the Environment Agency, and review current guidance as provided on the GOV.UK website<sup>13</sup>.

## 11.3

### DELIVERY

The Strategy identifies the measures that the London Borough of Barking and Dagenham will adopt to achieve the local objectives. Measures are activities that will be undertaken to manage risk and achieve the stated objectives. Wherever possible, measures which achieve multiple benefits, such as water quality, biodiversity and amenity benefits will be prioritised. Both structural and non-structural measures will be considered. Structural measures may include physical options to manage flood risk such as de-culverting of rivers and drainage improvements. Non-

<sup>13</sup> <https://www.gov.uk/government/publications/flood-and-coastal-resilience-partnership-funding>



structural measures may include activities such as improved communication, spatial planning, emergency planning and improved flood awareness.

A cost benefit appraisal is completed for proposed flood risk management schemes (physical works and community initiatives) to help ensure that measures are proportionate to the level of risk presented and in some cases to help prioritise schemes and secure funding. It is recognised that specification of costs and benefits of measures is a requirement of a Local Strategy. However, it must also be acknowledged that in order to complete this process that detailed information on the specific costs and benefits of a measure is required. At this stage of the Local Strategy development, this type of information is not available in all areas to undertake a meaningful analysis.

Many of the proposed objectives relate to improving understanding of flood risk to better prepare for floods, manage the consequences of flooding and to prioritise future investment. The identified measures to implement these objectives generally relate to the London Borough of Barking and Dagenham and its partners' approach to their responsibilities for flood risk management in their everyday work. Until further investigations are completed and there is greater certainty on funding it is considered inappropriate to identify specific physical works or community initiatives and therefore the need for cost / benefit appraisal of proposals is not applicable at this time.

Future versions of the Local Flood Risk Management Strategy may include proposed measures which involve the implementation of structural or non-structural measures to reduce the consequences of flooding. A cost / benefit appraisal of these measures will then be completed as appropriate, in accordance with the guidance in place at the time. The appraisal will consider the whole life benefits of the measures (both tangible and intangible), the associated implementation costs and on-going maintenance costs.

## IMPLEMENTATION

The Action Plan in Annex A sets out the proposed timescales for the delivery of measures identified to date, as well as the lead authority responsibility for the delivery of these measures and the potential sources of funding. The timescales for the measures is categorised into short (0 – 3 years), medium (3 – 10 years) and longer term with a view to managing the effects of climate change.

The Strategy is a 'live' document and is subject to revision over the plan period as circumstances and available funding streams dictate.

# 12 REVIEW AND UPDATE

## 12.1 STRATEGIC REVIEW

The Local Strategy should be reviewed and updated every six years as a minimum, although more frequent updates may be appropriate if new information is presented that amends the objectives or measures proposed within this Strategy. It is logical to align the review cycle with the requirements of the Flood Risk Regulations (2009). The Regulations require another Preliminary Flood Risk Assessment (PFRA) to be completed in 2017. The PFRA process will highlight any new flood risk information which may provide a revised baseline to inform the Strategy. In addition, the Council intends to undertake enhanced modelling of surface water flood risks which in turn may also provide a revised baseline to inform the Strategy. An update of the Strategy may therefore be appropriate in 2018 depending on the findings of the updated PFRA and enhanced modelling.

In addition, there may be circumstances which should trigger a review and/or an update of the Strategy in the interim. Examples of other triggers for review include:

- Occurrence of a significant flood event;
- Additional data or modelling becoming available, which may alter the understanding of flood risk;
- Outcome of investment decisions by partners influences available funding; and
- Development or other topographic changes which may affect flood risk.

It is in the interest of the London Borough of Barking and Dagenham and the community they represent that the Strategy remains current and up-to-date.

Review and update of the Strategy is the responsibility of the London Borough of Barking and Dagenham as a Lead Local Flood Authority. Other local risk management authorities are required to support the review and update process by supply of relevant data to inform the Strategy.

## 12.2 CONSULTATION

This document will be circulated for consultation to the London Borough of Barking and Dagenham Council, key stakeholders, and the general public. Feedback received from the consultation process will be reviewed by the authors and incorporated, where appropriate, into the Strategy to ensure it reflects the needs of the community.

# 13 REFERENCES

Defra (2005), Making space for water

Defra / Environment Agency (2011), Understanding the risks, empowering communities, building resilience, the national flood and coastal erosion risk management strategy for England.

Department for Communities and Local Government (2012) National Planning Policy Framework (NPPF)

Department for Communities and Local Government (2014) Planning Policy Guidance (PPG)

Environment Agency (2009), Thames Catchment Flood Management Plan (CFMP)

Environment Agency (2012), Thames Estuary 2100 Plan (TE2100 Plan)

Environment Agency (2014), Living on the Edge

London Borough of Barking and Dagenham (2010), Core Strategy

London Borough of Barking and Dagenham (2011), Core Strategy: Area Action Plan

London Borough of Barking and Dagenham (2008), Level 1 Strategic Flood Risk Assessment (SFRA)

London Borough of Barking and Dagenham (2008), Level 2 Strategic Flood Risk Assessment (SFRA)

London Borough of Barking and Dagenham (2017), Level 1 Strategic Flood Risk Assessment (SFRA)

London Borough of Barking and Dagenham (2017), Level 2 Strategic Flood Risk Assessment (SFRA)

London Borough of Barking and Dagenham (2012), Preliminary Flood Risk Assessment (PFRA)

London Borough of Barking and Dagenham (2011), Surface Water Management Plan (SWMP)

National Archives (2009) Flood Risk Regulations

National Archives (2010) Flood and Water Management Act

This page is intentionally left blank

# London Borough of Barking and Dagenham Action Plan 2017 - 2023

## ANNEX A

Action ID	Strategy Objective	Proposed Action	Details of Action	Outcome	Timeframe for Implementation
001	Objective 1: Understand flood risks throughout Barking and Dagenham.	Collate existing historic flood records held by Barking and Dagenham Council.	Review sources of historic flood information held by the Council. Where possible, combine all historic records of 'significant' flood events into Flood Station, and combine all remaining flood records into a single alternative location or into a single format that is compatible with other flood records.	To have a consistent and user-friendly method for the recording and review of flooding events.	April 2018
002		Review, develop and implement a comprehensive system to record future flood events that occur throughout Barking and Dagenham.	Develop a comprehensive, appropriate and consistent system for the recording of future flood events, including events that must be captured in Flood Station and events that should be recorded elsewhere. Agree and implement minimum 'core' information required for all flood events, and additional data that should be collected for more significant flood events.	To have a consistent and user-friendly method for the recording and review of flooding events.	April 2018 Review annually
003		Investigate others ways of capturing flood data.	Investigate the use of an on-line data capture system that will allow members of the public to upload information about a flooding incident to the Council's website. Implement if deemed appropriate.	To continually improve knowledge of flooding throughout Barking and Dagenham.	July 2018
004		Review and, where necessary, improve the sharing of flood event data between the key risk management authorities.	Review current data sharing arrangements and, where appropriate, improve the sharing of flood data for 'significant' events with the Environment Agency and Thames Water to develop and agree a standardised approach.	To improve awareness of significant flooding events from all sources of flooding and to help to identify opportunities for collaborative working.	July 2018 Review annually
005		Develop and implement a process for the investigation of significant flooding events in accordance with Section 19 of the Act.	Review and agree the criteria for defining a significant flood event. Develop a standardised form for capturing required flood data and a standardised protocol for undertaking/documenting Section 19 investigations.	To improve understanding and awareness of significant flooding events from local sources of flooding, and to better inform the decision making process.	April 2018
006		Undertake and publish Section 19 Investigations.	Undertake Section 19 Investigations as required and make available to other risk management authorities, stakeholders and the public.	To improve understanding and awareness of significant flooding events from local sources of flooding, and to better inform the decision making process.	On-going throughout delivery of Strategy
007		Review the 2011 SWMP Action Plan.	Undertake a detailed review of the 2011 SWMP Action Plan to identify those activities that are considered affordable, achievable and valuable to the management of flood risk within Barking and Dagenham.	To identify other activities that could be undertaken to further improve the understanding and management of flood risks.	October 2017
008		Validate Local Flood Risk Zones (LFRZs) as identified in the 2011 SWMP	Review the information provided within the 2011 SWMP that identified critical locations within the Borough at risk from surface water flooding and flooding hotspots, known as LFRZs. Validate the risk of flooding at these locations through further qualitative and quantitative analysis.	To improve understanding of surface water flood risks within Barking and Dagenham.	December 2017
009	Objective 2: Manage the likelihood and impacts of flooding.	Improve communication with key risk management authorities	Improve communication with the Environment Agency and Thames Water, with an aspiration to meet on an annual basis, to discuss areas at risk of flooding and identify opportunities for collaborative working.	To improve communication and collaboration between risk management authorities.	April 2017 Review annually
010		Develop a system for the creation of the asset register in accordance with Section 21 of the Act.	Review and, where necessary, develop a protocol for the recording of assets for which the Council are responsible, identifying those assets which are to be recorded within Flood Station and those assets which are to be recorded elsewhere.	To meet the requirements of Section 21 of the Flood and Water Management Act.	April 2017
011		Identify assets within the asset register that are considered to have a significant effect on flood risk.	Identify those assets that are considered most important to flood risk management or that could pose greatest risk of they were to fail, and link these assets to recorded flood events where possible.	To identify those assets which are considered to have a significant effect on a flood risk, and to inform proactive maintenance of these assets.	July 2017
012		Maintain the register of assets that are considered to have a significant effect on a flood risk.	Continue to add assets that are considered important for flood risk management to the asset register. Review and, where appropriate, include assets that are within private ownership that are considered likely to have a significant effect on flood risk.	To identify those assets which are considered to have a significant effect on a flood risk, and to inform proactive maintenance of these assets.	On-going throughout delivery of Strategy

# London Borough of Barking and Dagenham Action Plan 2017 - 2023

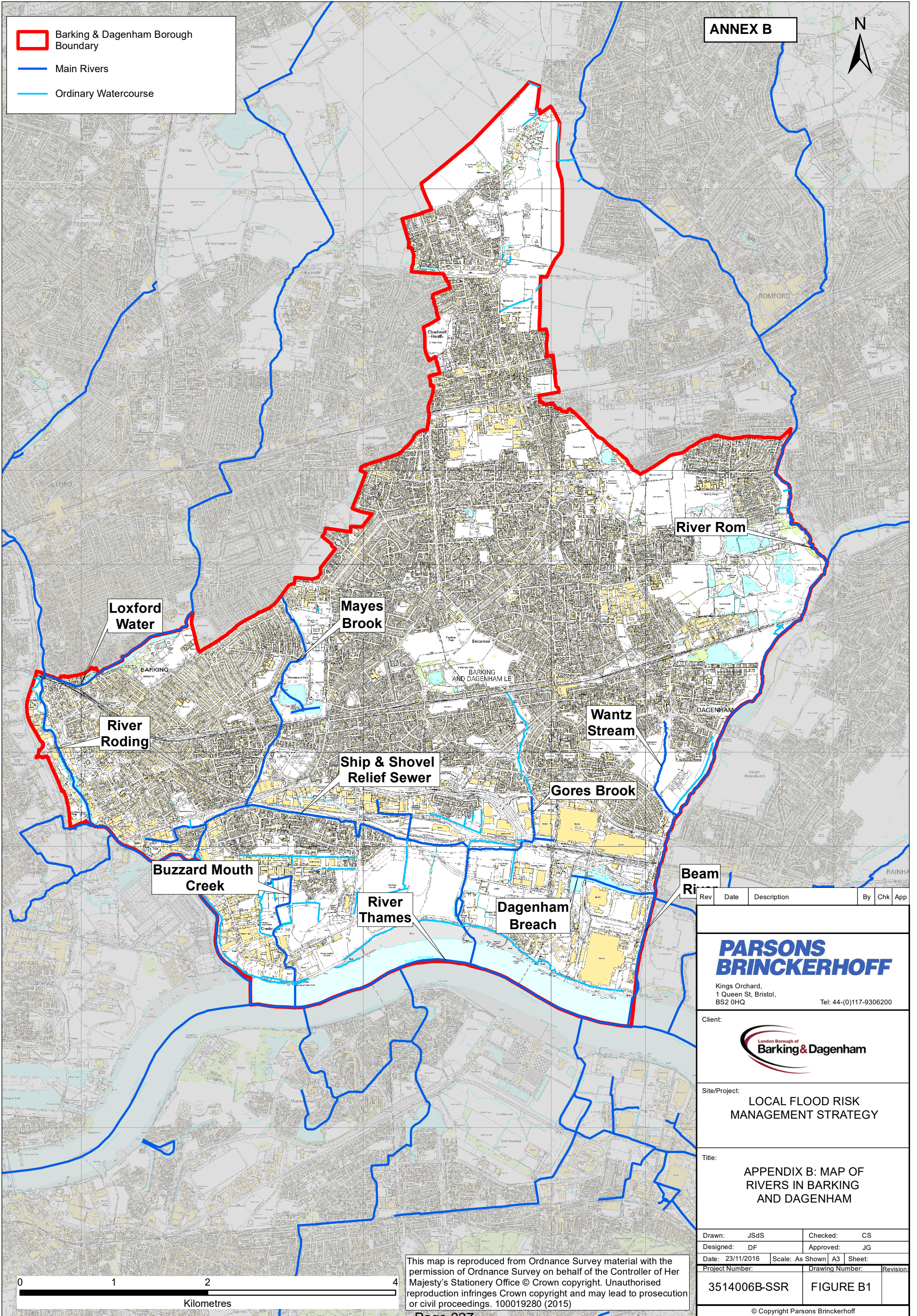
## ANNEX A

Action ID	Strategy Objective	Proposed Action	Details of Action	Outcome	Timeframe for Implementation
013	Objective 2: Manage the likelihood and impacts of flooding.	Ensure other risk management authorities are maintaining a register of assets that are considered to have a significant effect on flood risk	Ensure that the register of assets held by other key risk management authorities is appropriate to meet the requirements of the Flood and Water Management Act.	To identify those assets which are considered to have a significant effect on a flood risk, and to inform proactive maintenance of these assets.	July 2017
014		Undertake proactive maintenance of assets that are considered to have a significant effect on a flood risk	Use the asset register and records of flood events to identify assets, such as road gullies, ditches and watercourses, that would benefit the most from a pro-active maintenance regime, building on the current methods of planning cyclical maintenance activities.	To continually improve the planning of maintenance works for the benefit of improved flood risk management.	July 2017  On-going throughout delivery of Strategy
015		Implement a clear and transparent system for the prioritisation of communities and infrastructure at risk of flooding.	Undertake a review of available flood risk data sources, including the 2011 SWMP and records of flooding events. Implement the proposed principles of prioritisation to identify those communities considered to be at greatest risk of flooding or that may experience the greatest consequences should a flood event occur, and to inform the selection of appropriate measures.	To ensure a fair and transparent process for the assessment and implementation of flood management measures.	On-going throughout delivery of Strategy
016		Continue to investigate opportunities for areas identified to potentially benefit from flood management funding.	Continue to liaise with the Environment Agency and undertake cost-benefit analysis for identified opportunities at Parsloes Park, Renwick Road, Park Avenue, Thames View Dyke and Heathway Industrial Estate.	To improve flood risk at these identified locations.	July 2017
017	Objective 3: Help the community help themselves.	Raise awareness and enforce riparian ownership responsibilities.	Continue to raise awareness of riparian ownership responsibilities and, where necessary, take enforcement action to ensure riparian owners undertake the necessary maintenance of their assets and do not undertake works that may increase flood risk to properties, the highway or surrounding land.	To ensure that local communities take responsibility for managing flood risk.	On-going throughout delivery of Strategy
018		Promote the role of Community Flood Groups.	Actively promote communities at risk of flooding to form a Community Flood Group and, if necessary, prepare and implement a Community Flood Plan and/or Personal Flood Plan in consultation with the Council's Civil Protection Team.	To raise awareness of flooding within local communities and encourage communities to be better prepared.	On-going throughout delivery of Strategy
019		Continue to keep the public informed during a flood event.	Continue to raise awareness of flood events and the actions to take during a flood event through information provided via the Council website and via local radio and news.	To ensure that communities are adequately informed and prepared during a flood event.	On-going throughout delivery of Strategy
020	Objective 4: Manage flood warning, response and recovery.	Ensure flood risk is adequately considered within new development.	Enforce the need to prepare a site-specific flood evacuation plan or flood response plan to support new developments proposed in areas identified to be at risk of flooding, in accordance with the recommendations of the SFRA.	To ensure that communities are adequately informed and prepared during a flood event.	On-going throughout delivery of Strategy
021		Ensure reservoir flood risks are appropriately considered.	Ensure the risk of reservoir failure are appropriately considered within the Multi-Agency Flood Plan, including risks associated with the Basin Reservoir, Perch Pond Reservoir and Washlands Flood Storage Area.	To ensure that areas within Barking and Dagenham that are at risk of reservoir failure are appropriately prepared.	July 2017
022	Objective 5: Promote sustainable and appropriate development.	Improve the management of surface water runoff.	Promote the appropriate management of surface water runoff through the planning approval process and identify opportunities to provide betterment, including improved use of SuDS techniques.	To identify and encourage opportunities to manage runoff to prevent increased flood risk and reduce existing flood risk.	On-going throughout delivery of Strategy
023		Implement robust and appropriate planning policy.	Continue to apply appropriate policies as set out within the Local Plan, and implement the recommendations of the SFRA with regard to the development control and flood management measures.	To encourage a best practice approach for land use planning and development design.	On-going throughout delivery of Strategy

**ANNEX B**



Barking & Dagenham Borough Boundary  
 Main Rivers  
 Ordinary Watercourse



File Name: N:\Water Engineering\3514006B - LBBD FRMSY GIS\Mxd\3514006B-SSR-F01.mxd

Login: DeSouzaj  
Plot Date: 23/11/2016

Rev	Date	Description	By	Chk	App
-----	------	-------------	----	-----	-----

**PARSONS BRINCKERHOFF**

Kings Orchard,  
1 Queen St, Bristol,  
BS2 0HQ  
Tel: 44-(0)117-9306200

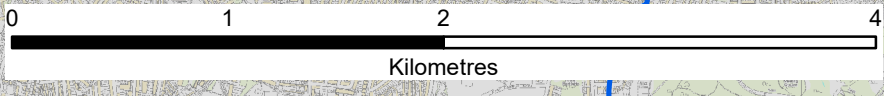
Client:

Site/Project: **LOCAL FLOOD RISK MANAGEMENT STRATEGY**

Title: **APPENDIX B: MAP OF RIVERS IN BARKING AND DAGENHAM**

Drawn: JSdS	Checked: CS
Designed: DF	Approved: JG
Date: 23/11/2016	Scale: As Shown   A3   Sheet:
Project Number: 3514006B-SSR	Drawing Number: FIGURE B1
Revision:	

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019280 (2015)



This page is intentionally left blank



**Annex C**

	Ward Name	Human Health			Economic Activity			Environment		Significant Historic Local Flooding Experienced?	Historic Flooding from Local Sources	Overall Investigation Priority High = 19 + Medium = 8 to 18 Low = 0 to 7
		Res. Properties (No.)	Critical Services (No.)	Critical Service Type	Non-Res, Properties (No.)	Road (km)	Rail (km)	Heritage Features (No.)	Details			
Actual number from the relevant Dataset	Example Ward	117	2	1 primary school 1 Electricity sub-station	14	0.9115	0.1678	0	-	YES	2 incidents (Sewer)/23 SW flood incidents associated with blocked gullies (2010 - 2012) / Significant main river flooding (historically)	High
	Example Ward	5	5	1 primary school 1 Electricity sub-station	3	3	3	0	-	YES	2 incidents (Sewer)/23 SW flood incidents associated with blocked gullies (2010 - 2012) / Significant main river flooding (historically)	19

This page is intentionally left blank

**The strategy improves our knowledge and understanding of the flood risks for the borough**

**It tells us:-**

**What are the flood risks**

**Where you can find out who is most at risk**

**The role of other agencies in helping address those risks**

**Provides information to the public on their role in helping alleviate risk of flooding**

**How our planning decisions and policies will help reduce the risk of flooding**

### **What will we do?**

**Provide information on the risks of flooding to the borough  
Take steps to manage and reduce the flood risk by managing our assets better, applying for national funding**

**Working with our communities to help manage the risk. This includes residents, businesses and partner agencies**

**Make sure that we have a well managed and co-ordinated response to flooding**

**Develop environmental solutions to flooding for our future generations**

### **Flood risk management Strategy 2017-2023**

### **What can you do?**

**The strategy provides information to help you:-**

**Know your responsibilities in protecting your home from flooding**

**Create or join a community flood group**

**Develop your own flood plan for you home or with your neighbours**

**Improvements to your home which will help reduce the risk of flooding**

**Work with third parties to bid for funding to carry out improvements**

### **How will this affect you?**

**It will direct you to information to tell you if your property is in a flood risk area**

**It will tell you how we are dealing with the risk of flooding**

**This strategy does not impact on your risk of insurance of your home or business. Insurers use a different way of assessing flooding risk.**

**It will provide information on the environmental solutions to help reduce the risk of flooding**

This page is intentionally left blank

## Risk Matrix

## Appendix C

Action	Likelihood	Value	Impact	Value	Total
Failure to produce a Strategy	The Strategy is complete and only requires Cabinet approval	3	Failure to produce a Strategy is in contravention of the Flood and Water Management Act 2010 (FWMA). Central Government could remove the Lead Local Flood Authority (LLFA) duties and responsibilities from Barking and Dagenham and recharge the Council for its time and expense	3	9
Producing a poor-quality strategy	We are confident that the proposed strategy is a quality document, written to current best practice standards with meaningful and achievable objectives	1	A poor-quality Strategy will not provide a sufficient basis to move forward with understanding and mitigating flood risk in the Borough. Nor provide the necessary mandate to partner with other organisations and community groups to advance flood resilience. A poor-quality strategy could lead to a loss in confidence in the Council's ability to discharge its duties and responsibilities	3	3
Failure to undertake enhanced hydrological modelling	A Contract to complete the modelling has been awarded	2	Failure to undertake enhanced modelling is in indirect contravention of the FWMA where it states an LLFA should have an understanding of the dynamics of flood risk within its jurisdiction, particularly an accurate estimation of affected infrastructure and property. Furthermore, failure to undertake enhanced modelling will prevent access to grant funding opportunities for flood resilience measures in the Borough	4	8
Failure to mitigate flood risk	With climatic changes affected the duration and intensity of rainfall events in the UK, combined with the loss of permeable space through urbanisation and urban creep, the likelihood of flooding in the Borough is increasing	4	With 11,000 assets and properties at risk of flooding, the impacts are potentially significant to catastrophic and could include loss of life. There would also be increased exposure to litigation	5	20
Failure to prepare our flood response	The Council has a Multi-Agency Flood Plan in place and has tested its preparedness through several exercises in recent years	4	Failure to offer an effective response in the event of a flood incident could have far reaching consequences in both health and economic terms	5	20
Failure to implement the Action Plan	This is dependent on resources available. Both staffing and funding. DEFRA granted £162,000 to the Council in this year's Revenue Support Grant for the purposes of implementing the action plan, however this funding is un-ringfenced and has been allocated to other services. Without committing to utilising the funding as intended, it will be challenging to implement the action plan	4	The Borough will continue to be at elevated risk from flooding. There will be a lack of awareness of significant flooding events from all sources of flooding. Communities and partners will not be engaged in taking responsibility for managing flood risk or helping to identify opportunities for collaborative working	4	16

This page is intentionally left blank

**CABINET****19 September 2017**

<b>Title:</b> Fire Risk Assessment Report	
<b>Report of Cabinet Member for Finance, Growth &amp; Investment</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Francesco La Torre, Estate Services Commissioning Manager	<b>Contact Details:</b> Tel: 020 8227 7272 E-mail: <a href="mailto:francesco.latorre@lbbd.gov.uk">francesco.latorre@lbbd.gov.uk</a>
<b>Accountable Director:</b> Robert Overall, Director of My Place	
<b>Accountable Strategic Director:</b> Claire Symonds, Chief Operating Officer	
<p><b>Summary</b></p> <p>Fire safety management in residential blocks has always been a high priority for the Council and all Council blocks have an up to date Fire Risk Assessment (FRA).</p> <p>This report provides an overview of the approach to FRAs and the management processes to ensure full compliance with the landlord (Responsible Person) statutory duties set within the Regulatory Reform (Fire Safety) Order 2005.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Note the fire safety systems and procedures in place for the Council's housing stock, as set out in the report;</li> <li>(ii) Agree that the Council publishes a forward programme of FRA's on its website;</li> <li>(iii) Agree that the Council publishes a summary of the findings for each FRA on its website; and</li> <li>(iv) Agree that the Cabinet is presented with an annual report on fire safety issues.</li> </ul>	
<p><b>Reason</b></p> <p>To update the Cabinet on compliance with the Council's statutory responsibilities.</p>	

**1. Introduction**

- 1.1 Following the tragedy at Grenfell Tower, officers have been reviewing fire safety systems and procedures in respect of the Council's housing stock. This report

provides Members with an update on what the Council is doing to ensure the safety of housing tenants from the threat of fire.

- 1.2 Fire safety management in residential blocks has always been a high priority for the Council and all Council blocks have an up to date FRA in place.
- 1.3 The primary objective of the FRA process is to reduce the risk to life and personal injury and to protect property, business and environmental losses from any incident. This report provides details on the Council's FRA processes, how actions that arise from those assessments are prioritised and the process for independently verifying fire risk assessments.

## 2. **Process**

- 2.1 As a residential landlord, the Council has a number of health and safety responsibilities to ensure the wellbeing and safety of our residents. With regards to fire risk in occupied residential buildings, the main areas of legislation and the Council's statutory duties are covered by the Regulatory Reform (Fire Safety) Order 2005 (FSO). The FSO does not place any duty on the assessment of domestic premises (individual dwellings). The Duty applies only to the communal areas of the premises.
- 2.2 The fire risk assessment process helps to identify risks that can be removed or reduced and decide on the action and the precaution that is required to be taken to protect people against any fire risks that remain.
- 2.3 The FSO requires the Council to have a nominated Responsible Person who has the legal responsibility for ensuring compliance with fire safety and related legislation. The Director of My Place is the Council's Responsible Officer. The Responsible Officer is required to:
  - Provide a leadership role and ensure effective arrangements are in place for implementing and monitoring the strategy.
  - Ensure that within agreed corporate annual budget provisions, funding of capital and maintenance works consistent with this strategy are identified and implemented.
  - Identify and allocate funds for fire risk assessments and fire safety training requirements.
  - Ensure that Fire Safety objectives are included in service managers one-to-ones and annual appraisal performance management.
- 2.4 Under the FSO, the landlord must carry out a detailed mandatory fire risk assessment of all blocks covered by the Order and take reasonable action to prevent fires by removing or reducing hazards and risks and ensure that people are protected if fire were still to occur.
- 2.5 To support compliance, the Council has in place a detailed Fire Safety Strategy covering all Council-owned flatted accommodation, including Hostels, Sheltered Accommodation Schemes and low, medium and high-rise blocks.



2.6 Compliance with the strategy is monitored by a cross departmental Fire Strategy Group, chaired by the Director of My Place. Membership of the Fire Strategy Group consist of representatives from the following service areas:

- Capital Delivery
- Repairs and Maintenance
- Compliance
- Council Corporate Health and safety Advisor
- Hostels Management
- Extra Care and Standard Sheltered accommodation management
- Property Management

2.7 Membership of the Fire Strategy Group also includes the following who act in an advisory capacity:

- LBBD Fire Service Borough Commander
- The Police

### 3. Fire Risk Assessments

3.1 As detailed in section 2 of this report the Council is required to carry out FRAs of properties that have communal areas. In LBBD, the FRAs are carried out in-house by three trained and qualified staff. One of the staff is also a qualified Housing Health and Safety Rating System (HHSRS) Risk Assessor.

3.2 To provide further reassurance and to add additional capacity to the Council, officers are in the process of tendering for an external accredited specialist fire consultancy to support the in-house capability and carry out further fire risk assessments of all the blocks based on the following four types of assessment:

Type 1	Type 2	Type 3	Type 4
Non-destructive assessment of the common parts of a block.	Including all items type 1 assessment plus, a Destructive inspection of the common parts of a block.	Including all items in type 1 and 2 assessments plus a Non-destructive inspection of the common parts of a block and the flats within the block.	Including all items in type 1,2 and 3 assessments plus a Destructive inspection of the common parts of a block and the flats within the block.

3.3 This will also provide additional assurance in addition to carrying out sample intrusive Level 4 Inspections of sheltered housing blocks and hostels.

3.4 Only specific blocks require a FRA and these are listed below - all have an up to date FRA in place. Any new blocks that are acquired/built will be added to this list and any blocks demolished will be removed.

- 1040 Low-rise and Medium-rise blocks (up to 5 floors high);
- 40 High-rise Blocks (above 5 floors);

- 20 Standard Care Sheltered Accommodation Schemes;
- 3 Extra Care Sheltered Accommodation Schemes;
- 1 Adult Supported Accommodation Scheme (Thompson Road);
- 4 Hostels;
- 1 Social Rent Travellers Site (“The Chase” Eastbrook End);
- 1 Adult Supported Accommodation Scheme where LBBB is the Managing agent on behalf of London and Quadrant L&Q (338 Heathway).

3.5 The areas covered in the FRA include:

- Communal areas;
- Checks for possible sources of fire;
- Checks on internal fire doors, signage, dry -risers bin stores, electrical intake cupboards;
- Lighting and emergency lighting;
- Checks that all escape routes are free of combustible material;
- Inspection of the walls and ceilings of high rise buildings;
- Ensuring communal areas have sufficient smoke ventilation;
- Ensuring that front entry fire doors to properties are fire resistant and self-close.

3.6 In compliance with the FSO, the Council has put in place comprehensive management systems to eliminate/reduce the risk of fire by ensuring that all significant findings identified during each fire risk assessment of the blocks are recorded, reported to the relevant service and the progress monitored until reported findings are fully rectified/resolved.

3.7 FRAs of all the blocks covered by the FSO are undertaken on a cyclical basis as follows:

- High-rise (above five storeys) - Annually
- Sheltered Accommodation schemes - Annually
- Hostels – Annually
- Travellers Site - Annually
- Thompson Road Adult Support Accommodation Scheme- Annually
- 338 Heathway Adult Support Accommodation Scheme - Annually
- Low-rise blocks are assessed every 3 years (with a desk top assessment taking place annually).

3.8 Following the tragic fire at Grenfell Tower, officers have reviewed practices and introduced a number of complementary enhanced procedures:

- Reviewed all FRAs for Council owned tower blocks of 8 storeys and above and increased the frequency of the FRA to those blocks from yearly inspection to a three months inspection.
- High-Rise Blocks - The staff carrying out the FRAs will review the FRA every 3 months and a manager will sign off each finding at the 3 months re-inspection of the blocks. The 3-month High-Rise FRA inspection process will be reviewed in April 2018 in conjunction with the LFB to determine if the 3-month regime should continue.

- Low Rise Blocks – Officers responsible for carrying out the FRA will carry out a 10% random inspection of blocks.

3.9 All sheltered accommodation schemes have been revisited. Personal Emergency Evacuation Plan (PEEP) are in place for those living in Extra Care Sheltered accommodation and all those living in Standard Care Sheltered accommodation schemes. Work is also underway to consider who in general-needs housing might need a PEEP and what it might contain given the very different circumstances. One of the key issues being addressing is how these would be keep up to date as people's circumstances change.

3.10 It is not unusual to identify issues following a FRA. Each significant finding from the FRA is given one of the following priorities:

- Emergency Response
- Priority 1 - High
- Priority 2 - Medium
- Priority 3 – Low

3.11 The findings are placed into the following categories:

- Repair and Maintenance
- Tenancy Action
- Environmental action

3.12 LBBD endeavours to complete all validated remedial works arising within priority timescales where it is reasonably practicable and without resorting to capital works. The following four levels of response ensure that the critical elements that can cause fire and fire spreading are prioritised to maintain compartmentalisation and containment of fires in the dwellings at all times. These response times also ensure that low risk fire safety findings are addressed to prevent escalation from low risk to a high risk:

- **Emergency response (24 hours response)**  
This level of response will ensure that any serious breaches in the compartmentalisation of the communal areas are addressed and a temporary repair is carried out to confirm compartmentation and containment of fires in the dwelling until a full repair is carried out. For example; *remove fire doors broken glass and board up the opening with fire retardant board until glass has been replaced; Make safe exposed electrical wires until full repair is carried out.*
- **Priority 1 (3 working days)**  
This level of response ensure that the security and compartmentation of the blocks is maintained; firefighting equipment are kept in working order. For example; repair damaged dry risers, security doors not working.
- **Priority 2 (5 working days)**  
This level of response ensures that fire escape routes are kept clear and emergency lights are maintained. For example, clear any high combustible items left on landing and fire escape routes; replace defective Fire Extinguishers; repair broken handrail into the fire escape staircases; replace any missing fire doors handles; Repair defective Fire Control Drop Key.

- **Priority 3:** (20 working days)  
This level of response ensures that non-urgent fire related findings/repairs are addressed to stop escalation to an urgent status. For example, some communal lights not working; Fire Safety signage missing/damaged; Metal gates installed to flat front doors.

#### 4. **Communication with Residents**

4.1 It is important to ensure that the residents of our properties are informed about what we are doing to keep them safe and that they are assured that as a landlord we are meeting our legal responsibilities. To do this there are several measures in place:

- A Fire Escape Plan is displayed in the communal area of the blocks.
- A copy of a pictorial Fire Safety leaflet is included in the tenancy pack issued to all new tenants.
- Fire safety guidance is also provided on the Council Web Site.
- Property Service Officers and Housing Support Officer raise fire safety awareness with resident at each of their visit/tenancy audits to the properties.
- Fire Safety Awareness Presentation by officers and Fire Brigade Fire Safety Officers to Tenants and Residents Association meetings.
- Joint Fire Safety Reassurance visits with the Fire Brigade Fire Safety officers to blocks have and are planned to take place.
- Sign post residents to the London Fire Brigade website fire safety pages

4.2 All tenants and leaseholders are contacted annually with rent and leasehold service charge notifications and the next communication will include information on fire safety.

4.3 At the moment, the Council does not publish FRAs. However, it is recommended that the Council should provide a summary of the findings for each FRA on the Council's website. Given the large number of FRAs it is proposed that, as a starting point, the publication of the FRAs is phased in the following way:

- First publication - all High Rise Blocks
- Second publication - all sheltered housing blocks
- Third publication - all newly completed FRAs

4.4 Officers will be developing interactive web pages to be used for the publication – the website will feature:

- Explanation of what a FRA is, and is not
- Frequently Asked Questions (FAQs)
- FRAs for specific blocks

## 5. Audit and Compliance

5.1 The Council recognises the significant consequences that could occur if there is either a failure in carrying out our statutory duty or noncompliance with our procedures. The Council have in place a number of mechanisms to ensure that there is scrutiny of this process. This is demonstrated through the following:

- **Fire Safety Strategy Group (Monthly)**

This group monitors activity and compliance with the Council's Fire Strategy.

- **Assurance Board (Quarterly)**

This board meets quarterly and is chaired by the Chief Executive. It receives a RAG rated report on fire safety including FRAs .

- **Internal Audit**

The Council Internal Audit department will also be carrying out a full audit on the current Fire Safety risk management processes in place and our compliance with statutory requirement as part of 2017/18 audit plan.

- **External assurance**

The Council commissioned an external company to carry out a number of FRAs on specific high-rise blocks that had already had a FRA done by the in-house staff. The outcome of this work was compared with the FRAs carried out by the in-house staff and identified similar issues. This provided a level of assurance in terms of the quality of the work of the inhouse team.

5.2 This is the first report that has been presented to Cabinet specifically on fire safety. It is recommended that a similar report will be presented annually.

## 6. Going Forward

6.1 This paper sets out a clear direction of travel for FRA's taking into account legislation and provides assurance that the Council is complying with its legal duties. The Council will continue to:

- Engage with colleagues across London to gain information, shared learning, and best practice.
- Invest in fire improvement measures.
- Work closely with the London Fire Brigade to reassure residents.

6.2 A further report will be presented to Cabinet in October which will detail a revised set of Fire Safety Policies for Council-owned residential properties. Among other things the report will set out the council's position on a broad range of issues including:

- Tenants' responsibilities both council and private tenants in council blocks)
- Leaseholder and leaseholder responsibilities
- HMOs in residential tower blocks
- Sprinklers in residential tower blocks
- Our approach to supporting vulnerable residents
- Gas supplies in Council residential blocks

## **7. Consultation**

- 7.1 A number of colleagues across the Council have been engaged with and consulted upon in the drafting of this paper. Detailed discussions have also taken place with the Borough Commander of the London Fire Brigade who has provided support and guidance to council officers in developing procedures relating to fire safety and prevention.
- 7.2 By way of assurance, officers have written to all residents that occupy blocks of 10 storeys and above. A number of Fire Brigade led assurance visits to high-rise blocks have taken place with a further 11 inspections scheduled to take place over the coming months.
- 7.3 Presentations by Council officers and London Fire Brigade colleagues will be made to the Housing Forums in September 2017.

## **8. Financial Implications**

Implications completed by: Martin Sharp, Principal Accountant

- 8.1 The HRA capital programme contains available budget provision £1.742m in 2017/18 and £2.400m in 2018/19 to cover the cost of Fire Safety Improvement works.
- 8.2 The re-profile of the Council's HRA capital programme, planned for October 2017, will allow adjustments to be made to the Fire Safety Improvement works budget, provided it can be contained within the Housing Revenue Account's available capital resources.
- 8.3 The cost of any works will need to be recovered from Leaseholders where appropriate.
- 8.4 Any on-going revenue expenditure resulting from this work should be containable within existing HRA revenue budgets.

## **9. Legal Implications**

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

- 9.1 The report sets out how the Council meets the statutory duties it is required to comply with pursuant to the Regulatory Reform (Fire Safety) Order 2005, including the requirement to undertake regular fire risk assessments.
- 9.2 Legal Services are available to give legal advice in relation to specific queries or issues may arise in respect of fire safety, in particular, advice on duties of a landlord and freeholder, powers under tenancy agreements and long leases to enforce inspections, reviews and remedial works – such as entrance doors that are fire safety compliant, gas installations, and other issues that might arise following inspection by London Fire Brigade.

## **10. Other Implications**

### **10.1 Corporate Policy and Customer Impact**

The FRA procedure affects all residents living in 1,134 council blocks of flats detailed in section 3 of this report. A number of these residents have a disability of vulnerability which requires additional assurance as part of the FRA procedure. Housing fire safety for vulnerable people training has been provided by the London Fire Brigade (LFB) for council staff that work with vulnerable people. Housing staff when meeting with council residents are using the learning from the training provided by the LFB to raise safety guard alerts to support and protect vulnerable people in their home.

Personal Emergency Evacuation Plans (PEEPs) have been put in place for all known vulnerable people living in council owned and managed sheltered accommodation. Additional fire safety measures such as the installation of sprinklers and shelters for mobility scooters have been or a planned to be installed in a number of sheltered accommodation schemes.

**10.2 Risk Management** - There are a number of assurance processes in place that will ensure compliance. The requirement for additional works to housing might increase funding requirements resulting in pressures on the HRA business plan.

**10.3 Contractual Issues** - In ensuring compliance with fire safety measures where the Council is to procure goods or services to assist or comply with fire safety improvements or recommendations made by the internal or external agencies, then the Councils Contract Rules would need to be adhered to.

**10.4 Adult and Children Safeguarding** - Early intervention and prevention of fire risk is an integral part of our day to day work. There are agreed Children and Adult Safe Guarding alert processes in place for all staff that visit residents in their property as part of their daily work to raise any safeguarding concerns such as hoarding or self-neglect with all the relevant agencies to help and support the residents to minimise the associated risks.

**10.5 Health Issues** - Fire can have a detrimental impact on the quality of life of residents exposed to a fire incident with a potential risk of a long term physical and psychological harm. The FSO focusses on the communal areas outside the flats, however the ongoing partnership work with the London Fire Brigade and other relevant agencies is raising the officers understanding and knowledge of fire risks associated with vulnerable people and officer are now applying this learning during any visit to the properties.  
All property Services officer have also been trained and are qualified fire risk assessors

### **10.6 Crime and Disorder Issues**

Littering of communal areas can contribute to fire risks. Each block with a communal area has a cleaning schedule in place (High rise receive a 7 day service, / Low rise receive a once weekly service). Residents are also reminded of the terms of their tenancy conditions and made aware of the need to ensure that communal areas are kept clear of any obstacles that could hinder escape routes.

The ongoing partnership work with the Estate Police and Safe Neighbourhood Police teams focus on the prevention of ASB within the blocks, including the prevention of arsonist incidents, and drug and alcohol use which can impact on the fire safety of the block.

Where appropriate, Legal action is taken against tenants and leaseholders who continually breach the terms of their lease. This can result in the repossession of the property or a termination of the lease.

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

**List of appendices:** None



## CABINET

**19 September 2017**

<b>Title:</b> Response to the Mayor of London's Draft Transport Strategy	
<b>Report of the Cabinet Member for Economic and Social Development</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Tim Martin – Acting Transport & Planning Policy Manager, Growth & Homes	Contact Details: Tel: 020 8227 3939 E-mail: <a href="mailto:timothy.martin@lbbd.gov.uk">timothy.martin@lbbd.gov.uk</a>
<b>Accountable Director:</b> Dan Pope, Acting Head of Planning, Growth & Homes	
<b>Accountable Strategic Director:</b> John East, Strategic Director, Growth & Homes	
<p><b>Summary</b></p> <p>In June 2017 the Mayor of London published his draft Transport Strategy (MTS) for consultation. The MTS is the statutory document that sets out the policies and proposals to reshape transport in London over the next 25 years.</p> <p>Set against a backdrop of a rising population, increasing congestion, worsening pollution and public transport overcrowding across London, the MTS aims to change the way in which people travel so that, by 2041, 80% of all Londoner's trips will be made on foot, by cycle or by public transport. It is an ambitious plan with designs to transform London's streets, improve public transport and create new opportunities for homes and jobs. Its focus on 'Good Growth'; creating 'Healthy Streets'; providing a good public transport experience; and delivering new homes and jobs fit in well with the vision and themes of the Borough Manifesto.</p> <p>The Council has published its Borough Manifesto, endorsed the recommendations of the independent Growth Commission and is currently preparing the draft Local Plan and will shortly begin preparing its own Transport Strategy (the Local Implementation Plan). The MTS will be important to helping to deliver these and therefore this is an important opportunity for the Council to make clear to the Mayor of London what new transport infrastructure is necessary to deliver 55,000 homes and 20,000 jobs over the next 25 years and how the policies in the draft strategy could be improved to better serve borough objectives. The draft response to the draft MTS which Cabinet is recommended to agree is provided at Appendix 1 and summarised in the body of the report.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to agree the draft response to the Mayor of London's Transport Strategy consultation, as set out at Appendix 1 to the report.</p>	

## **Reason(s)**

To ensure that the MTS maximises benefits to the borough, including helping to deliver the Borough Manifesto priorities, the recommendations of the Growth Commission Report and the Health and Wellbeing Strategy outcomes, whilst helping to address the key transport and socio-economic challenges affecting the borough. This in turn will assist the Council in achieving all of its Community Priorities, in particular enabling social responsibility by protecting the most vulnerable; keeping adults and children healthy and safe; and growing the borough through supporting investment in public spaces to enhance our environment.

## **1. Introduction and Background**

- 1.1 The Mayor's Transport Strategy (MTS) is the statutory document that sets out the policies and proposals of the Mayor of London to reshape transport in London over the next 25 years. It builds on the vision for a better London that the Mayor outlined in 'A City for All Londoners', published in October 2016, and takes forward the approach of prioritising walking, cycling and public transport set out in 'Healthy Streets for London', published in February 2017.
- 1.2 The MTS is an ambitious strategy that puts people's health and quality of life at the heart of planning London's transport. Along with the new London Plan and the Mayor's strategies for economic development, the environment, housing, health inequalities and culture, the MTS provides the blueprint for making London a better place for people to live in - a city that will be home to 10.5 million people by 2041.
- 1.3 A draft MTS was published on 21 June 2017 for public consultation until 2 October 2017. This report highlights the key issues/implications for Barking and Dagenham and how it could be improved to maximise benefits for the borough and to help deliver the Borough Manifesto priorities and the Growth Commission recommendations. It identifies a set of transport priorities which are incorporated into the draft response which is included in Appendix 1 to this report.

## **2. Proposal and Issues**

### **MTS Vision/Priorities**

- 2.1 The Mayor's aim for 2041 is for 80% of Londoner's trips to be on foot, by cycle or by using public transport. To achieve this ambitious goal will require improvements to street environments to make walking and cycling the most attractive options for short journeys and the provision of more/better services to make public transport the most attractive option for longer journeys. Key objectives/targets in the draft MTS include:
  - By 2041, for all Londoners to do at least the 20 minutes of active travel they need to stay healthy each day;
  - For no one to be killed in, or by, a London bus by 2030, and for deaths and serious injuries from all road collisions to be eliminated from the streets by 2041;
  - For all taxis/PHVs to be zero emission capable by 2033, for all buses to be zero emission by 2037, for all new road vehicles driven in London to be zero

emission by 2040, and for London's entire transport system to be zero emission by 2050;

- To reduce freight traffic in the central London morning peak by 10% on current levels by 2026, and to reduce total London traffic by 10-15% by 2041.
- Opening of Crossrail 2 by 2033;
- Devolution of suburban rail services to enable the creation of a suburban metro by the late 2020s;
- Improving the overall accessibility of the transport system, including, by 2041, halving the average additional time taken to make a public transport journey on the step-free network compared to the full network;
- Incorporating the transport principles of 'good growth' in regeneration and new developments.

2.2 Recognising that the many and varied areas of London have different characteristics, the policies and proposals in the draft MTS have been tailored accordingly. For example, the key priorities for outer London include:

- Reducing the dominance of motorised transport;
- Delivering improvements to walking and cycling environments enabling shorter trips to be made on foot/by bike;
- Improving public transport services for longer journeys – including improved bus routes and new models for 'demand responsive' bus services;
- A more joined-up approach to planning transport services and housing to encourage sustainable travel patterns.

### **Implementing the MTS**

2.3 The draft MTS compliments the vision and themes of the Council's Borough Manifesto and underlying strategies including the Council's Health and Wellbeing Strategy and independent Growth Commission report. For example, the draft MTS's focus on 'Good Growth' is consistent with the Growth Commission Report which highlighted the importance of improvements to transport infrastructure in ensuring no one was left behind in the pursuit of growth.

2.4 Similarly, the draft MTS's focus on 'Healthy Streets' will help achieve the Borough Manifesto target of increasing the proportion of people walking and cycling 30-90 minutes each week, increasing resident participation and reducing anti-social behaviour; its focus in reducing air pollution will help increase male and female life expectancy; and its focus on 'Good Growth' will help the delivery of 55,000 homes over the next 25 years.

2.5 The Council's new Local Plan and Transport Strategy (the Local Implementation Plan), which are due to be completed in early 2019, will be focused first and foremost on delivering the Borough Manifesto, but must also deliver the objectives and targets of the MTS and the forthcoming new London Plan. To help translate policy into action, each year TfL allocates circa £2.1m to the Council for local transport initiatives which must be focused on delivering the MTS outcomes.

### 3. Options Appraisal

#### Borough Transport Challenges and Priorities:

3.1 Barking and Dagenham faces some significant transport challenges which the Council needs to make sure the MTS helps address. Chief amongst these are:

- Poor public transport connectivity to and within parts of the borough and issues surrounding quality/frequency of some services. The areas to the north of the A12 and south of the A13 in particular remain poorly served with few connections to other parts of the Borough;
- Worsening of the performance of the road network. The main junctions on the A12 and A13 have frequent congestion problems (in particular, the Movers Lane, Choats Manor Way and Whalebone Lane junctions), whilst journey time reliability on a number of key corridors within the borough remains poor, particularly at peak hours;
- Poor air quality and traffic noise adjacent to some sections of the highway network. The A13 in particular has been identified as an area for improvement, having been designated an Air Quality Action Area by TfL;
- The fragmented nature of the borough's cycling and walking links which often acts as a deterrent to their greater use;
- Crime is a significant concern for residents in Barking and Dagenham, with 40% of people questioned in a recent Residents Survey rating it as their main concern, whilst nearly half of residents said they felt unsafe in their local area after dark;
- Although the number of adults and children killed and seriously injured on the borough's roads has decreased by more than half in the last 10 years (down from 52 in 2005 to 24 in 2015), the high percentage (62%) of pedestrian, cycle and motorcycle casualties remains a cause for concern (GLA casualty figures, 2016);
- Issues remain surrounding the accessibility of public transport services/facilities in some parts of the borough – particularly for the elderly and disabled. Station accessibility issues, compounded by lack of step-free access at Becontree and Dagenham East stations.

3.2 In addition to these, Barking and Dagenham experiences a number of social, economic and health issues including:

- A rapidly increasing population and workforce. The 2016 GLA forecast indicates that the borough's population will increase by 24% by 2030 and will become younger and more diverse, but with increasing numbers of older people;
- The borough is ranked as the third most deprived Local Authority in London and the twelfth most deprived in England (*IMD 2015 score*), with areas within the wards of Gascoigne, Heath, Chadwell Heath, Thames and Abbey being within the 10% most deprived in England;
- The borough has the highest proportion (43%) of overweight or obese children aged 10-11 in London and England, whilst one in four (25%) of children aged 4-5 are overweight or obese - the third highest in London and 18<sup>th</sup> highest in England (*NCMP 2015/16 figures*). In addition, 70.6% of adults are classified as overweight or obese – the highest proportion in London and significantly higher than the London (58.5%) and England (64.8%) averages (*PHOF 2013-15 figures*);
- The borough has the highest proportion of inactive adults in England, with more than 4 in 10 (44%) doing less than 30 minutes of exercise per week (compared with an English average of 29%). In addition, the percentage of adults achieving

at least 150 minutes of physical exercise a week is just 46% - the fourth lowest proportion in England, compared with an English average of 57%.

- 3.3 The provision of a comprehensive, sustainable high-quality transport network and reliable, affordable services into, out of and through Barking and Dagenham is central to delivering the Council's growth ambitions and ensuring that no-one is left behind. It will need to ensure that existing and new residents are connected to employment opportunities inside and outside the borough. With 55,000 new homes and 20,000 new jobs planned increasingly people will be working outside the borough.
- 3.4 In this context, on-going investment in the public transport network and services is required to ensure that accessibility to central London and the key sub-regional hubs of Stratford and Canary Wharf is maintained and improved; congestion and delays on the road network are minimised; and overcrowding on public transport services is reduced. In addition, there is a pressing need to reduce dependency on cars and make significant provision for walking and cycling in order to address problems with air and noise pollution across the borough and to tackle major health issues, such as obesity and cardio-vascular disease amongst borough residents.
- 3.5 To this end, the ambitious plans to transform London's streets, improve public transport and create new opportunities for homes and jobs outlined in the draft MTS are broadly welcomed, and the measures proposed, if delivered, will help address some of the key transport challenges faced by the borough as well as contribute to the delivery of the Council's Manifesto priorities. However, for the Council to achieve its ambitious plans for growth – including the delivery of 55,000 new homes and 20,000 new jobs across the borough – significant additional investment in transport infrastructure and services will be required.

#### **Transport Infrastructure/Service Improvements - 2017-2041:**

- 3.6 Cabinet on 21 October 2014 received a report asking members to agree an updated list of the top ten key transport projects necessary to deliver growth. These are provided below along with progress achieved on each of these since then. Some of these are now included in the Draft MTS.

#### **1. A13 as a priority transport corridor for investment to relieve congestion and facilitate movement**

Significant progress has been made on this. The A13 Riverside Tunnel has been included in the London Riverside Opportunity Area Planning Framework and in the Mayor's Draft Transport Strategy. This is the only remaining such project in London being pursued by TfL.

#### **2. Barking to Stratford direct rail link with ultimately an eastern spur of Crossrail**

Since December 2015 there have been regular Saturday C2C services to Stratford. Cabinet agreed 13 February 2017 to fund a study from LIP funding into a business case for this link at peak hours Monday to Friday. This will be issued in September 2017 and focuses in particular on the feasibility of running Crossrail 1 services from Stratford to Barking and further into the Thames Gateway. TfL have been clear that an eastern route of Crossrail 2 is not currently a priority although a spur has been safeguarded in the proposed plans at Hackney to allow this.

### **3. New C2C stop at Dagenham East underground station**

The emerging plans for film studios at Dagenham East has given this added impetus. The Council has responded to Network Rail route planning consultations making the case for this stop and is currently in discussions with C2C about its potential.

### **4. Moving Barking Station from zone 4 to zone 4/3 and renaming Hammersmith and City line, Hammersmith to Barking line**

This was raised again recently with the TfL Commissioner Mike Brown and TfL are currently looking into this.

### **5. Direct rail access from Stratford to Stansted**

There is a limited rail service from Stratford to Stansted. If in the future Crossrail 1 trains serve Barking then this would provide a direct link to Liverpool Street from where the more frequent Stansted services run.

### **6. London Overground extension to Barking Riverside (zone 3/4) and to Abbey Wood Crossrail Station and continued safeguarding of the DLR from extension to Dagenham Dock**

The London Overground extension was approved in August 2017 which includes passive provision for a station at Castle Green and the extension to Abbey Wood is included in the draft Mayor's Transport Strategy.

### **7. Barking Station Improvements**

TfL have procured in partnership with Network Rail, C2C, Department for Transport and the Council a study into future passenger growth, taking into account the borough's ambitious growth plans and will identify short, medium and long term improvements to the station. This is due to be complete in October 2017. The route franchise commits C2C to delivering short term improvements by December 2019.

### **8. New road river crossing from South Hornchurch to Belvedere followed by Gallions Reach to Woolwich**

The previous Mayor of London consulted on options for these two crossings and also did detailed modelling and feasibility. Following a report to 21 October 2104 Cabinet, the Council responded to these consultations expressing its support but on the condition that improvements were made to the A13 and a new lower River Roding crossing provided. However, the new Mayor has put the Thames river crossings on hold as he is prioritising the Silvertown Tunnel and the DLR extension to Thamesmead. Although these are included in the draft MTS we express our concerns in the draft response that these are not currently a priority of the Mayor of London.

### **9. Barking Riverside to Gallions Reach river crossing**

The Council worked with the GLA and TfL in getting this included in the London Riverside Opportunity Area Planning Framework and now the draft MTS. It has also secured in the Barking Riverside S106 land to be used for any future public transport link to Barking Riverside Station. TfL, earlier this year, produced a Strategic Case for a lower River Roding crossing which examines routing options. It identified that the scheme has good public transport benefits and potentially a good

business case but that it was challenging to deliver and with an estimated cost of £100m that funding was an issue. For this reason, the Council put the scheme forward to the GLA in August 2017 for Housing Infrastructure Funding from the Government.

### **10. Improved public transport links to Royal Docks, Barking Riverside, South Dagenham, Chadwell Heath and Romford**

In the last two years Transport for London has invested £2.1m in the local bus network which includes significant improvements to bus routes serving Barking Riverside which have been a success. The improvements include:

- Route 5 began serving Queen's hospital from 26 August 2017;
- Frequency of route 5 increased to one every 4-5 minutes into Barking between 7-9 am weekdays;
- Increase to the frequency of EL1 from 6 buses an hour to 10 and EL2 from 6 buses an hour to 7.5 during the day and extended to Becontree Heath;
- Increase to the frequency of 387 which is now EL3 and which will be extended to serve the Riverside Secondary School from September;
- Extension of route 145 to Dagenham Dock Station and new night service introduced;
- Increased frequencies on route N86;
- New double deck buses introduced on route 62 to provide additional capacity on Longbridge Road and improve capacity towards Chadwell Heath station in anticipation of Crossrail;
- Additional am and pm school peak bus service introduced on Route 174;
- Frequency on Route 366 increased to improve the quality of the bus connections into the Royal Docks;
- Route 368 converted to double deck operation and a higher frequency service introduced.

3.7 With regard to the above, officers recommend that the Council put forward the following revised top ten transport priorities in response to the draft MTS:

1. An A13 Riverside tunnel involving the undergrounding of a 1.3km stretch of the A13 to reduce severance, improve air quality and to unlock land at Castle Green for redevelopment as well as improve traffic flow supported by a new station at Castle Green on the recently approved London Overground Extension;
2. A13 junction improvements at Movers Lane, Lodge Avenue and Renwick Road to address issues of congestion, road safety and poor air quality and to enhance north-south connectivity, particular for ELT services;
3. A Lower River Roding crossing linking Barking Riverside with Beckton in Newham with provision for a DLR/tram link to Gallions Reach/Royal Docks. This would address the significant severance issues caused by the River Roding; link London Riverside to the Royal Docks, including Crossrail at Custom House and the DLR extension to Thamesmead; and act as a catalyst for the regeneration of the existing industrial areas around Creekmouth/River Road and help the delivery of Stage 4 of Barking Riverside;
4. An Upper River Roding crossing between Abbey Road and Quay Road/Freshwater Road in Barking Town Centre as a precursor to establishing a new DLR/tram linking Barking with Gallions Reach and the Royal Docks; and to support the development of new homes/jobs in Barking Town Centre;

5. A future onwards extension of the Barking-Gospel Oak line to Abbey Wood to link to Crossrail services;
6. Comprehensive improvements to Barking Station to address issues of overcrowding and poor access and to support future growth in Barking Town Centre;
7. A direct rail connection from Barking to Stratford to enhance connectivity to this important sub-regional hub, classified as an International Centre in the London Plan, and to maximise the growth potential of the borough and the economic regeneration potential of Barking town centre. Ultimately 15 Crossrail trains an hour will run into Stratford and track and signalling upgrades at Forest Gate would allow for some Elizabeth line services to divert to Barking via the existing Barking-Gospel Oak line;
8. A new mainline rail stop at Dagenham East station to bolster the ambitious plans for londoneast-uk, including the planned development of film studios;
9. Moving Barking station into Zone 3/4 and stations at Dagenham Heathway, Dagenham East and Dagenham Dock into Zone 4 to reduce the cost of travelling between the borough and other parts of London - particularly to those who may find it least affordable;
10. Securing improvements to the bus network and services, including the potential for a north-south transit system connecting Marks Gate to Barking Riverside, reviewing bus services to maximise accessibility to Crossrail services, an east-west transit system connecting the key town centres and growth areas in London Riverside; and improved connections to health and education facilities; improved journey time reliability and providing fully accessible bus and bus stop infrastructure.

3.8 In addition, there are number of other improvements which are necessary to support the borough's ambitious growth plans and which have been included in the draft response:

**Short term – to 2021:**

- a) The extension of night Tube services to the borough is supported, particularly as a means of boosting the night time economy;
- b) Introduction of river passenger services from Barking Riverside to provide a direct link to the key employment hubs of Canary Wharf and central London and improved cross-river connections;
- c) Providing infrastructure to encourage greater levels of cycling and walking – especially for shorter journeys – and to enhance inter-borough connectivity. This includes the potential eastwards extension of Cycle Superhighway 3 and a new segregated cycleway from Barking station to Chadwell Heath station; and securing the extension of the Mayor of London's and/or other Cycle Hire Schemes to the borough;
- d) Renaming the Hammersmith and City line as the Hammersmith and Barking line to reflect that Barking is the terminus for Tube services on this line;
- e) Facilitating a network of charging points, including rapid-charging points, to encourage the up-take of electric and other low-emission vehicles.



### **Medium term – to 2031:**

- f) Improvements to and the longer-term redevelopment of key borough transport interchanges, at Dagenham Heathway, Dagenham East, and Becontree to unlock new homes and improve access;
- g) Exploring how the potential, set out in the strategy, for rolling out distance based road charging across London could be applied to Barking and Dagenham as a means of reducing traffic and encouraging a switch to more sustainable modes of travel and to generate income to fund new and improved public transport infrastructure and services.

### **Long term – to 2041:**

- h) Exploring the potential for a future HS1/HS2 interchange at Barking Station to provide improved links between east London and the rest of the UK and Europe and to stimulate growth in the wider Thames Gateway area;
- i) Lobbying the Department for Transport (DfT) to upgrade rail freight routes outside London so that non-London freight can be taken around London, thereby freeing up rail paths on the Barking-Gospel Oak and C2C lines for additional passenger services.

3.9 Delivering the schemes identified in the MTS will require an average capital investment by TfL and others of around £3.3bn a year. This level of capital spend is ambitious and can only be achieved through close collaboration between London's various delivery agencies, including the government, national rail, the boroughs and the private sector. Additional sustainable funding sources and project-specific grants are therefore needed to deliver the aims of the MTS, alongside contributions from London boroughs and the private sector.

## **4. Consultation**

4.1 Work to identify the key transport challenges for the borough and the potential opportunities to address these has been undertaken in conjunction with the relevant Council services - including planning and regeneration; highways and parking; environmental services; and public health – as well as with TfL and the GLA, and this has helped shape the Council's response to the draft MTS consultation questions as set out in Appendix 1 to this report. The main issues incorporated into the response are as follows:

- The plan is not ambitious enough in seeking to address the needs of people with disabilities or older people. For example, the draft MTS only commits to step free access at selected rail and underground stations and on all new infrastructure. This is unlikely to include Becontree and Dagenham East. Officers consider the plan must target making all stations step free by 2041 so all groups have equal access to the rail and underground network and that future improvements to accessibility are made at Dagenham Dock Station given the plans for the Ford Stamping Plant and Beam Park which will see this become an important interchange;
- The lack of commitment to extending the Mayor's Cycle Hire scheme to outer London. This would help achieve the draft MTS's ambitious active travel target and also compliment the similar targets in the Borough Manifesto and Health and Wellbeing Strategy;

- Greater emphasis needs to be placed on delivering improvements to cycle routes/infrastructure in outer London if car dependency is to be reduced, with a particular need for more orbital routes, especially between key town/district centres;
- Officers welcome the move to embed active travel in new development and the need for developers to plan to deliver improvements against the 10 Health Streets Indicators. However, given the particular health challenges facing many Londoners, we would like this to go much further and for all new strategic developments to adopt the 10 'Healthy New Town Principles' as are being applied to the Barking Riverside Development;
- Many of the measures proposed in the MTS are uncosted and unfunded and require new funding mechanisms – and the Mayor's call for the devolution of taxes such as Vehicle Excise Duty is supported;
- Officers welcome the focus in the draft MTS on improving motorcycling safety – but remain unconvinced of the merits of allowing motorcycles to access bus lanes;
- The requirement of the Metropolitan Police for certain types of vehicle mitigation measures to be installed on streets to counter the threat of further terrorist attacks, could potentially discourage cycling and walking as well as acting as a barrier to those with certain types of disability;
- Officers are concerned that the proposals to tackle pollution and improve air quality do not go far enough to address what is a significant problem affecting large swathes of the capital and is a particular issue in parts of Barking and Dagenham. Considered imperative that the Mayor and TfL introduce a London-wide Ultra Low Emission Zone (ULEZ) as soon as possible;
- The last two years has seen C2C services withdrawn from Barking as demand for them increases. This is clearly unacceptable and the wrong response to planning for growth. As a result, despite the commitment to a train stopping every three minutes at Barking in the AM peak, fewer C2C services now stop at Barking than under the old franchise. For this reason the Mayor's ambition to take over the running of suburban rail services is supported so that the needs of Londoners come before the needs of those commuting from further afield and the metro service originally promised can be reinstated;
- Many of the rail schemes outlined in the draft MTS are not 'new' and it is likely further enhancements will be required beyond what is already committed or under development as London's population increases;
- The issue of further Thames road crossings in east London being pushed into the long-grass as any options will not be considered until after the completion of the Silvertown Tunnel, the Lower Thames Crossing and the DLR extension to Thamesmead. This may limit the potential for growth in some parts of east London.

## **5. Financial Implications**

Implications completed by: Katherine Heffernan – Finance Group Manager

- 5.1 Any specific schemes that are to be implemented at a local level will be subject to Cabinet approval with the funding clearly identified. These schemes could be part of the Local Implementation Plan (LIP) which is funded by TfL, external partners or the Authority's own resources.

## 6. Legal Implications

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

- 6.1 The Mayor for London is obliged to consult with the London Local Authorities when revising any of his transport strategies. The Council is not required to submit a response to the consultation but it is appropriate that it does so given that it will have an impact on the Councils Borough Manifesto and to make clear to the Mayor the necessary transport infrastructure for the ambition to deliver 55,000 homes and 20,000 jobs over the next 25 years. Furthermore, it is an opportunity to have a say in how the policies in the draft strategy could be improved at the local level in delivering the Mayor's transport duty and potential the grant funding. Finally, the draft strategy is in alignment with the Council's duty under the Health & Social Care Act to protect and improve the health of the population with an emphasis on healthy transport options.

## 7. Other Implications

- 7.1 **Risk Management** – The various transport priorities identified in this report are critical if the Council is to achieve its ambitious targets for new housing and jobs in the borough as well as to fulfil its Community Priorities.
- 7.2 **Corporate Policy and Customer Impact** – The policies and proposals outlined in the draft MTS and the list of borough transport priorities are in line with Council priorities. In particular, the measures will contribute to enabling social responsibility through protecting the most vulnerable, keeping adults and children healthy and safe. The proposals will also benefit all those who live on or travel through the borough including motorists, pedestrians and cyclists and will improve safety on the transport network. The proposals also contribute to the Council's 'Growing the borough' priority through investment in enhancing our environment.
- 7.3 **Safeguarding Children** – The draft MTS contains policies and proposals to improve road safety both through highway safety measures and also through initiatives such as cycle training. It also aims to improve the safeguarding response to protect vulnerable children using the transport network in London.
- 7.4 **Health Issues** – It is widely acknowledged that walking and cycling is one of the best ways for people to achieve good health and fitness. The promotion and enabling of increased levels of walking and cycling as outlined in the draft MTS aligns closely with the ambitions of the Council's health and wellbeing strategy. Similarly, the various measures proposed to tackle air pollution from road transport will directly benefit the health and wellbeing of all those living and working in the borough.
- 7.5 **Crime and Disorder Issues** – Personal safety has been highlighted as a concern by both users and non-users of the local transport network in the borough. The draft MTS plans to address these concerns through the design of secure environments and by providing dedicated specialist and integrated policing for London's transport network.
- 7.6 **Property / Asset Issues** – Many of the proposals in the MTS are likely to result in the need for significant new infrastructure in the borough. Where this is the case the

Council will require the delivery of well designed and engineered schemes to ensure that short term maintenance is not required which might then place an additional cost burden on the Council.

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

- Mayor's Transport Strategy – Draft for public consultation; Greater London Authority, June 2017 (<https://consultations.tfl.gov.uk/policy/mayors-transport-strategy/>)

**List of Appendices:**

- **Appendix 1:** Draft response to MTS consultation

Sadiq Khan  
Mayor of London  
Greater London Authority  
City Hall  
More London  
The Queens Walk  
London SE1 2AA

Growth and Homes  
Town Hall  
1 Town Square  
Barking IG11 7LU  
Phone: 020 8215 3000  
Email:  
[transportpolicy@lbbd.gov.uk](mailto:transportpolicy@lbbd.gov.uk)  
Website: [www.lbbd.gov.uk](http://www.lbbd.gov.uk)

Reference:  
Date:

Dear Mr Khan,

### **LB Barking and Dagenham Response to Draft Mayor's Transport Strategy (MTS) Consultation**

The London Borough of Barking and Dagenham welcomes this opportunity to provide our views and comments on the policies and proposals outlined in the draft Mayor's Transport Strategy (MTS). The main recommendations we wish to make are outlined below.

#### **Key Issues**

The draft MTS compliments the vision and themes of the Council's recently published Borough Manifesto and underlying strategies including the Council's Health and Wellbeing Strategy, independent Growth Commission report and forthcoming Local Plan and Transport Strategy. Therefore it is broadly welcomed, but the Council is concerned that despite the ambitious long term targets some policies lack ambition and that more investment in new transport infrastructure is necessary to help the borough deliver 55,000 new homes and 20,000 jobs over the next 25 years.

#### **New Transport Infrastructure**

Barking and Dagenham is London's next big growth story. Over the next 25 years, the Council has ambitious plans to deliver 55,000 new homes and 20,000 new jobs. The Council is committed to growth, to playing its role in London and delivering for its community. We have ambition and aspiration to become a destination of choice, where people stay and feel welcome. However, to achieve this ambition requires the provision of a comprehensive, sustainable high-quality transport network with reliable, affordable services into, out of and through the borough.

Barking and Dagenham already faces some significant transport challenges which, if not addressed, will severely hamper the Council's growth ambitions. These include:

- Poor public transport connectivity to and within parts of the borough and issues surrounding quality/frequency of some services. The areas to the north of the A12 and south of the A13 in particular remain poorly served with few connections to other parts of the Borough;
- Worsening of the performance of the road network. The main junctions on the A12 and A13 have frequent congestion problems (in particular, the Movers Lane, Choats Manor Way and Whalebone Lane junctions), whilst journey time reliability on a number of key corridors within the borough remains poor, particularly at peak hours;
- Poor air quality and traffic noise adjacent to some sections of the highway network. The A13 in particular has been identified as an area for improvement, having been designated an Air Quality Action Area by TfL;
- The fragmented nature of the borough's cycling and walking links which often acts as a deterrent to their greater use;
- Crime is a significant concern for residents in Barking and Dagenham, with 40% of people questioned in a recent Residents Survey rating it as their main concern, whilst nearly half of residents said they felt unsafe in their local area after dark;
- Although the number of adults and children killed and seriously injured on the borough's roads has decreased by more than half in the last 10 years (down from 52 in 2005 to 24 in 2015), the high percentage (62%) of pedestrian, cycle and motorcycle casualties remains a cause for concern (GLA casualty figures, 2016);
- Issues remain surrounding the accessibility of public transport services/facilities in some parts of the borough – particularly for the elderly and disabled. Station accessibility issues, compounded by lack of step-free access at Becontree and Dagenham East stations.

To help address these challenges and to deliver its overarching growth ambitions, the Council has identified its top ten transport priorities. Some of these are included in the draft MTS which we welcome. These are set out below:

1. An A13 Riverside tunnel involving the undergrounding of a 1.3km stretch of the A13 to reduce severance, improve air quality and to unlock land at Castle Green for redevelopment as well as improve traffic flow supported by a new station at Castle Green on the recently approved London Overground Extension;
2. A13 junction improvements at Movers Lane, Lodge Avenue and Renwick Road to address issues of congestion, road safety and poor air quality and to enhance north-south connectivity, particular for ELT services;
3. A Lower River Roding crossing linking Barking Riverside with Beckton in Newham with provision for a DLR/tram link to Gallions Reach/Royal Docks. This would address the significant severance issues caused by the River Roding; link London Riverside to the Royal Docks, including Crossrail at Custom House and the DLR extension to Thamesmead; and act as a catalyst for the regeneration of the existing industrial areas around Creekmouth/River Road and help the delivery of Stage 4 of Barking Riverside;
4. An Upper River Roding crossing between Abbey Road and Quay Road/Freshwater Road in Barking Town Centre as a precursor to establishing a new DLR/tram linking Barking with Gallions Reach and the Royal Docks; and to support the development of new homes/jobs in Barking Town Centre;
5. A future onwards extension of the Barking-Gospel Oak line to Abbey Wood to link to Crossrail services;

6. Comprehensive improvements to Barking Station to address issues of overcrowding and poor access and to support future growth in Barking Town Centre;
7. A direct rail connection from Barking to Stratford to enhance connectivity to this important sub-regional hub, classified as an International Centre in the London Plan, and to maximise the growth potential of the borough and the economic regeneration potential of Barking town centre. Ultimately 15 Crossrail trains an hour will run into Stratford and track and signalling upgrades at Forest Gate would allow for some Elizabeth line services to divert to Barking via the existing Barking-Gospel Oak line;
8. A new mainline rail stop at Dagenham East station to bolster the ambitious plans for london-east-uk, including the planned development of film studios;
9. Moving Barking station into Zone 3/4 and stations at Dagenham Heathway, Dagenham East and Dagenham Dock into Zone 4 to reduce the cost of travelling between the borough and other parts of London - particularly to those who may find it least affordable;
10. Securing improvements to the bus network and services, including the potential for a north-south transit system connecting Marks Gate to Barking Riverside, reviewing bus services to maximise accessibility to Crossrail services, an east-west transit system connecting the key town centres and growth areas in London Riverside; and improved connections to health and education facilities; improved journey time reliability and providing fully accessible bus and bus stop infrastructure.

In addition, there are a number of other improvements which are necessary to support the Borough's ambitious growth plans and which should be addressed in the final published version of the MTS or failing that the East London Transport Opportunities Study:

**Short term – to 2021:**

- a) The extension of night Tube services to the borough is supported, particularly as a means of boosting the night time economy;
- b) Introduction of river passenger services from Barking Riverside to provide a direct link to the key employment hubs of Canary Wharf and central London and improved cross-river connections;
- c) Providing infrastructure to encourage greater levels of cycling and walking – especially for shorter journeys – and to enhance inter-borough connectivity. This includes the potential eastwards extension of Cycle Superhighway 3 and a new segregated cycleway from Barking station to Chadwell Heath station; and securing the extension of the Mayor of London's and/or other Cycle Hire Schemes to the borough;
- d) Renaming the Hammersmith and City line as the Hammersmith and Barking line to reflect that Barking is the terminus for Tube services on this line;
- e) Facilitating a network of charging points, including rapid-charging points, to encourage the up-take of electric and other low-emission vehicles.

**Medium term – to 2031:**

- f) Improvements to and the longer-term redevelopment of key borough transport interchanges, at Dagenham Heathway, Dagenham East, and Becontree to unlock new homes and improve access;
- g) Exploring how the potential, set out in the strategy, for rolling out distance based road charging across London could be applied to Barking and Dagenham as a means of reducing traffic and encouraging a switch to more sustainable modes of travel and to generate income to fund new and improved public transport infrastructure and services.

***Long term – to 2041:***

- h) Exploring the potential for a future HS1/HS2 interchange at Barking Station to provide improved links between east London and the rest of the UK and Europe and to stimulate growth in the wider Thames Gateway area;
- i) Lobbying the Department for Transport (DfT) to upgrade rail freight routes outside London so that non-London freight can be taken around London, thereby freeing up rail paths on the Barking-Gospel Oak and C2C lines for additional passenger services.

**Response to Consultation Questions**

*1) London's transport challenges:*

The Council considers that the main transport challenges in London have been identified, although it should be recognised that the extent of these challenges and their impact varies significantly across the capital. Outer London in particular suffers from poor public transport connectivity, with a lack of orbital connections, which in many cases is fuelling an overdependence on cars and in turn is leading to increasing problems of congestion and worsening air quality. As set out above, Barking and Dagenham faces some significant transport challenges and if investment in new infrastructure and services is not forthcoming, problems such as congestion, public transport overcrowding and pollution are likely to worsen – particularly as the borough's population is anticipated to grow by as much as 24% by 2030.

*2) The Mayor's vision:*

The central aim of the draft MTS for 80% of all Londoner's trips to be made on foot, by cycle or using public transport by 2041 is a laudible one and one the Council supports. However, achieving this vision will require significant investment in new transport infrastructure and services – particularly in outer London – but many of the measures proposed remain uncosted and unfunded.

*3) MTS aims:*

The Council broadly agrees with the draft MTS aims, although consideration should be given to bringing forward the target dates for achieving a zero emission transport system and reducing traffic volumes, particularly given the damaging effect of pollution on people's health. A reduction in traffic volumes will also make the task of eliminating deaths and serious injuries from the capital's streets easier, although



sustained investment in infrastructure and training for more vulnerable road users will also be required.

Whilst supportive of the aim by 2041 for all Londoners to do 20 minutes of active travel to stay healthy each day (Policy 1), the Council is concerned whether this will be achievable, particularly given the vast inequalities experienced in different areas of the capital. For example, Barking and Dagenham is ranked as the third most deprived Local Authority in London and has the highest proportion of overweight or obese children aged 10-11 in London and England, whilst one in four of children aged 4-5 are overweight or obese - the third highest in London. In addition, over two-thirds of adults are classified as overweight or obese – the highest proportion in London and significantly higher than the London and England averages. In addition, the borough has the highest proportion of inactive adults in England, with more than 4 in 10 doing less than 30 minutes of exercise per week.

#### *4) Improving walking and cycling environments:*

The Council supports the Mayor's ambitions to make London a city where people choose to walk and cycle, particularly as a means of promoting healthy living. The proposals to deliver a London-wide network of cycle routes, with improved infrastructure to tackle barriers to cycling (Proposal 3) is welcomed, although greater emphasis needs to be placed on delivering improvements in outer London boroughs if car dependency is to be reduced, with a particular need for more orbital routes, especially between key town/district centres. The Council is also keen to secure the extension of TfL's Cycle Hire Scheme and/or other models of cycle hire to the borough as a means of encouraging greater levels of cycling.

We would strongly urge the Mayor and TfL to continue funding boroughs to enable them to work with schools, employers and community groups to promote walking and cycling as healthy, sustainable modes of travel. Barking and Dagenham has benefited from such funding in recent years, enabling the set-up of a hugely successful active travel programme across the borough which in the last three years has delivered:

- Cycle training to over 6,100 adults and 5,800 children;
- 58 school cycle clubs within 23 borough schools;
- Around 1,000 new cycle parking spaces;
- Twice monthly Dr Bike sessions;
- A series of events to promote cycling, cycle training and skills;
- 24 Safer Urban Driving Courses, attended by over 340 people.

#### *5) Reducing road danger and improving personal safety and security:*

The Council supports the Mayor's aim for London's streets to be safer and we welcome the plan to adopt 'Vision Zero' for road danger in the capital and the ambitious target that by 2041 no person will be killed or seriously injured on London's roads (Policy 2). However, reference should also be made to the need to reduce the number of 'slight' injuries from road collisions as these remain stubbornly high in many parts of London. The proposals to reduce the danger posed by motor vehicle journeys – with its focus on safe speeds, safe street design, safe vehicles and safe

people – are welcomed, although ensuring compliance with 20mph speed limits will be challenging without the full support of the Metropolitan Police.

Whilst we welcome the focus on improving motorcycling safety – the high percentage of motorcycle casualties in Barking and Dagenham remains a cause for concern – we remain unconvinced of the merits of allowing motorcycles to access bus lanes.

#### *6) Reducing crime on London's streets and transport system:*

Measures aimed at improving the personal safety and security of all users of the transport network (Policy 3) are particularly supported by the Council. Crime is a significant concern for residents in Barking and Dagenham, with 40% of people questioned in a recent Residents Survey rating it as their main concern, whilst nearly half of residents said they felt unsafe in their local area after dark.

Decluttering streets and removing unnecessary barriers in the interests of creating environments which encourage walking and cycling has been a key priority for the Council in recent years. We are concerned that the requirement of the Metropolitan Police for certain types of vehicle mitigation measures to be installed on streets to counter the threat of further terrorist attacks, could potentially discourage cycling and walking as well as acting as a barrier to those with certain types of disability. Further consideration therefore needs to be given as to how this requirement aligns with the 'Healthy Streets' approach.

#### *7) Tackling congestion and improving the efficiency of streets:*

Whilst the Council is supportive of the Mayor's aim to reduce traffic on London's roads by 10-15% by 2041, we consider that prioritising space-efficient modes of transport (Policy 4) will have limited effect unless this is backed up with substantial investment in new, accessible bus and cycle network infrastructure and services, particularly in outer London. In addition, a clearer definition of 'essential traffic' is required – and whether or not this should include taxis and private hire vehicles, which we consider not to be particularly space-efficient modes of transport. However, we recognise that they are a vital mode of transport for those with certain access needs.

Proposals to better manage freight activity on the capital's roads (Proposal 15) are welcomed, although the draft MTS aim to reduce the amount of construction traffic and overall van and lorry use should apply to the whole of London, not just central London. Many town centres in outer London already experience problems with freight traffic and this is likely to worsen as the capital grows, particularly in those areas with plans for substantial new developments, including Barking Town Centre which is designated a Mayoral Housing Zone with scope for upwards of 6,000 new homes.

#### *8) Approach to road user charging:*

The Council supports the Mayor and TfL in exploring the potential for rolling out distance based road charging across London as a means of reducing traffic and encouraging a switch to more sustainable modes of travel and to generate income to fund new and improved public transport infrastructure and services. We consider such measures to be essential if the ambitious targets in the draft MTS are to be met.

*9) Approach to localised traffic reduction strategies:*

The Council welcomes the acknowledgment from TfL that the approach to reducing traffic will vary in different parts of the capital and welcomes any support it can provide in helping the Council and its partners (including local businesses, freight operators, schools and residents) develop a robust strategy for the borough. However, the Council would also like TfL to apply the same approach to its own road network in the area – principally the A13, A12 and A406, which are sources of substantial traffic generation in the borough.

*10) Reducing emissions to help London become a zero carbon city:*

The Council is broadly supportive of the approach proposed by the draft MTS to tackle pollution and improve air quality in London (Policies 5 & 6). However, we are concerned that the proposals do not go far enough to address what is a significant problem affecting large swathes of the capital and is a particular issue in parts of Barking and Dagenham.

Air quality adjacent to some sections of the borough road network is very poor - the A13 in particular has been identified as an area for improvement, having been designated an Air Quality Action Area (AQAA) by TfL in 2011 (the whole borough was designated an Air Quality Management Area in 2008), and is likely to deteriorate further as traffic and congestion levels are predicted to increase.

Air quality is an important Public Health issue in London. It contributes to shortening life expectancy, disproportionately impacting on the most vulnerable. According to research undertaken by King's College London, of the 3,537 deaths across London in 2010 attributable to long-term exposure to small particles (PM<sub>2.5</sub>), 92 of these occurred in Barking & Dagenham. Added to this are the costs to the economy of the health impacts of poor air quality. The associated cost to Barking and Dagenham, a borough where mortality rates attributable to poor air quality are some 38% higher when compared with the UK average, is not insubstantial.

Given the scale of the problem, therefore, the Council considers it imperative that the Mayor and TfL introduce a London-wide Ultra Low Emission Zone (ULEZ) as soon as possible. Coupled with measures to roll-out low emission and zero-carbon vehicles and supporting infrastructure, as well as the introduction of effective behaviour change programmes, such a move will not only lead to improvements in public health in the borough and the reduction of health inequalities across London, but is also likely to bring additional benefits for the economy and environment, both locally and London-wide.

*11) Protecting the natural and built environment and minimising transport-related noise and vibration:*

The draft MTS proposals to protect existing and provide new green infrastructure as a means of enhancing biodiversity and ensuring that everyone has access to nature (Policy 7) are strongly supported by the Council. Similarly, we support the proposals for reducing the number of Londoners exposed to excessive noise and vibration levels from road transport (Proposal 46), whilst recognising the need to carefully

consider issues such as the impact on residential amenity when encouraging measures such as night time deliveries.

*12) Providing an attractive whole-journey experience:*

The Council supports the approach laid out in Policy 9 and Proposal 48 of the draft MTS that advocates applying the Healthy Streets approach to direct complementary public transport and street improvements to provide an attractive whole journey experience and to encourage mode shift away from the car.

*13) Improving customer service and affordability of public transport:*

We welcome the commitment by the Mayor to maintain all current concessions, freeze fares across the TfL-operated transport network and expand the Hopper fare to enable customers to make unlimited bus transfers within the hour.

We maintain that in order to improve perception about the proximity and links to central London, Barking station should be allocated within a new zone 3/4 and stations at Dagenham Heathway, Dagenham East and Dagenham Dock in Zone 4 on TFL's London rail and tube map. The current map exemplifies the anomaly of Barking being in zone 4 when nearby Stratford is in zone 2/3. It makes no sense having East Ham as zone 3/4 as unlike Barking and Stratford it is not an interchange station. Such a move would also reduce the cost of travelling between the borough and other parts of London - particularly to those who can least afford it.

*14) Improving the accessibility of the transport system:*

The Council is concerned that Policy 12 in the draft MTS is not ambitious enough in seeking to address the needs of people with disabilities or older people. For example, Proposal 52 only commits to step free access at selected rail and underground stations and on all new infrastructure. This is unlikely to include Becontree and Dagenham East. We consider the plan must target making all stations step free by 2041 so all groups have equal access to the rail and underground network and provide them with increased opportunities to access employment, education, health and leisure facilities across London. Further accessibility improvements are also necessary at Dagenham Dock Station given the plans for the Ford Stamping Plant and Beam Park which will see this become an important interchange;

We welcome the commitment in Proposal 51 to providing better staff training to all bus drivers, particularly the need to understand that passengers often have different needs/requirements. In addition, the proposal for all trains and stations to be adequately staffed to ensure that there is someone available to provide assistance/information if required is also welcomed.

*15) Transforming the bus network:*

The Council welcomes the recognition that the Mayor gives to the important role of buses in improving public transport access and supports the plans to reduce and remove existing services where they are no longer required in central and inner London, and use this freed-up capacity to provide new or improved services in outer London (Proposal 53). Barking and Dagenham is one of the few boroughs in London

to buck the recent trend of declining bus patronage – in part due to the unprecedented levels of population growth we are experiencing. We recognise that TfL have invested significantly in local bus services and welcome this. This investment has delivered significant improvements to bus services across the borough including to Barking Riverside and the extension of route 5 to Queen’s hospital which have been top priorities of the borough. However, further expansion of the local bus network and enhancements to existing services will be required if the Council’s growth ambitions are to be realised. Specific priorities for the Council include a north-south transit system connecting Marks Gate to Barking Riverside; an east-west transit system connecting the key town centres and growth areas in London Riverside; and improved connections to health and education facilities across the sub-regional area.

The Council is broadly supportive of the need to improve bus journey times and reliability (Proposal 54), particularly on key orbital and radial links to town centres and the main growth areas in London Riverside. However, TfL also needs to consider that where ambitious ‘Healthy Streets’ or ‘Liveable Neighbourhood’ schemes are proposed – particularly those where there is an emphasis on promoting walking and cycling, it may not be possible to secure improvements to bus journey times and in some cases these may worsen.

#### *16) Improving rail services:*

We welcome the commitment made by the Mayor in Policy 14 to transform the capital’s rail-based services, particularly as a means to increase capacity to tackle crowding. However, many of the schemes outlined in the draft MTS are not ‘new’ and it is likely further enhancements will be required beyond what is already committed or under development as London’s population increases. For example, planned capacity improvements on the Barking-Gospel Oak and Hammersmith & City and District lines will help alleviate some of the current problems with overcrowding on rail services in Barking and Dagenham, but with the local population expected to increase by 24% by 2030, additional capacity improvements will quickly be needed. We consider that this can be achieved, in part, through freeing up rail paths on the Barking-Gospel Oak and C2C lines for additional passenger services (this will require the upgrade of rail freight routes outside London so that non-London freight can be taken around the capital – as per Proposal 64); and through persuading the concept of a ‘Digital Railway’ to enable trains to run more closely together. The last two years has seen C2C services withdrawn from Barking as demand for them increases. This is clearly unacceptable and the wrong response to planning for growth. As a result, despite the commitment to a train stopping every three minutes at Barking in the AM peak, fewer C2C services now stop at Barking than under the old franchise. For this reason we support the Mayor’s ambition to take over the running of suburban rail services so that the needs of Londoners come before the needs of those commuting from further afield.

To complement line capacity enhancements and improve the overall public transport journey experience, improvements to and the longer-term redevelopment of key borough transport interchanges, including stations at Barking, Dagenham Heathway, Dagenham East, Becontree and Dagenham Dock will be required – principally to address issues of overcrowding and poor access, but also to support future growth in the borough. We therefore welcome the inclusion of Proposal 67 in the draft MTS, but

this should be more explicit in stating the stations requiring improvements and the timescales for these.

*17) Delivering a well-connected public transport system:*

The Council strongly supports the introduction of river passenger services from Barking Riverside (Proposal 69) to the key employment hubs of Canary Wharf and central London. We consider this should be implemented before the opening of the Barking Riverside Overground extension in 2021 as a means of relieving pressure on existing ELT services.

We support the commitment in Policy 15 to make better use of the River Thames for freight. However, the scope of the policy should be widened to encompass other waterways that have potential to act as freight channels – for example the River Roding.

We also support the commitment in Policy 17 to develop transport services to support London's night-time economy. We are particularly keen to work with TfL to secure the extension of Night Tube services to Barking and Dagenham as soon as the District and Hammersmith & City line improvements are completed, and to deliver further enhancements to night bus services to those areas of the borough not directly served by the Underground network.

*18) Delivering new homes and jobs through 'good growth':*

The Council supports the Mayor's commitment in Policy 19 to ensure that new homes and jobs in London are delivered in line with the transport principles of 'good growth' – particularly where this would encourage walking, cycling and the use of public transport and minimise the use of the car. We particularly welcome the move to embed active travel in new development and the need for developers to plan to deliver improvements against the 10 Health Streets Indicators (Proposal 76). However, given the particular health challenges facing many Londoners, we would like this to go much further and for all new strategic developments to adopt the 10 'Healthy New Town Principles' as are being to the Barking Riverside Development.

*19) Using transport to support and direct good growth:*

The provision of new transport infrastructure and services will be critical to unlock the growth potential in underdeveloped parts of the city such as London Riverside. New bus routes and services in particular are recognised as a relatively quick and cheap way of kick-starting new developments. As such, we support the commitment in Proposal 86 to pilot bus transit networks in Outer London Opportunity Areas with the aim of bringing forward development, ahead of the delivery of more comprehensive, rail-based transport infrastructure improvements. As stated above, we are particularly keen to work with TfL to explore the potential for a north-south and east-west transit system connecting the key town centres and growth areas in London Riverside.

The Council considers that the quantum of new development proposed in the borough and across the wider London Riverside area can only be delivered with sustained investment in new rail infrastructure and services. To that end, we wish to work with

the Mayor, TfL, transport operators and other key stakeholders to develop and deliver the following improvements:

- The provision of a station at Castle Green on the recently approved London Overground Extension, to support the delivery of over 15,000 new homes in the area;
- A direct rail connection from Barking to Stratford to enhance connectivity to this important sub-regional hub and to maximise the growth potential of the borough and the economic regeneration potential of Barking town centre;
- A new mainline rail stop at Dagenham East station to bolster the ambitious plans for London East-UK, including the planned development of film studios;
- Improvements to and the longer-term redevelopment of Barking Station to address issues of overcrowding, poor access and to support future growth. Similar improvements are also required at Dagenham Heathway, Dagenham East, Becontree and Dagenham Dock stations;
- Exploring the potential for a future HS1/HS2 interchange at Barking Station to provide improved links between east London and the rest of the UK and Europe and to stimulate growth in the wider Thames Gateway area.

We support the inclusion of Proposal 88 which seeks to increase the number and capacity of public transport links across the Thames as a means of helping bring people together and improving access to employment and opportunities. A future onwards extension of the Barking-Gospel Oak line to Abbey Wood to link to Crossrail services is a key priority for the Council in this respect. In terms of further river crossings (Proposal 89), our priorities are for a Lower River Roding crossing linking Barking Riverside with Beckton in Newham with provision for a DLR/tram/bus transit/bus link to Gallions Reach/Royal Docks; and an Upper River Roding crossing between Abbey Road and Quay Road/Freshwater Road in Barking Town Centre as a precursor to establishing a new DLR/tram/bus transit/bus corridor linking Barking with Gallions Reach and the Royal Docks – both as a means of supporting the development of new homes/jobs in these areas.

Whilst broadly supportive of the principles set out in Proposal 90 in determining the appropriateness of further road crossings in east London, we are concerned that the issue is being pushed firmly into the long-grass as any options will not be considered until after the completion of the Silvertown Tunnel, the Lower Thames Crossing and the DLR extension to Thamesmead. This may limit the potential for growth in some parts of east London.

The Council strongly supports Proposal 93 which would see the relocation of a 1.3km stretch of the A13 in Barking and Dagenham into a tunnel and would deliver significant improvements to traffic flow and air quality, would reduce severance and unlock land at Castle Green for redevelopment – including the potential for 15,000 new homes.

#### *20) Heathrow expansion:*

The Council supports the Mayor's view, as set out in Policy 20, that any expansion of Heathrow airport must be able to demonstrate that it would not result in any additional

noise or worsening of air quality and how the surface access networks will be invested in to accommodate the resultant additional demand.

#### *21) Responding to changing technology:*

The Council broadly supports the principles set out in Policy 21 for assessing the role of new technology in the transport network in London. However, we consider that further emphasis should be placed on safety (particularly with regard to the deployment of autonomous vehicles) and that more coherent guidance relating to the specific role of different forms of car-sharing is required - which specifically advocates that such measures should not be a replacement for journeys currently undertaken by walking, cycling and public transport.

#### *22) Funding London's transport system:*

The Council recognises the need for new ways of funding the upkeep and development of the transport network in London, particular given the unprecedented levels of growth anticipated in the capital and the continued reduction in central government funding. We broadly support the Mayor's efforts to secure the devolution of a range of powers which could help fund these improvements (Policy 22), but there is also a need for powers to be devolved to boroughs, to address local priorities. In this regard the annual Local Implementation Plan funding is very important in allowing the borough to fund improvements to its local transport infrastructure. The formula for allocating this funding needs to be revisited so it properly takes into account growth and population change.

#### *23) The role of the boroughs and the Mayor:*

As the owner and operator of the majority of the road network in the borough, the Council recognises it has a significant role to play in helping to deliver the Mayor's transport ambitions and priorities (our overarching approach to addressing these will be set out in our next Local Implementation Plan). However, it should also be recognised that the role played by others, including transport operators, businesses and local communities is equally vital, and without adequate funding and support from TfL to actively engage with these important stakeholders, it is unlikely the Mayor's vision to create a future London that is home to more people and a better place for all to live in will be realised.

#### *24) Other comments*

The draft MTS identifies that the cost of delivering the schemes identified will require an average capital investment by TfL and others of around £3.3bn a year. We support the Mayor in calling for the devolution of the proposed funding mechanisms – such as additional taxes and powers (e.g. Vehicle Excise Duty), without which many of the proposals will be hard to implement.

We trust you find the above comments helpful. The Council looks forward to working with TfL and the GLA over the coming months to ensure that the issues we have highlighted here are addressed in the final version of the Mayor's Transport Strategy.



Yours sincerely

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

This page is intentionally left blank

## CABINET

19 September 2017

<b>Title:</b> Procurement of Integrated Healthy Child Programme	
<b>Report of the Cabinet Member for Social Care and Health Integration</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Matthew Cole Director of Public Health	<b>Contact Details:</b> Tel: 020 8227 3657 E-mail: <a href="mailto:matthew.cole@lbbd.gov.uk">matthew.cole@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Matthew Cole, Director of Public Health	
<b>Accountable Director:</b> Anne Bristow, Strategic Director for Service Development and Improvement	
<p><b>Summary:</b></p> <p>The 0-19 Healthy Child Programme (HCP) is the national Department of Health universal programme for improving the health and well-being of children and young people. The majority of the programme is commissioned locally by local authorities with some elements being mandatory. Guidance to support local authorities in designing their specifications was released by the Department of Health in January 2016.</p> <p>The service is currently delivered as two separate programmes (0-5 and 5-19 HCP). The 0-5 years' element was commissioned by NHS England until 1st October 2015, when responsibility moved to the Council. The service offers Health Visiting services (universal and targeted services)</p> <p>The 5-19 years' element has been commissioned by the Council since 1st April 2013. The service offers school aged children a schedule of health and development reviews, screening tests, and health promotion, as well as tailored support for children and families. The National Child Measurement Programme (NCMP) is a mandated public health programme for the Council.</p> <p>Both services are currently provided by North East London NHS Foundation Trust (NELFT) and the contracts are due to expire on 30<sup>th</sup> August 2018.</p> <p>The transfer of commissioning responsibilities for both services gives the Council the opportunity to join up the commissioning of the 0-5 and 5-19 HCPs as a fully integrated 0-19 HCP. The integration of the 0-19 HCP is expected to deliver both financial and operational efficiencies to the Council, a more streamlined service and better outcomes for children, young people and families. It will allow the introduction of a new service delivery model for specialist Community Public Health Nursing Service to be more focused on improving health and wellbeing outcome, and provides an opportunity for a joined-up approach and improved seamless pathway for children, young people and families where health and wellbeing issues are assessed, identified and when necessary</p>	

supportive interventions implemented. It will also provide an opportunity to develop effective partnerships with local services advocating and delivering change to support improvements in services for children's health and wellbeing.

### **Recommendation(s)**

The Cabinet is recommended to:

- (i) Agree that the Council proceeds with the procurement of a new Integrated 0-19 Healthy Child Programme commencing 1 September 2018, in accordance with 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 contract and any subsequent extensions with the successful bidder in accordance with the strategy set out in the report.

### **Reason(s)**

The procurement exercise will ensure compliance with the Council's Contract Rules and EU Legislation and ensure continued provision of early intervention and prevention universal programme for improving the health and well-being of children in the borough beyond the contract end date of 31<sup>st</sup> August 2018.

## **1. Introduction and Background**

- 1.1 The Healthy Child Programme<sup>1</sup> (HCP) is an evidenced-based early intervention and prevention universal programme for improving the health and well-being of children and young people. The majority of the programme is commissioned locally by local authorities with some elements being mandatory public health programme for children and families.
- 1.2 Effective implementation of the programme improves a range of public health outcomes including improved sexual health, reduced numbers of teenage pregnancies, healthy diet and exercise, improved educational outcomes, smoking prevention and cessation, substance misuse prevention, and awareness and improved emotional health and wellbeing.
- 1.3 Responsibility for the commissioning of HCP 5-19 (School Nursing and NCMP) service was transferred to the Council on 1 April 2013. The service delivered by School Nurses, offers school aged children a schedule of health and development reviews, screening tests, immunisations and health promotion, as well as tailored support for children and families. NCMP is a mandated public health programme for the Council.
- 1.4 The HCP 5-19 contract is currently provided by North East London NHS Foundation Trust (NELFT). The contract commenced on 1<sup>st</sup> September 2016 for duration of 13 months and has been extended until 31<sup>st</sup> August 2018.

---

1

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/167998/Health\\_Child\\_Programme.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/167998/Health_Child_Programme.pdf).

- 1.5 The commissioning of HCP 0-5 (Health Visiting and Family Nurse Partnership Programmes) service transferred from NHS England and became the responsibility of the Council in October 2015. Health Visitors and Family Nurses lead the implementation of the service in partnership with other health and social care colleagues. The service also currently provided by NELFT) is due to expire on 31<sup>st</sup> August 2018.
- 1.6 The transfer of the commissioning responsibilities provides the Local Authority the opportunity to join up the commissioning of the 0-5 and 5-19 HCPs as a fully integrated 0-19 HCP.
- 1.7 The integration of the 0–19 HCP is expected to deliver both financial and operational efficiencies to the Council, a more streamlined service and better outcomes for children, young people and families. It will allow the introduction of a new commissioned service delivery model for specialist Community Public Health Nursing Service to be more focused on improving health and wellbeing outcome, and provides an opportunity for a joined-up approach and improved seamless pathway for children, young people and families where health and wellbeing issues are assessed, identified and when necessary supportive interventions implemented. It will provide an opportunity to develop effective partnerships with local services advocating and delivering change to support improvements in services for children’s health and wellbeing.
- 1.8 A commissioning process is currently in progress to develop a new model for Barking & Dagenham. The process was initiated through a stakeholder workshop to agree priorities and identify core service elements. The service design stage is being taken forward through a number of project workstreams looking at key development areas such as integrated structure, access and pathways, innovation and outcomes and performance. There will be further stakeholder involvement in the agreement of a final design specification which will be completed by the end of September 2017.

## **2. Proposed Procurement Strategy**

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

The core service requirements of the 0-19 Healthy Child Programme are:

- To provide a single, coherent ‘offer’ for families and deliver safe and effective family and young person-centered services.
- To provide prevention through a progressive universal approach, delivering targeted interventions, to those most in need and delivering full population coverage of the Healthy Child Programme (HCP)
- Delivering the universal assessments:
  - Antenatal check – at around 28 weeks pregnant
  - New baby check – at 10 -14 days
  - 6 – 8 weeks – Maternal mood review
  - 9 – 12 months development review
  - 2 – 2 ½ years development review
  - National Child Measurement Programme (NCMP)
  - Looked After Children Health Reviews

- Undertake vision and hearing screening and provide referral for health conditions
- To build community and family capacity so that families are better able to help themselves.
- To support parents, promoting good parenting skills.
- To improve early years' outcomes through targeting perinatal mental health, secure attachment, nutrition and exercise, language and communication and school readiness.
- To provide effective information and advice to support self-help and other resources that promote physical, social, emotional and mental health and wellbeing in children, young people and families, both in the community and in universal service settings.
- To improve school attendance and engagement with learning from early childhood onwards - by working in partnership with families, communities, schools, early years providers and other services to ensure children are ready for school, have excellent attendance and engage with learning.
- To provide a leadership role for health policies and programs in schools, promote a healthy school environment and Provide direct care to students & lead the provision of health services in schools including advice and guidance in areas such as sexual health and drugs and alcohol.
- To increased emotional wellbeing and resilience amongst children and young people - by raising awareness of mental health and its links to physical wellbeing, specifically targeting those at risk and providing early intervention and onward referral as appropriate.
- To help improve lifestyles and provide support to families, children and young people on areas such as healthy weight and oral health
- To help young people prepare for adulthood

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

5-year (3+1+1) Integrated 0-19 HCP 1<sup>st</sup> September 2018- 31<sup>st</sup> August 2023 - Estimated £30,000,000 (this represents the proposed funding of the core Health Visiting & School Nursing element of the service minus a 5% anticipated saving. Other services may be integrated into the service as a result of the commissioning process which will affect the overall contract value)

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

5 years (3 years initially with the provision to extend for a further 2 year period on an annual basis at the sole discretion of the Council) from 1<sup>st</sup> September 2018 to 31<sup>st</sup> August 2023.

**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?**

Yes, the service being procured falls within the description of services covered by the Light Touch Regime under the Public Contracts Regulations 2015. Because the estimated value of the contract is higher than the set threshold (currently EUR 750,000), it needs to be opened up to competition and be advertised in the Official Journal of the European Union (OJEU) as required by the Regulations, Contracts Finder and the Council's procurement portal (Bravo).

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

The procurement will be undertaken using the competitive procedure with negotiation process under the Public Contract Regulations 2015. This approach will allow the councils to work with interested parties to design the service. This approach is more flexible and allows for more tailored and innovative specifications and solutions to be developed against an overall service model, key outcomes and performance indicators developed by commissioners.

There are several advantages to this, the negotiating the delivery of the specification with potential bidders will allow bidders to draw on their experience and knowledge to ensure that a bespoke solution is created for Barking and Dagenham. Many bidders will have experience of delivering such services elsewhere and will be well placed to work with commissioners to design a high-quality service model.

The procurement timetable is as follow;

<b>Activities/ Tasks</b>	<b>Date</b>
Issue PIN for Expression of Interests	October 2017
Market Engagement Event	October 2017 (date tbc)
Prepare Tender Documents (Conditions, Specification, ITT, TUPE etc)	By mid-October 2017
Issue contract notice /ITT (Allow min 6 weeks for tender document to be returned)	By 31 <sup>st</sup> October 2017
Deadline for clarifications	30 <sup>th</sup> November 2017
Return Tenders	15 <sup>th</sup> December 2017
Tender Evaluation	18 <sup>th</sup> December 2017-31 <sup>st</sup> January 2018
Negotiation	1 <sup>st</sup> – 28 <sup>th</sup> February 2018
Final Tender Return	29 <sup>th</sup> March 2018
Final Tender Evaluation	2 <sup>nd</sup> -27 <sup>th</sup> April 2018
Prepare contract award report and get approval	30 <sup>th</sup> April -25 <sup>th</sup> May 2018
Provisional Award (notify successful/ unsuccessful Tenderer's)	29 <sup>th</sup> May 2018
Standstill Period	30 <sup>th</sup> May – 10 <sup>th</sup> June 2018
Final Award	11 <sup>th</sup> June 2018
Service Mobilisation including potential TUPE transfers	11 <sup>th</sup> June -31 <sup>st</sup> August 2018
Contract commencement	1 <sup>st</sup> September 2018

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

The Public Health Services Contract is the form of contract to be used. The contract will have 3-month no-fault notice allowing notice to be given by the Council for early termination. This allows increased flexibility should a significant change in service provision be required.

A range of services will be delivered by a specialist workforce of healthcare professionals working with children, young people and their families in local schools and community settings on both a group and individual basis to support children and young people to remain healthy and to ensure that their health needs are met.

Services are to be provided to Barking and Dagenham residents only; the service specification will highlight respective service eligibility criteria

Service performance will be monitored through a series of Key Performance Indicators (KPIs) as detailed in the service specification that includes quantitative and qualitative data, service user feedback and activity on outstanding action plans reviewed at quarterly meetings. A number of KPIs are set nationally by the Department of Health (DoH) and these are in line with the PHOF, others are set locally to reflect local priorities as determined by the needs assessment.

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

Effective implementation of the service improves a range of public health outcomes including improved sexual health, reduced numbers of teenage pregnancies, healthy diet and exercise, improved educational outcomes, smoking prevention and cessation, alcohol and substance use prevention and awareness and improved emotional health and wellbeing.

In the longer term, the benefit of aligning the procurement of both services into an integrated 0-19 service is expected to deliver both financial and operational efficiencies, a more streamlined service and better outcomes for children, young people and families.

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

It is proposed that a Quality/Price split of 60/40 is used in the assessment of tenders. For this service, there is a clear need to drive major innovation in quality of services. The quality assessment being broken down into: service model – namely, creating change, access, managing complex partnerships and clinical pathways, and delivering health outcomes; clinical governance and quality assurance; social value, including training and research.

The scope of the contract will be published beforehand including the minimum requirements, award criteria and their weightings, and this will not be changed during the negotiation process. The whole process will be fully documented.



The first stage is advertisement and the conduction of an initial tender stage. After the evaluation of initial tenders, a decision will be made whether to award the contract to one of the bidders based on the outcome of the evaluations, or to negotiate on an equal treatment basis with the bidders who meet the criteria after evaluation.

If the decision is to conclude the negotiations all the bidders will be informed and a common deadline to submit any new or revised tenders will be set. Negotiation dialogue would only be to improve the bids, and not be on the fundamentals of the service. At the end of this process (which may include a best and final offers stage), the contract will be awarded to the supplier with the most economically advantageous tender using the award criteria in the procurement documents.

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

The Council's social value responsibilities are taken through its vision: One borough; One community; London's growth opportunity. The procurement of the service will seek to achieve health and well-being outcomes for children and young people and provide additional value to the local community including schools. The Council will work with the provider to seek to identify local opportunities for apprenticeships, training and recruitment for Barking and Dagenham residents.

## 3. **Options Appraisal**

- 3.1 **Option 1: Do Nothing** - This option is not viable because the Council is required to deliver statutory duties for children, young people and families through the Healthy Child Programme 0-19 service. In addition, NCMP which is an element of the programme is a mandated public health programme for the Local Authority. If the service ceases, access to health and social services for children, young people and families in the borough would be lost, and this would have a detrimental impact on their health, social and educational outcomes. There is also a reputational and financial risk to the authority by the potential failure to perform its statutory duty to deliver public health services for children 5-19 years.
- 3.2 **Option 2: Undertake a joint competitive process to procure an Integrated 0-19 Healthy Child Programme with neighbouring boroughs** - The intention is to produce a new service which is specifically tailored to the needs and key concerns of the borough and to deliver this through local integration of services and a multi-disciplinary approach. Due to the very different demographic needs and priorities it would be difficult to achieve this through a single service that is delivered across a number of boroughs, and we would want to avoid a homogenised 'one size fits all' approach. Each borough is also at a different stage in the delivery of these services and current contracts are not aligned, making it difficult to manage a joint procurement process.
- 3.3 **Option 3: Undertake a competitive process and the award contracts for separate 0-5 and 5-19 HCP** - This option does not achieve the intended aim of providing these services more effectively and efficiently through reducing the structural boundaries that could impede the seamless delivery of support and hamper good communication and skill sharing.

3.4 **Option 4: Undertake a competitive process and the award the contract for an integrated 0-19 HCP (preferred option)** - This is the option that will best deliver all the key elements of a fully integrated service tailored to the needs of the Borough (as outlined in section 2 above).

#### 4. Equalities and other Customer Impact

4.1 The award of the contract will provide a model of service delivery to all children and young people (including vulnerable) and their families in Barking and Dagenham through a community and universal offer. This service supports the work of the public health team in challenging some of the inequalities in health outcomes for children and young people and their families in Barking and Dagenham through joint working with schools, teachers, and communities to improve health.

#### 5. Other Considerations and Implications

5.1 **Risk and Risk Management** – The risk assessment summary is set out below:

Risk	Likelihood	Impact	Risk Category	Mitigation
Delay to/ failed procurement process	Medium	Medium	Medium	Set and follow a realistic timetable. Council to negotiate new short-term contract with current provider in case of a delay or failed procurement
Financial risk- bidders' prices higher than available budget	Low	High	High	Service specification to be realistic and have flexibility on requirements from providers. Negotiation procedure is used for this process to allow dialogue with bidders to achieve a cost-effective service for the partnership
Contract award decision challenged by unsuccessful provider(s)	Low	Low	Low	Procure contract in line with Council's contract rules and ensure OJEU process followed. Liaise with legal and corporate procurement departments at all stages and ensure documentation is kept.
Provider fail to meet contractual obligations	Low	High	Medium	Clear set of outcomes set out in service specification and agreed with provider. Robust and regular performance monitoring procedures, performance indicators and consequences of failure to meet them set out in service contract.

5.2 **TUPE, other staffing and trade union implications** - Eligible staff currently employed in the service will, in the event of change in service provision, transfer their employment to the new provider under the Transfer of Undertakings (Protection of Employment) Regulations 2014.

- 5.3 **Safeguarding Children** - The provision of this service would improve the wellbeing of children in the borough and reduce inequalities. The Council would ensure that the provider has in place the necessary safeguarding protocols, in line with Council Policy and applies the Frazier Guidelines and Gillick Competency where a young person is under 16.
- 5.4 **Health Issues** - The proposal is in line with the outcomes and priorities of the joint Health and Wellbeing Strategy. The award of the contract should further enhance the quality and access of services, as well as user and patient experiences. The proposal will have a positive effect on our local community.

## 6. Consultation

- 6.1 The proposals within this report were considered and endorsed by the Procurement Board on 17 July 2017.

## 7. Corporate Procurement

Implications completed by: Adebimpe Winjobi, Senior Procurement & Contracts Manager

- 7.1 The service being procured falls within the description of services covered by the Light Touch Regime under the Public Contracts Regulations 2015. As the estimated value of the contract is higher than the set threshold (currently EUR 750,000), it needs to be opened up to competition and be advertised in the Official Journal of the European Union (OJEU) as required by the Regulations.
- 7.2 In keeping with the EU procurement principles, it is imperative that the contract is tendered in a competitive way and that the process undertaken is transparent, non-discriminatory and ensures the equal treatment of bidders.
- 7.3 The procurement will be undertaken using the competitive procedure with negotiation process under the Public Contract Regulations 2015. This approach will allow the council to work with interested parties to design the service. It is more flexible and allows for more tailored and innovative specifications and solutions to be developed against an overall service model, key outcomes and performance indicators developed by commissioners and will provide best competition to get best value for money for the Council and will be compliant with the Council's Contract Rules and EU Regulations.
- 7.4 Corporate procurement will provide the required support to commissioners throughout the entire process.

## 8. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager – Finance

- 8.1 The Public Health Grant currently provides funding for two separate Healthy Child programmes, the Children's 0 to 5 Programme and the Children's 5 to 19 Programme. The 2017-18 budget for these programmes is £5.024m and £1.2m

respectively. The Children's 5 to 19 Programme also includes the mandated National Child Weight Management Programme.

- 8.2 The estimated cost of a 5-year contract (3 years +1 year + 1 year) is £30.0m (£6.0m per annum), which would be a saving of £1.12m in comparison the two separate contracts for the same 5-year period (or £0.224m per annum, excluding any potential additional funding for the one-year extension).
- 8.3 The preferred option of an integrated service would not only generate savings, but would also allow for a more tailored service in the borough and has the potential for improved outcomes for residents.

## **9. Legal Implications**

Implications completed by: Bimpe Onafuwa, Contracts and Procurement Lawyer

- 9.1 On 23 June 2015 Cabinet approved the procurement strategy for the 0 to 5 Healthy Child Programme contract. Likewise, on 8 March 2016 the Health and Wellbeing Board approved the procurement strategy for the 5 to 19 Healthy Child Programme contract. The Board also delegated authority to the relevant Chief Officer to award and execute the contracts, for their term and extension periods.
- 9.2 Consequently, the contracts for both the 0 to 5 and 5 to 19 Healthy Child Programme has been extended in line with the previous approvals given and in accordance with the Council's Contract Rules.
- 9.3 This report is seeking approval to procure a new integrated 0-19 Healthy Child Programme commencing 1st September 2018. The Light Touch Regime (LTR) would be applicable to this procurement as the services fall under the social and other specific contracts described in Schedule 3 of the Public Contracts Regulations (the PCR). In line with this regime, the PCR requires that contracts with a value above the current threshold of £589,148 be opened up to competition and be advertised widely enough for interested bidders to be aware of the procurement. The value of the 0-19 Healthy Child contract is estimated to be above the LTR threshold, and as such it needs to be tendered as required by the PCR.
- 9.4 Procurement of this contract has to show equality in the treatment of bidders, transparency, as well as fairness in order to be compliant with the principles of the PCR and the Council's Contract Rules. The proposed timetable, advertising media and evaluation criteria noted in the procurement strategy are indications of a compliant exercise.
- 9.5 The Law and Governance Team are available to provide legal advice during this tender process.

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

**List of appendices:** None

**CABINET****19 September 2017**

<b>Title:</b> Debt Management Performance and Write-Offs 2017/18 (Quarter 1)	
<b>Report of the Cabinet Member for Finance, Growth and Investment</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
<b>Report Author:</b> Gill Hills – Head of Revenues	<b>Contact Details:</b> Tel: 0208 724 8615 E-mail: <a href="mailto:gill.hills@elevateeastlondon.co.uk">gill.hills@elevateeastlondon.co.uk</a>
<b>Accountable Director:</b> Kathy Freeman, Finance Director	
<b>Summary</b>	
<p>This report sets out the performance of the Council's partner, Elevate East London, in carrying out the contractual debt management function on behalf of the Council. This report covers the first quarter of the financial year 2017/18. The report also includes summaries of debt written off in accordance with the write off policy that was approved by Cabinet on 18 October 2011.</p>	
<b>Recommendation(s)</b>	
Cabinet is recommended to:	
<ul style="list-style-type: none"> <li>(i) Note the contents of this report as it relates to the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of enforcement agents; and</li> <li>(ii) Note the debt write-offs for the first quarter of 2017/18, as detailed in Appendix A to the report.</li> </ul>	
<b>Reason</b>	
<p>Assisting in the Council's Policy aim of ensuring an efficient organisation delivering its statutory duties in the most practical and cost-effective way. This ensures good financial practice and adherence to the Council's Financial Rules on the reporting of debt management performance and the total amounts of debt written-off each financial quarter.</p>	

## 1. Introduction and Background

- 1.1 The Council's Revenues, Benefits, General Income and Rents Service is operated by the Council's joint venture company, Elevate East London LLP (Elevate). The service is responsible for the management of the Council's debt falling due by way of statutory levies and chargeable services. It also collects rent on behalf of Barking and Dagenham Reside. Council debts not collected by Elevate are not included in this report, for example parking and road traffic debt prior to warrants being granted and hostel and private sector leasing debt.
- 1.2 This report sets out performance for the first quarter of the 2017/18 municipal and financial year and covers the overall progress of each element of the service since April 2017. In addition, it summarises debts that have been agreed for write off in accordance with the Council's Financial Rules. All write offs are processed in accordance with the Council's debt management policy agreed on 18th October 2011.
- 1.3 The target for council tax current year collection has increased this year by 0.4% which equates to an additional £283k of revenue. The council tax arrears target has also increased by £130k this year. The general income target has increased by 0.4% to 96% which equates to an additional £400k of revenue and the former tenant arrears target has increased by £25k from £175k to £200k. These new targets have increased the amount of revenue to be collected by approximately £838k.

## 2. Proposal and Issues

- 2.1 Set out in Table 1 below is the performance for quarter one of 2017/18 achieved for the main areas of debt managed by Elevate.

Table 1: Collection Rate Performance – Quarter One 2017/18

Type of Debt	Year end target	Quarter 1 target	Quarter 1 Performance	Variance	Actual collected £m
<b>Council Tax</b>	96.0%	30.3%	30.2%	-0.1%	£21.351m
<b>Council Tax Arrears</b>	£2,122,000	£728k	£706k	£-22k	£706k
<b>NNDR</b>	98.2%	32.4%	30.7%	-1.7%	£18.926m
<b>Rent</b>	98.16%	23.93%	23.59%	-0.34%	£24.242m
<b>Leaseholders</b>	98.0%	31.93%	30.17%	-1.76%	£1.370m
<b>General Income</b>	96.0%	81.25%	77.80%	-3.45%	£11.462m

### Council Tax Collection Performance

- 2.2 Council Tax collection ended the quarter 0.1% below the profile target at 30.2%, however this is 0.1% higher than last year at the same time.
- 2.3 Council tax support continues to drop and at the end of quarter 1 made up 16% of the overall charge compared with 17% in 16/17. This coupled with the increases in council

tax of £4.5m in 17/18 has put additional pressure on the service to maintain collection performance. However, good debt recovery practices are being maintained and the collection remains only marginally off target.

### Council Tax Arrears

- 2.4 By the end of quarter one £706k had been collected; this is £22k below the target. Tax payers experiencing financial difficulties continue to pay their council tax outside the current year. However, the work carried out to over the past two years to help payers to bring their accounts up to date has reduced this number and seen arrears payment begin to plateau.
- 2.5 The Council Tax team's ability to adapt to the challenges presented by the Council Tax Support scheme, the increasing number of properties within the borough and the increase in the Council Tax charge have improved collection rates year on year to the higher levels now seen in Barking and Dagenham.

Table 2:

Quarter 1 - 2017/18									
Year	Charge year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
2009/10	92.9	95.0	95.7	96.1	96.4	96.6	96.8	96.9	96.9
2010/11	92.9	95.0	95.7	96.1	96.3	96.6	96.7	96.8	
2011/12	94.1	95.7	96.3	96.6	96.8	97.0	97.0		
2012/13	94.6	96.2	96.6	96.9	97.1	97.2			
2013/14	94.1	96.0	96.6	96.9	96.9				
2014/15	94.3	96.1	96.7	96.7					
2015/16	94.8	96.4	96.6						
2016/17	95.5	96.1							

### Business Rates (NNDR) Collection Performance

- 2.6 The NNDR collection rate reached 30.7% by the end of the first quarter. This is 1.7% below the target.
- 2.7 A combination of new business and changes to rateable values have increased the net collectable debit by £1.5m in the first quarter. These newly created debts will be paid off monthly over the remainder of the year. Taking these changes in account, it is estimated that the end of year target will be achieved.

### Rent Collection Performance

- 2.8 Rent collection reached 23.59% by the end of the first quarter. This is 0.34% behind the target.
- 2.9 Housing benefit continues to reduce each year and is £800k (2%) less when compared with the first quarter of 2016/17.

- 2.10 Close working with Housing continues to ensure that a joined-up approach is taken where necessary. This includes taking payment and encouraging direct debit as a method of payment at sign-up.
- 2.11 Continuous monitoring of arrears cases continues with proactive engagement with tenants being a primary function of the rents teams. Affordability exercises are also undertaken with tenants if they are identified as falling into arrears and payment plans put in place to help bring their rent back up to date.

### **Reside Collection Performance**

- 2.12 In addition to collecting rent owed on Council tenancies, Elevate also collects the rent for the B&D Reside portfolio.
- 2.13 Rent collection excluding former tenant arrears is stable with a collection rate of 99.62. This is 0.12% above the target.

### **Leaseholders' Debt Collection Performance**

- 2.14 Leaseholder collection reached 30.17% by the end of the first quarter. This is 1.76% behind target.
- 2.15 The shortfall in collection at the end of the first quarter is £79k. To ensure that collection returns to target additional resource will be assigned to this area during the second quarter.

### **General Income Collection Performance**

- 2.16 General income collection reached 77.8% by the end of the first quarter. This is 3.45% behind target.
- 2.17 A number of invoices, totalling £3m have been sent later in the first quarter when compared with 16/17. As a result, there has been less time to collect these debts and resulted in the target not being achieved. Work continues to pursue these debts and performance is expected to recover throughout the year.

### **A&CS Homes and A&CS Residential – Collection of Social Care Charges (home and residential)**

- 2.18 Homecare collection reached 65.6% by the end of the first quarter. This is 0.07% above the target.
- 2.19 Residential collection reached 73.2% by the end of the first quarter.
- 2.20 The debt recovery process for these debts is similar to that of other debts, but with extra recognition given to particular circumstances. To ensure that the action taken is appropriate and to maximise payments, each case is considered on its own merits at each stage of the recovery process and wherever possible payment arrangements are agreed. In addition, a further financial reassessment of a client's contribution is undertaken where there is extraordinary expenditure associated with the care of the service user. The relevant procedures have been updated to take account of the Care Act.



## Penalty Charge Notices (PCN) – Road Traffic Enforcement

- 2.21 Road traffic enforcement collection reached 18.2% by the end of the first quarter. This is 4.2% above the target.
- 2.22 This recovery work only includes debts due to Penalty Charge Notices (PCNs) for parking, bus lane and box junction infringements once a warrant has been obtained by Environmental and Enforcement Services (Parking Services) from the Traffic Enforcement Centre (TEC). Elevate enforce these warrants through enforcement agents acting on behalf of the Council and closely monitor the performance of these companies. Overall collection rates on PCNs would be reported by Parking Services

## Housing Benefit Overpayments

- 2.23 Housing Benefit overpayment collection reached 55.7% by the end of the first quarter. This is 6.6% above the target.
- 2.24 Creation of Housing Benefit Overpayments remains comparable with 2016/17. However, collection rates remain buoyant as targeted action is taken by the team.

## Enforcement Agent (Bailiff) Performance

- 2.25 Enforcement agent action is a key tool for the Council to recover overdue debts but is only one area of collection work and is always the action of last resort. The introduction of the CTS scheme in 2013/14 meant around 13,000 additional households became liable to pay a proportion of Council Tax. This number increased again in April 2015 with the revised CTS scheme meaning that there has been additional debt recovery action. The affected group of residents are working age but their circumstances vary as they move in and out of work. The ability to collect all sums due to the Council continues to be made progressively more challenging as welfare reforms continue to take effect. This is alongside the cumulative yearly effect of CTS on arrears which is increasing overall indebtedness.
- 2.26 Information on the performance of the enforcement agents is set out in the table below by type of debt for the first quarter of 2017/18.

Table 3: Enforcement Agent Collection Rates – 2017/18

Service	Value sent to enforcement agents £	Total collected by enforcement agents £	2017/18 Collection rate %
Council Tax	£2,455,103	£19,953	1%
NNDR	£758,376	£43,927	6%
Commercial rent	£0	£0	0%
General Income	£10,585	£1,346	12.7%

## Debt Write-Offs: Quarter 1 2017/18

- 2.27 All debt deemed suitable for write off has been through all the recovery processes and is recommended for write off in accordance with the Council's policy. The authority to "write off" debt remains with the Council. The value of debt recommended to the Strategic Director, Finance & Investment and subsequently approved for write off during the first quarter of 2017/18 totalled £140,573. The value and number of cases written off in quarter one is provided in Appendix A.
- 2.28 234 debts were written off in quarter one for which the reasons are set out below. The percentage relates to the proportion of write offs by value, or by number:

**Table 4: Write off numbers – 2017/18 Quarter 1**

<b>Absconded/not traced</b>	<b>Uneconomic to pursue</b>	<b>Debtor Insolvent</b>	<b>Deceased</b>	<b>Other reasons</b>
£14,718	£38,551	£17,593	£54,743	£14,968
10.47%	27.42%	12.52%	38.94%	10.65%

<b>Absconded / not traced</b>	<b>Uneconomic to pursue</b>	<b>Debtor Insolvent</b>	<b>Deceased</b>	<b>Other reasons</b>
24	67	6	113	24
10.26%	28.63%	2.56%	48.29%	10.26%

"Other reasons" include the following categories:

Insolvency

Remitted by court

Debtor outside UK

Prison sentence served in respect of debt

Benefit overpayment – unrecoverable in accordance with Housing Benefit General regulations 1987

The court refuses to make an order in respect of the debt

Statute barred due to age of debt

Small balance

Negotiated settlement of part of debt

Vulnerable

In prison

- 2.29 The figures in Appendix B show the total write-offs for 2011/12, 2012/13, 2013/14, 2014/15 and 2016/17

### 3. Options Appraisal

- 3.1 Not relevant to this report as its purpose is to provide information on debt management performance and write-offs.

#### **4. Consultation**

- 4.1 This report has been prepared by Elevate and finalised with the agreement of the Strategic Director of Finance and Investment.

#### **5. Financial Issues**

Implications completed by: Kathy Freeman, Finance Director

- 5.1 Collecting all sums due is critical to the Council's ability to function. In view of this, monitoring performance is a key part of the monthly meetings with Elevate.
- 5.2 The monthly meetings between Elevate and the Council mainly focus on the areas where the targets are not being achieved to discuss ways to improve collection.
- 5.3 At the end of quarter 1, performance targets have not been achieved in all key collection areas.
- 5.4 Similar to last year, performance on rent is currently below the target by 0.34%, which is equivalent to a cash shortfall of £340k.
- 5.5 The level of write offs at the end of quarter 1 total £140,573. It is important that bad debts are written off promptly so that the Council can maintain the appropriate bad debt provision.
- 5.6 If debts are not promptly collected, this has an adverse impact on the Council's overall financial position. Increases required to the Council's bad debt position are charged to the Council's revenue accounts and reduces the funding available for other expenditure.

#### **6. Legal Issues**

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

- 6.1 Monies owed to the Council in the form of debts are a form of asset that is the prospect of a payment sometime in the future. The decision not to pursue a debt carries a cost and so a decision not to pursue a debt is not taken lightly.
- 6.2 The Council holds a fiduciary duty to the ratepayers and the government to make sure money is spent wisely and to recover debts owed to it. If requests for payment are not complied with then the Council seeks to recover money owed to it by way of court action once all other options are exhausted. While a consistent message that the Council is not a soft touch is sent out with Court actions there can come a time where a pragmatic approach has to be taken with debts as on occasion they are uneconomical to recover in terms of the cost of process and the means of the debtor to pay. The maxim *no good throwing good money after bad* applies. In the case of rent arrears, the court proceedings will be for a possession and money judgement for arrears. However, a possession order and subsequent eviction order is a discretionary remedy and the courts will more often than not suspend the possession order on condition the tenant makes a contribution to their arrears.

- 6.3 Whilst the use of Introductory Tenancies as a form of trial tenancy may have some impact in terms promoting prompt payment of rent as only those tenants with a satisfactory rent payment history can expect to be offered a secure tenancy, people can fall behind and get into debt. The best approach to resolve their predicament is to maintain a dialogue with those in debt to the Council, to offer early advice and help in making repayments if they need it and to highlight the importance of payment of rent and Council tax. These payments ought to be considered as priority debts rather than other debts such as credit loans as without a roof over their heads it will be very difficult to access support and employment and escape from a downward spiral of debt.
- 6.4 The decision to write off debts has been delegated to Chief Officers who must have regard to the Financial Rules.

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

**List of appendices:**

- **Appendix A** – Debt Write Off Table for Quarter 1 2017/18
- **Appendix B** – Total debts written off in 2011/12, 2012/13, 2013/14, 2014/15, 2015/16 and 2016/17.

Table 1: Debts Written Off during Quarter 1 2017/18

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Apr-17	Under 2k	£1	£0	£0	£0	£0	£0	£1
	Over 2k	£0	£0	£0	£0	£0	£0	£0
	Over 10k	£0	£0	£0	£0	£0	£0	£0
	<b>Total</b>	<b>£1</b>	£0	£0	£0	£0	£0	£1
May-17	Under 2k	£5,676	£0	£8,657	£26,684	£0	£0	£41,017
	Over 2k	£27,620	£0	£0	0	£0	£0	£27,620
	Over 10k	£14,708	£0	£0	0	£0	£0	£14,708
	<b>Total</b>	<b>£48,005</b>	£0	£8,657	£26,684	£0	£0	£83,346
Jun-17	Under 2k	£923	£268	£5,098	£50,938	£0	£0	£57,227
	Over 2k	£0	£0	0	0	£0	£0	£0
	Over 10k	£0	£0	0	0	£0	£0	£0
	<b>Total</b>	<b>£923</b>	£0	£5,098	£50,938	£0	£0	£56,959
<b>Quarter 1 Totals</b>		<b>£48,929</b>	<b>£268</b>	<b>£13,755</b>	<b>£77,622</b>	<b>£0</b>	<b>£0</b>	<b>£140,573</b>

Count for Quarter 1 2017/18

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Apr-16	Under 2k	1	0	0	0	0	0	1
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
May-16	Under 2k	14	0	10	76	0	0	100
	Over 2k	9	0	0	0	0	0	9
	Over 10k	1	0	0	0	0	0	1
	<b>Total</b>	<b>24</b>	<b>0</b>	<b>10</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>110</b>
Jun-16	Under 2k	1	4	12	106	0	0	123
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	<b>Total</b>	<b>1</b>	<b>4</b>	<b>12</b>	<b>106</b>		<b>0</b>	<b>123</b>
<b>Quarter 1 Totals</b>		<b>26</b>	<b>4</b>	<b>22</b>	<b>182</b>	<b>0</b>	<b>0</b>	<b>234</b>

Table 1: Debts written off during 2011/12

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

Table 2: Debts written off during 2012/13

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

Table 3: Debts written off during 2013/14

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

Table 4: Debts written off during 2014/15

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

**Table 5: Debts written off during 2015/16**

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

**Table6: Debts written off during 2016/17**

<b>Write Offs</b>	<b>Housing Benefits</b>	<b>General Income</b>	<b>FTA</b>	<b>Rents</b>	<b>Council Tax</b>	<b>NNDR</b>	<b>TOTAL</b>
<b>2016-17 Totals</b>	£180,049	£72,808	£38,973	£28,183	£0	£132,875	£452,888



Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank